



PACKET MODIFICATIONS

November 26, 2025

Addition of the following document handed out, not included in the original packet:

- *Town Administrator Wynn's Capital Improvement Plan (CIP) Priority Rankings sheet - 20251125 - TA Draft CIP Priority Rankings.pdf*
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Rank	Project	Cumulative Score	Project Name	Heck Score	Poulos/Laiminger Score	Hunter Score	Tarno w Score	Czech Score	Smith Score	General Fund Cost	Water Fund Cost	Wastewater Fund Cost	Sanitation Fund Cost	Bridge Reserve Cost
1	Admin - 3	2418	Town Hall Roof Repair	393	410	454	442	320	399	\$ 65,000				
2	PW - 4	2324	Samuel Wade Bridge Repair - Most likely a full depth reconstruction down to the bridge decking. This will also require pedestrian repairs as well and repairs to support structures.	0	466	520	520	428	390					\$ 2,250,000
3	PW - 14	2324	Western Loop realignment	404	520	520	389	491	0		\$ 5,500,000			
4	PW - 5	2295	Cellular Meter Reads - Water. Existing meters have met their end of life expectancy and support is no longer offered on most of the "legacy" meters. Replacement will need to be with either Cellular or an updated model that still requires the handheld reader. Contractor would need to replace these meters and the cost will be more due to the inconsistency with how existing meter pits were installed.	450	366	395	340	329	415		\$ 500,000			
5	PW -11	2283	Transision to Electric Valves WTP - The current pneumatic valves are slower to open and close and often stick open or closed which can cause errors and alarms with the plant.	377	347	457	335	348	419		\$ 160,000			
6	PW - 2	2258	Wastewater Pond Relining	498	282	380	442	278	378			\$ 200,000		
7	PW - 6	2229	Sidewalk ADA - Multi-phased plan with many different pieces that are dependent upon the final ADA transition plan being received by the Town. Over multiple years, pieces of this plan will be funded.	402	398	492	320	285	332	\$ 60,000				
8	PW - 8	2221	Shop Code Compliance - numerous issues with compliance at the shop for safety including electrical that must be addressed.	493	333	451	376	253	315	\$ 30,000				
9	PW - 7	2204	Street Pavement - Multi-phased plan with many different pieces that are dependent upon the final Safe Streets for All Plan being received by the Town. Over multiple years, pieces of this plan will be funded.	514	359	462	289	259	321	\$ 150,000				
10	PW - 3	2189	Sewer line replacement - CCTV	450	166	380	441	318	434			\$ 110,000		
11	PW - 15	2183	5th and Grand	404	520	454	339	466	0	\$ 3,200,000				
12	PD-2	2106	Patrol Radios (6) Handheld Pacset patrol radios	393	369	457	437	45	405	\$ 12,000				
13	PW - 16	2090	Tree Maintenance and schedule	402	354	403	296	258	377	\$ 30,000				
14	PW - 1	1979	Parks Irrigation system/Sprinkler system- include lateral line replacement with other share holders	450	301	437	275	71	445	\$ 25,000				
15	PW-27	1922	Trash Truck Tire Replacement - 2 sets of tires a year	0	356	433	439	371	323				\$ 15,000	
16	PW - 9	1921	Realignment of Lee's Water Main - This plan includes realigning the water main so that meter pits and service lines are no longer underneath trailer homes and are within the right of way. It also includes the installation of fire hydrants and looping the water main so that it connects with other pieces of the water system.	407	269	318	403	283	241		\$ 160,000			
17	PW-30	1913	2024 or newer Chevy Colorado to replace '94 chevy- will become new Director truck- '94 chevy will be surplused	297	381	395	383	188	269	\$ 11,500	\$ 12,000	\$ 12,000		
18	PW - 13	1881	Back up generators Town Hall and WTP WWTP	264	472	383	304	122	336	\$ 25,000	\$ 45,000	\$ 30,000		
19	PD-9	1865	Axon BodyCam/Taser Contract Axon contract provides us with body worn cameras and tasers as well as cloud storage for all associated data	0	411	437	457	237	323	\$ 5,000				

Rank	Project	Cumulative Score	Project Name	Heck Score	Poulos/Laiminger Score	Hunter Score	Tarnow Score	Czech Score	Smith Score	General Fund Cost	Water Fund Cost	Wastewater Fund Cost	Sanitation Fund Cost	Bridge Reserve Cost
20	PW - 10	1820	Street Signs Replacement - This will be a multiple year replacement project. Many signs are faded and hard to see - most stops signs have been replaced in the last two years. This project includes removing and replacing sign posts that are crooked or do not meet MUTCD standards for breakaway.	426	297	235	285	276	301	\$ 12,000				
21	PW - 17	1762	Park information Kiosks & Benches, tables and trashcans	385	347	365	377	93	195	\$ 16,000				
22	PW-24	1732	GIS Mapping - Third Party Consultant that completes the work in the field for sewer, water, and storm water	0	319	431	346	303	333		\$ 75,000	\$ 75,000		
23	PD-7	1707	Patrol Car Outfitting Lights/Sirens/Cage/Racks/Comms	381	382	395	457	51	41	\$ 15,000				
24	PD-10	1678	Axon DraftOne AI Axon police report AI generative program	381	186	332	337	171	271	\$ 19,000				
25	Admin - 2	1673	Office Counter Computer Replacement	480	410	325	214	40	204	\$ 300	\$ 350	\$ 350	\$ 250	
26	PD-4	1656	Ford Explorer Patrol Vehicle Replace 2011 RWD Ford Crown Victoria	0	405	411	457	45	338	\$ 55,000				
27	Admin - 1	1641	Permit & Utility Coordinator Computer Replacement	450	410	325	214	28	214	\$ 300	\$ 350	\$ 350	\$ 250	
28	PW-26	1625	Boat for Sewer Ponds - flat bottom, pontoon with winch	0	285	451	409	333	147			\$ 25,000		
29	PD-5	1624	Patrol Car Outfitting Lights/Sirens/Cage/Racks/Comms	0	405	411	457	5	346	\$ 15,000				
30	Admin - 4	1621	Caselle Hosting	0	410	405	290	317	199	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	
31	PD-3	1606	Less Lethal Patrol Shotguns (4) Orange marked less lethal patrol shotguns	393	237	423	282	45	226	\$ 3,200				
32	PW-22	1587	Material Bin Construction - Sewer Lagoons	349	251	306	247	258	176	\$ 5,000	\$ 7,500	\$ 7,500		
33	PW - 12	1580	Playground equipment (slide and merry go round)	309	380	347	325	85	134	\$ 30,000				
34	PW-23	1564	Water Bottle fill stations & Water Fountains	0	372	367	340	300	185	\$ 6,500				
35	PD-6	1522	Ford Explorer Patrol Vehicle Replace final non-conforming Chevy Equinox	0	382	395	457	172	116	\$ 55,000				
36	PW-31	1515	2024 or newer Chevy 1500 Replace '08 Sport trac. Will become Lead Utility Operators truck- his current truck will return to the crew	0	381	395	383	180	176	\$ 15,000	\$ 12,500	\$ 12,500		
37	PW-32	1494	2024 or newer Chevy 2500 no replacement for the purchase of this vehicle. PW is short trucks. This pickup will become the PW supervisors truck as well as crew truck for larger jobs. Pricing for gas or diesel.	0	381	395	383	180	155	\$ 15,000	\$ 22,500	\$ 22,500		
38	PD-8	1397	Police Department Evidence/Property Access Stairs Safer stairway for upstairs access	0	184	422	265	171	355	\$ 50,000				
39	PW-28	1285	Yard Waste Vehicle - Need a truck with a dumper that can take yard waste with a capability of dumping by a single employee	0	329	411	164	153	228	\$ 8,500	\$ 14,500	\$ 14,500	\$ 22,500	
40	PW-29	1284	Shop Storage and Inventory/Stock	0	284	375	457	168	0	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	
41	PW - 21	1264	Standard Trash Cans	0	328	241	304	141	250				\$ 40,000	
42	PW-25	1227	GIS Mapping Equipment - for in the field changes and fixes	0	287	431	266	243	0		\$ 3,500	\$ 3,500		
43	Admin - 5	1177	Server Upgrades	0	410	357	0	152	258	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	
44	PW - 19	1169	Inventory Program	343	217	385	0	224	0	\$ 500	\$ 500	\$ 500	\$ 500	
45	PW - 18	1118	2nd & 3rd Grand to main intersection in concrete	0	337	365	0	227	189	\$ 250,000				
46	PD-1	1065	Law Enforcement Badges (6) Matching Badges as Identification	0	259	431	191	45	139	\$ 1,650				

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47	PW - 20	964	Trash route software	0	245	212	273	91	143	\$ 7,500	\$ 500	\$ 500	\$ 500	
48	PD-11	405	Axon AI ERA Plan	0	168	0	0	237	0					
49	PW-33	176	Bulk Fuel Storage. Allows us to purchase gasoline for all vehicles at a wholesale contracted price, creating a more stable budget item.	0	176	0	0	0	0					
50	PW-34	0	INTENTIONALLY BLANK - Expansion Cell	0	0	0	0	0	0					
51	PW-35	0	INTENTIONALLY BLANK - Expansion Cell	0	0	0	0	0	0					

Total General Fund	\$	4,210,700
Less Grant & Debt Financing	\$	(2,925,000)
Required General Fund Cash	\$	1,285,700

Total Bridge Reserve Fund	\$	2,250,000
Less Grant & Debt Financing	\$	(1,463,520)
Required Bridge Reserve Fund Cash	\$	786,480

Total Water Fund	\$	6,530,450
Less Grant & Debt Financing	\$	(5,660,000)
Required Water Fund Cash	\$	870,450

Total Wastewater Fund	\$	530,450
Less Grant & Debt Financing		0
Required Wastewater Fund Cash	\$	530,450

Total Sanitation Fund	\$	95,250
Less Grant & Debt Financing		0
Required Sanitation Fund Cash	\$	95,250



Town of Paonia
214 Grand Avenue
Tuesday, November 25, 2025 6:30 PM
Town Board Agenda
<https://us02web.zoom.us/j/83447416871>
Meeting ID: 834 4741 6871

Public Participation: Please raise your hand and wait to be recognized by the Mayor, come to the podium and state your name and whether you live in town or out of town. Time limit is 3 minutes, one time per item, there are instructions at the podium for the timer light. Please direct all comments to the Mayor. No responses will be made by staff or Board during the meeting. Please be respectful and help to maintain decorum by not engaging in derogatory and/or demeaning statements or public displays.

A) Roll Call

B) Approval of Agenda

C) Announcements

D) Public Comment

Any topic not included under Actions & Presentations; 3-minute time limit.

E) Consent Agenda

1) November 10, 2025 Regular Meeting Minutes

2) November 25, 2025 Disbursements

F) Staff Reports

1) Department Score Card

G) Executive Session

EXECUTIVE SESSION for discussion of a personnel matter under C.R.S. 24-6-402(2)(f) and NOT involving: any specific employees who have requested discussion of the matter in open session; any member of this body or any elected official; the appointment of any person to fill an office of this body or of an elected official; or personnel policies that do not require the discussion of matters personal to particular employees, for Town Administrator Stefen Wynn's annual evaluation.

H) Actions & Presentations

Public comments must be related to the agenda item, 3-minute time limit.

1) Consideration of Appointment to the Planning Commission

2) Consideration of Membership on Board of Trustee Committees

3) Consideration of Resolution 27- 2025 Authorized Signatories

4) RFQ 2025-06 WaterSMART Consultant Decision

- 5) RFQ 2025-07 Safe Streets for All Consultant Decision
- 6) Ratification of the Selection of a Mayor Pro-Tem
- 7) Consideration of Approval for Hiring of a Contractor to Address Drainage Issues, Add Subgrade and Surface Materials and Pour a Concrete Pad for Compost Project out at 3 3rd Street (AKA Twin Lakes)
- I) Mayor & Trustee Reports
 - 1) Ad Hoc Short Term Rentals Committee
- J) Adjournment

As Adopted by:
Town of Paonia, Colorado
Resolution No. 2017-10 – Amended May 22, 2018

I. Rules of Procedure

Section 1. Schedule of Meetings. Regular Board of Trustees meetings shall be held on the second and fourth Tuesdays of each month, except on legal holidays, or as re-scheduled or amended and posted on the agenda prior to the scheduled meeting.

Section 2. Officiating Officer. The meetings of the Board of Trustees shall be conducted by the Mayor or, in the Mayor's absence, the Mayor Pro-Tem. The Town Clerk or a designee of the Board shall record the minutes of the meetings.

Section 3. Time of Meetings. Regular meetings of the Board of Trustees shall begin at 6:30 p.m. or as scheduled and posted on the agenda. Board Members shall be called to order by the Mayor. The meetings shall open with the presiding officer leading the Board in the Pledge of Allegiance. The Town Clerk shall then proceed to call the roll, note the absences and announce whether a quorum is present. Regular Meetings are scheduled for three hours, and shall be adjourned at 9:30 p.m., unless a majority of the Board votes in the affirmative to extend the meeting, by a specific amount of time.

Section 4. Schedule of Business. If a quorum is present, the Board of Trustees shall proceed with the business before it, which shall be conducted in the following manner. Note that all provided times are estimated:

- (a) Roll Call - (5 minutes)
- (b) Approval of Agenda - (5 minutes)
- (c) Announcements (5 minutes)
- (d) Recognition of Visitors and Guests (10 minutes)
- (e) Consent Agenda including Approval of Prior Meeting Minutes (10 minutes)
- (f) Mayor's Report (10 minutes)
- (g) Staff Reports: (15 minutes)
 - (1) Town Administrator's Report
 - (2) Public Works Reports
 - (3) Police Report
 - (4) Treasurer Report
- (h) Unfinished Business (45 minutes)
- (i) New Business (45 minutes)
- (j) Disbursements (15 minutes)
- (k) Committee Reports (15 minutes)
- (l) Adjournment

* This schedule of business is subject to change and amendment.

Section 5. Priority and Order of Business. Questions relative to the priority of business and order shall be decided by the Mayor without debate, subject in all cases to an appeal to the Board of Trustees.

Section 6. Conduct of Board Members. Town Board Members shall treat other Board Members and the public in a civil and polite manner and shall comply with the Standards of Conduct for Elected Officials of the Town. Board Members shall address Town Staff and the Mayor by his/her title, other Board Members by the title of Trustee or the appropriate honorific (i.e.: Mr., Mrs. or Ms.), and members of the public by the appropriate honorific. Subject to the Mayor's discretion, Board Members shall be limited to speaking two times when debating an item on the agenda. Making a motion,

asking a question or making a suggestion are not counted as speaking in a debate.

Section 7. Presentations to the Board. Items on the agenda presented by individuals, businesses or other organizations shall be given up to 5 minutes to make a presentation. On certain issues, presenters may be given more time, as determined by the Mayor and Town Staff. After the presentation, Trustees shall be given the opportunity to ask questions.

Section 8. Public Comment. After discussion of an agenda item by the Board of Trustees has concluded, the Mayor shall open the floor for comment from members of the public, who shall be allowed the opportunity to comment or ask questions on the agenda item. Each member of the public wishing to address the Town Board shall be recognized by the presiding officer before speaking. Members of the public shall speak from the podium, stating their name, the address of their residence and any group they are representing prior to making comment or asking a question. Comments shall be directed to the Mayor or presiding officer, not to an individual Trustee or Town employee. Comments or questions should be confined to the agenda item or issue(s) under discussion. The speaker should offer factual information and refrain from obscene language and personal attacks.

Section 9. Unacceptable Behavior. Disruptive behavior shall result in expulsion from the meeting.

Section 10. Posting of Rules of Procedure for Paonia Board of Trustees Meetings. These rules of procedure shall be provided in the Town Hall meeting room for each Board of Trustees meeting so that all attendees know how the meeting will be conducted.

II. Consent Agenda

Section 1. Use of Consent Agenda. The Mayor, working with Town Staff, shall place items on the Consent Agenda. By using a Consent Agenda, the Board has consented to the consideration of certain items as a group under one motion. Should a Consent Agenda be used at a meeting, an appropriate amount of discussion time will be allowed to review any item upon request.

Section 2. General Guidelines. Items for consent are those which usually do not require discussion or explanation prior to action by the Board, are non-controversial and/or similar in content, or are those items which have already been discussed or explained and do not require further discussion or explanation. Such agenda items may include ministerial tasks such as, but not limited to, approval of previous meeting minutes, approval of staff reports, addressing routine correspondence, approval of liquor licenses renewals and approval or extension of other Town licenses. Minor changes in the minutes such as non-material Scribner errors may be made without removing the minutes from the Consent Agenda. Should any Trustee feel there is a material error in the minutes, they should request the minutes be removed from the Consent Agenda for Board discussion.

Section 3. Removal of Item from Consent Agenda. One or more items may be removed from the Consent Agenda by a timely request of any Trustee. A request is timely if made prior to the vote on the Consent Agenda. The request does not require a second or a vote by the Board. An item removed from the Consent Agenda will then be discussed and acted on separately either immediately following the consideration of the

Consent Agenda or placed later on the agenda, at the discretion of the Board.

III. Executive Session

Section 1. An executive session may only be called at a regular or special Board meeting where official action may be taken by the Board, not at a work session of the Board. To convene an executive session, the Board shall announce to the public in the open meeting the topic to be discussed in the executive session, including specific citation to the statute authorizing the Board to meet in an executive session and identifying the particular matter to be discussed "in as much detail as possible without compromising the purpose for which the executive session is authorized." In the event the Board plans to discuss more than one of the authorized topics in the executive session, each should be announced, cited and described. Following the announcement of the intent to convene an executive session, a motion must then be made and seconded. In order to go into executive session, there must be the affirmative vote of two thirds (2/3) of Members of the Board.

Section 2. During executive session, minutes or notes of the deliberations should not be taken. Since meeting minutes are subject to inspection under the Colorado Open Records Act, the keeping of minutes would defeat the private nature of executive session. In addition, the deliberations carried out during executive session should not be discussed outside of that session or with individuals not participating in the session. The contents of an executive session are to remain confidential unless a majority of the Trustees vote to disclose the contents of the executive session.

Section 3. Once the deliberations have taken place in executive session, the Board should reconvene in regular session to take any formal action decided upon during the executive session. If you have questions regarding the wording of the motion or whether any other information should be disclosed on the record, it is essential for you to consult with the Town Attorney on these matters.

IV. Subject to Amendment

Section 1. Deviations. The Board may deviate from the procedures set forth in this Resolution, if, in its sole discretion, such deviation is necessary under the circumstances.

Section 2. Amendment. The Board may amend these Rules of Procedures Policy from time to time.

Town of Paonia
214 Grand Avenue
Budget Work Session
Monday, November 10, 2025, 5:30 PM

Town Board Regular Meeting Agenda
Monday November 10, 2025, 6:30 PM

RECORD OF PROCEEDINGS

Mayor Smith calls the meeting to order at 5:30PM

Budget Work Session

Attendees present: Trustee Tarnow, Trustee Hunter, Mayor Smith, Trustee Czech, Trustee Stelter, Town Administrator Wynn, Town Clerk Vetter, Deputy Clerk Santiago, Police Chief Laiminger, Public Works Director Poulos, Trustee Heck

Town Administrator Wynn presented the proposed FY2026 salary allocations, which include a 2% cost-of-living adjustment for all staff and up to a 3% merit-based increase, for a total potential 5% raise. He reviewed staffing updates, such as a new full-time Front Desk Office Assistant, restructured roles in Public Works and the Police Department, and a total workforce of 25 full-time and 3 part-time employees, along with overall payroll costs of \$1.67 million spread across the General and Enterprise Funds. Trustees discussed the balance between cost-of-living and merit pay, the need for a clear merit policy, and ensuring salary growth remains sustainable while preserving fund balances and funding capital needs. Town Administrator Wynn confirmed the Town holds roughly \$6.2 million in total cash and reserves and emphasized maintaining a balance between employee retention and infrastructure investment. Trustees will rank proposed capital projects for inclusion in the FY2026 Capital Improvement Plan and final budget adoption in December.

Trustee Heck arrives at 6:14 PM.

Regular Board Meeting

Mayor Smith calls the Regular Board meeting to order at 6:34 PM.

A) Roll Call

Present:

Mayor Smith
Trustee Czech
Trustee Heck
Trustee Hunter
Trustee Stelter
Trustee Tarnow

B) Approval of Agenda

Mayor Smith notes that the Board will need to select a new Mayor Pro-Tem due to the

resignation of Kathy Swartz. Also, Town Administrator Wynn suggested tabling item H-1- Consideration of RFQ 2025-07 Safe Streets for All Consultant, until the next meeting due to additional scoring required.

Trustee Hunter motions to approve the agenda with the following two changes: 1) that we add to the agenda item H-4, to appoint a Mayor Pro-Tem, and 2) that we table item H-1 (Consideration of RFQ 2025-07 Safe Streets for All Consultant) until the next meeting on November 25, 2025. Seconded by Stelter.

The motion carries unanimously.

C) Announcements

- 1) Proclamation- November is Hospice and Palliative Care Month.
Mayor Smith reads the declaration of November 2025 as Hospice and Palliative Care Month in Paonia. Hope West representative, Wilma Erven, thanked the Town for its recognition.
- 2) The Town is accepting applications from in-town residents for an available seat on the Planning Commission. The Planning Commission meets on the first Monday of the month at 6 pm and is an advisory board to the Board of Trustees as well as a quasi-judicial body. Applications are due to the Town Clerk by November 19, 2025.
- 3) The Town is accepting applications for an open seat on the Zoning Board of Adjustments. The ZBoA only meets when public hearings are scheduled for it and is a quasi-judicial board. You do not have to be an in-town resident to serve on this board. Applications are due to the Town Clerk by November 19, 2025.

D) Public Comment

No public comments made or received.

E) Consent Agenda

Trustee Stelter motions for approval of the consent agenda. Seconded by Trustee Heck.

The motion carries unanimously.

F) Staff Reports

- 1) Town Administrator/Treasurer

Town Administrator Wynn reported the budget to actuals, which included progress on financial management improvements, involving a new treasury system with fraud protection, consolidation of Town bank accounts, and continued loan drawdowns for water projects. He noted strong interest earnings and year-to-date surpluses in the General and Capital Funds, a \$33,000 deficit in Sanitation due to higher landfill costs, and plans to launch a yard waste diversion program in 2026 to reduce disposal expenses.

- 2) Police Chief

Chief Laiminger reported community engagement through the Trunk or Treat event and a successful DEA Drug Takeback collecting over 10 pounds of medications, noted the new Verkada camera system is fully operational and already assisting investigations, and confirmed the No Kings Rally drew about 350 attendees without incident.

3) Public Works Director

Public Works Director Poulos is conducting rotating leaf pickup, continuing pothole repairs and tank relining, and Interim Supervisor Rodney Byrge is performing well and is evaluating new mower equipment for 2026.

Executive session

Trustee Hunter motions pursuant to C.R.S., Section 24-6-402(4)(b) and Section 24-6-402(4)(e) for the purposes of receiving legal advice on specific legal questions and determining positions relative to matters that may be subject to negotiations as well as providing direction to negotiators and pursuant to Section 24-6-402(4)(a), C.R.S. for the purposes of discussing the potential transfer and acquisition of the water distribution system of the Hidden Valley HOA Water Company. Seconded by Trustee Stelter.

The motion carries unanimously.

The Board goes into Executive Session at 7:33 PM.

The Executive Session concluded at 8:43 PM. Attendees included Mayor Smith, Trustees Hunter, Stelter, Heck, Czech, Tarnow, Town Administrator/Treasurer Wynn, Town Clerk Vetter, and the Town's water attorney, Sheela Stack.

Trustee Hunter motions for a 5-minute recess. Seconded by Trustee Czech.

The motion carries unanimously.

The meeting is reconvened at 8:49 PM.

H) Actions & Presentations

Public comments must be related to the agenda item, 3-minute time limit.

- 1) Consideration of RFQ 2025-07 Safe Streets for All Consultant
Item tabled to the November 25, 2025, meeting.
- 2) Consideration of the Off- System Bridge Grant 2025 Application

Town Administrator Wynn outlined the need for major structural repairs to the Samuel Wade Bridge, noting inspection findings that require full deck reconstruction and pier reinforcement. He explained the total project cost of about \$1.96 million, with the Town proposing a \$500,000 (25%) match from its bridge reserve fund, above the minimum requirement, to improve the grant's competitiveness during scoring. Trustees discussed the match level and agreed that overmatching would enhance the

Town's chances of securing state funding.

Trustee Stelter moves to authorize the Town Administrator to submit the 2025 Off-System Bridge Grant application to the Colorado Special Highway committee for the Samuel Wade Bridge repair and resurfacing project, including a town match commitment of \$500,000 and authorization to execute all necessary documents to complete the grant submission. Seconded by Trustee Heck.

The motion carries unanimously.

- 3) Consideration of Resolution 26-2025 Declaring a Vacancy on the Board of Trustees
Trustee Hunter speaks to sending appreciations to Kathy Swartz and moves to pass Resolution 26-2025 Declaring a Vacancy on the Board of Trustees. Seconded by Trustee Stelter.

The motion carries unanimously.

Trustee Hunter makes a second motion, to remove Kathy Swartz as a signer on the United Business Bank account. Seconded by Trustee Stelter.

The motion carries unanimously.

- 4) Selection of a Mayor Pro-Tem

This item was added during approval of agenda.

After a brief discussion by the Board, Trustee Hunter motions to appoint Trustee Stelter as Mayor Pro-Tem. Seconded by Trustee Tarnow.

The motion carries unanimously.

I) Mayor & Trustee Reports

- 1) Ad Hoc Short Term Rentals Committee
No update provided.

J) Adjournment

Mayor Smith adjourns the meeting at 9:03 PM.

Samira M. Vetter, Town Clerk

Paige Smith, Mayor

DRAFT

PS *Sam* ✓

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Voided	GL Account and Title	GL Period Date
ADP, INC								
1352	ADP, INC	705140494	Admin Payroll	11/14/2025	50.64	10-41-20	LEGAL, ENGINEERING & PR	11/30/2025
1352	ADP, INC	705140494	PD Payroll	11/14/2025	59.68	10-42-20	LEGAL, ENGINEERING & PR	11/30/2025
1352	ADP, INC	705140494	Water Payroll	11/14/2025	23.51	60-50-20	LEGAL, ENGINEERING & PR	11/30/2025
1352	ADP, INC	705140494	WasteWater Payroll	11/14/2025	23.51	70-51-20	LEGAL, ENGINEERING & PR	11/30/2025
1352	ADP, INC	705140494	Sanitation Payroll	11/14/2025	23.51	80-52-20	LEGAL, ENGINEERING & PR	11/30/2025
Total ADP, INC:					180.85			
Bruin Waste								
1307	Bruin Waste	1271022	WTP Portable Toilet	11/12/2025	119.75	60-50-16	OPERATING SUPPLIES	11/30/2025
Total Bruin Waste:					119.75			
Colorado Municipal League Inc								
30	Colorado Municipal League Inc	11032025	2026 Membership Dues	11/03/2025	274.00	10-41-31	DUES & SUBSCRIPTIONS	11/30/2025
30	Colorado Municipal League Inc	11032025	2026 Membership Dues	11/03/2025	274.00	60-50-31	DUES & SUBSCRIPTIONS	11/30/2025
30	Colorado Municipal League Inc	11032025	2026 Membership Dues	11/03/2025	274.00	80-52-31	DUES & SUBSCRIPTIONS	11/30/2025
30	Colorado Municipal League Inc	11032025	2026 Membership Dues	11/03/2025	274.00	70-51-31	DUES & SUBSCRIPTIONS	11/30/2025
Total Colorado Municipal League Inc:					1,096.00			
Delta Montrose Electric Assn.								
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 9805013000 - 10-2025	11/10/2025	30.50	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 20992900 - 10-2025	11/10/2025	39.02	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3120200000 - 10-2025	11/10/2025	33.82	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3140015008 - 10-2025	11/10/2025	49.44	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3140124001 - 10-2025	11/10/2025	58.15	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3140305400 - 10-2025	11/10/2025	191.41	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3140308201 - 10-2025	11/10/2025	30.86	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027500 - 10-2025	11/10/2025	29.03	10-45-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027500 - 10-2025	11/10/2025	29.03	60-50-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027500 - 10-2025	11/10/2025	29.02	70-51-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027500 - 10-2025	11/10/2025	29.02	80-52-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3200125000 - 10-2025	11/10/2025	692.16	10-46-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3200690300 - 10-2025	11/10/2025	123.39	10-41-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3200690300 - 10-2025	11/10/2025	123.38	10-42-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027604 - 10-2025	11/10/2025	12.91	10-45-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027604 - 10-2025	11/10/2025	12.91	60-50-28	UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027604 - 10-2025	11/10/2025	12.91	70-51-28	UTILITIES	11/30/2025

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Voided	GL Account and Title	GL Period Date
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3180027604 - 10-2025	11/10/2025	12.92		80-52-28 UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3080095000 - 10-2025	11/10/2025	1,129.25		60-50-28 UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3080270000 - 10-2025	11/10/2025	38.55		10-46-28 UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3080629100 - 10-2025	11/10/2025	77.86		60-50-28 UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 31000003000 - 10-2025	11/10/2025	37.72		60-50-28 UTILITIES	11/30/2025
43	Delta Montrose Electric Assn.	41 REAL	DMEA - 3100701901- 10-2025	11/10/2025	145.11		10-41-28 UTILITIES	11/30/2025
Total Delta Montrose Electric Assn.:					2,968.37			

Dependable Lumber, Inc.

46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Fence T#	10/31/2025	29.03		10-45-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - 2000 Plo	10/31/2025	3.99		10-45-42 SNOW REMOVAL	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Fence	10/31/2025	3.49		10-45-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Fence Sc	10/31/2025	31.58		10-45-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Wood for	10/31/2025	748.68		10-45-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Fence	10/31/2025	32.93		10-45-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Screws fo	10/31/2025	32.93		10-45-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop Bat	10/31/2025	1.60		10-45-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop Bat	10/31/2025	1.60		10-46-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop Bat	10/31/2025	1.60		80-52-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop Bat	10/31/2025	1.59		70-51-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop Bat	10/31/2025	1.59		60-50-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Trash Glo	10/31/2025	16.49		80-52-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies- Temp Tan	10/31/2025	67.93		60-50-73 CAP OUTLAY-West Loop Impr	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Water	10/31/2025	25.97		60-50-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Water	10/31/2025	24.81		60-50-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Curb For	10/31/2025	18.96		10-45-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Curb Rep	10/31/2025	236.25		10-45-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Town Par	10/31/2025	195.75		10-46-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Weed Bar	10/31/2025	12.30		10-46-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Gloves fo	10/31/2025	21.99		80-52-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Water	10/31/2025	29.67		60-50-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop The	10/31/2025	6.00		10-45-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop The	10/31/2025	6.00		10-46-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop The	10/31/2025	6.00		80-52-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop The	10/31/2025	6.00		60-50-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop The	10/31/2025	5.99		70-51-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop #2	10/31/2025	6.00		10-45-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop #2	10/31/2025	6.00		10-46-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop #2	10/31/2025	6.00		80-52-22 REPAIRS & MAINTENANCE	11/30/2025

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Voided	GL Account and Title	GL Period Date
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop #2	10/31/2025	6.00		70-51-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Shop #2	10/31/2025	5.99		60-50-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies -Water	10/31/2025	20.98		60-50-22 REPAIRS & MAINTENANCE	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Leaf Vac	10/31/2025	80.97		10-45-16 OPERATING SUPPLIES	11/30/2025
46	Dependable Lumber, Inc.	STATEMENT 2	Public Works Supplies - Curb Pain	10/31/2025	9.56		10-45-16 OPERATING SUPPLIES	11/30/2025
Total Dependable Lumber, Inc.:					1,712.22			
Elevate Fiber								
986	Elevate Fiber	10-2025	Internet - 1198710 - 10-2025	11/12/2025	10.00		10-45-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 1198710 - 10-2025	11/12/2025	10.00		10-46-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 1198710 - 10-2025	11/12/2025	19.99		60-50-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 1198710 - 10-2025	11/12/2025	19.98		70-51-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 1198710 - 10-2025	11/12/2025	19.98		80-52-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 271710 - 10-2025	11/12/2025	129.94		60-50-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 66210 - 10-2025	11/12/2025	39.99		10-41-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 66210 - 10-2025	11/12/2025	39.99		10-42-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 66210 - 10-2025	11/12/2025	79.99		60-50-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 66210 - 10-2025	11/12/2025	79.99		70-51-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 66210 - 10-2025	11/12/2025	79.99		80-52-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 60000275 - 10-2025	11/12/2025	215.86		60-50-29 TELEPHONE & INTERNET	11/30/2025
986	Elevate Fiber	10-2025	Internet - 1277710 - 10-2025	11/12/2025	79.95		70-51-29 TELEPHONE & INTERNET	11/30/2025
Total Elevate Fiber:					825.65			
Empower Trust Company LLC								
1190	Empower Trust Company LLC	PAYROLL DAT	Retirement Plan PPE	11/14/2025	3,469.73		10-0220 RETIREMENT PLAN	11/30/2025
Total Empower Trust Company LLC:					3,469.73			
Erica Ruth Hill								
822	Erica Ruth Hill	10012025	Annual Payment Craig Tower Lea	10/01/2025	1,601.83		10-41-31 DUES & SUBSCRIPTIONS	11/30/2025
Total Erica Ruth Hill:					1,601.83			
Fire & Police Pension Assn.								
63	Fire & Police Pension Assn.	PPE 11072025	Payroll Ending 11072025	11/07/2025	3,464.35		10-0219 FPPA	11/30/2025
Total Fire & Police Pension Assn.:					3,464.35			

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Voided	GL Account and Title	GL Period Date
Gail Jean James								
823	Gail Jean James	10012025	Annual Payment Craig Tower Lea	10/01/2025	1,601.83		10-41-31 DUES & SUBSCRIPTIONS	11/30/2025
Total Gail Jean James:					1,601.83			
Lasting Impressions								
98	Lasting Impressions	30002	Camp shirts with logo	11/08/2025	48.00		10-41-25 TOWN HALL EXPENSE	11/30/2025
98	Lasting Impressions	30012	Poice Dept Patches	11/09/2025	15.00		10-42-16 OPERATING SUPPLIES	-11/30/2025
Total Lasting Impressions:					63.00			
Markleys Precision Company LLC								
1477	Markleys Precision Company LLC	PAY APP 1 - 2	2MG Tank Rehab - Pay App 1	10/31/2025	575,333.49		60-50-72 CAP OUTLAY-Water Tank Reli	11/30/2025
Total Markleys Precision Company LLC:					575,333.49			
New Focus HR								
1463	New Focus HR	4439	HR Services re: ADA Issue	11/17/2025	29.17		60-50-20 LEGAL, ENGINEERING & PR	11/30/2025
1463	New Focus HR	4439	HR Services re: ADA Issue	11/17/2025	29.17		70-51-20 LEGAL, ENGINEERING & PR	11/30/2025
1463	New Focus HR	4439	HR Services re: ADA Issue	11/17/2025	29.16		80-52-20 LEGAL, ENGINEERING & PR	11/30/2025
Total New Focus HR:					87.50			
North Fork Pool, Park & Rec.								
233	North Fork Pool, Park & Rec.	11072025	Apple Valley Tennis Courts Lease	11/07/2025	2,000.00		10-46-42 CONTRACT SERVICES	11/30/2025
Total North Fork Pool, Park & Rec.:					2,000.00			
North Fork Service (Reedy's)								
141	North Fork Service (Reedy's)	OCT 2025 PD	Fuel and Car services for Police D	10/01/2025	826.05		10-42-23 VEHICLE EXPENSE	11/30/2025
141	North Fork Service (Reedy's)	OCT 2025 STA	WATER FUEL	10/01/2025	323.59		60-50-23 VEHICLE EXPENSE	11/30/2025
141	North Fork Service (Reedy's)	OCT 2025 STA	STREETS FUEL	10/01/2025	323.59		10-45-23 VEHICLE EXPENSE	11/30/2025
141	North Fork Service (Reedy's)	OCT 2025 STA	PARKS FUEL	10/01/2025	323.59		10-46-23 VEHICLE EXPENSE	11/30/2025
141	North Fork Service (Reedy's)	OCT 2025 STA	SANITATION FUEL	10/01/2025	323.59		80-52-23 VEHICLE EXPENSE	11/30/2025
141	North Fork Service (Reedy's)	OCT 2025 STA	WASTEWATER FUEL	10/01/2025	323.58		70-51-23 VEHICLE EXPENSE	11/30/2025
Total North Fork Service (Reedy's):					2,443.99			
Phonz +								
499	Phonz +	19326	Admin IT Services Costs	11/17/2025	674.35		10-41-20 LEGAL, ENGINEERING & PR	11/30/2025

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Voided	GL Account and Title	GL Period Date
499	Phonz +	19326	PD IT Services Costs	11/17/2025	674.35		10-42-20 LEGAL, ENGINEERING & PR	11/30/2025
499	Phonz +	19326	WW IT Services Costs	11/17/2025	674.35		70-51-20 LEGAL, ENGINEERING & PR	11/30/2025
499	Phonz +	19326	Trash IT Services Costs	11/17/2025	674.35		80-52-20 LEGAL, ENGINEERING & PR	11/30/2025
499	Phonz +	19326	Water IT Services Costs	11/17/2025	674.33		60-50-20 LEGAL, ENGINEERING & PR	11/30/2025
Total Phonz +:					3,371.73			
Pye-Barker Fire & Safety, LLC								
1259	Pye-Barker Fire & Safety, LLC	7347272	Annual Fire Alarm Inspection	11/13/2025	92.00		10-41-20 LEGAL, ENGINEERING & PR	11/30/2025
1259	Pye-Barker Fire & Safety, LLC	7347272	Annual Fire Alarm Inspection	11/13/2025	91.99		80-52-20 LEGAL, ENGINEERING & PR	11/30/2025
1259	Pye-Barker Fire & Safety, LLC	7347272	Annual Fire Alarm Inspection	11/13/2025	91.99		70-51-20 LEGAL, ENGINEERING & PR	11/30/2025
1259	Pye-Barker Fire & Safety, LLC	7347272	Annual Fire Alarm Inspection	11/13/2025	91.99		60-50-20 LEGAL, ENGINEERING & PR	11/30/2025
1259	Pye-Barker Fire & Safety, LLC	7347272	Annual Fire Alarm Inspection	11/13/2025	91.99		10-42-20 LEGAL, ENGINEERING & PR	11/30/2025
Total Pye-Barker Fire & Safety, LLC:					459.96			
Rhinehart Oil Co.								
1224	Rhinehart Oil Co.	154087CT	Diesel Fuel	10/31/2025	567.36		80-52-23 VEHICLE EXPENSE	11/30/2025
Total Rhinehart Oil Co.:					567.36			
Shums Coda Associates								
1170	Shums Coda Associates	19817	Plan Review Services Oct 2025	11/16/2025	180.00		10-43-20 LEGAL, ENGINEERING & PR	11/30/2025
Total Shums Coda Associates:					180.00			
Technical College of the Rockies								
1214	Technical College of the Rockies	26-1014	SFST Class - Attendee: Heiniger	11/13/2025	285.00		10-42-26 TRAVEL, MEETINGS & TRAI	11/30/2025
Total Technical College of the Rockies:					285.00			
United Merchants Bank								
1371	United Merchants Bank	09-2025	Wynn Colorado Gov. Membership	09/30/2025	16.25		10-41-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	09-2025	Wynn Colorado Gov. Membership	09/30/2025	16.25		60-50-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	09-2025	Wynn Colorado Gov. Membership	09/30/2025	16.25		70-51-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	09-2025	Wynn Colorado Gov. Membership	09/30/2025	16.25		80-52-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	09-2025	Cooleys Monthly Fee Sept 2025	09/30/2025	29.93		10-41-20 LEGAL, ENGINEERING & PR	11/30/2025
1371	United Merchants Bank	09-2025	Cooleys Monthly Fee Sept 2025	09/30/2025	29.92		10-42-20 LEGAL, ENGINEERING & PR	11/30/2025
1371	United Merchants Bank	09-2025	Bowman CGOFA Annual Member	09/30/2025	16.25		10-41-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	09-2025	Boaman CGOFA Annual Members	09/30/2025	16.25		60-50-31 DUES & SUBSCRIPTIONS	11/30/2025

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Voided	GL Account and Title	GL Period Date
1371	United Merchants Bank	09-2025	Boaman CGOFA Annual Members	09/30/2025	16.25		70-51-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	09-2025	Boaman CGOFA Annual Members	09/30/2025	16.25		80-52-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	09-2025	Stamps For Mailings 1	09/30/2025	78.00		10-41-16 OPERATING SUPPLIES	11/30/2025
1371	United Merchants Bank	09-2025	Stamps For Mailings 2	09/30/2025	78.00		10-41-16 OPERATING SUPPLIES	11/30/2025
1371	United Merchants Bank	09-2025	Credit Card Refund by Hotel for S	09/30/2025	62.10		10-41-26 TRAVEL, MEETINGS & TRAI	11/30/2025
1371	United Merchants Bank	09-2025	Bathroom Soap	09/30/2025	25.95		10-46-16 OPERATING SUPPLIES	11/30/2025
1371	United Merchants Bank	09-2025	2016 Ford Explorer Parts & Servic	09/30/2025	4,780.88		10-42-23 VEHICLE EXPENSE	11/30/2025
1371	United Merchants Bank	09-2025	Otter Subscription (Sam & Ruben)	09/30/2025	480.00		10-41-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Steet tools & Equipment	10/31/2025	1,744.80		10-45-74 MACHINERY & EQUIPMENT	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Fuel	10/31/2025	69.98		60-50-23 VEHICLE EXPENSE	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Fuel	10/31/2025	69.97		70-51-23 VEHICLE EXPENSE	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Flagger Class	10/31/2025	320.00		10-45-26 TRAVEL, MEETINGS & TRAI	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Batteries for traffic counter	10/31/2025	22.76		10-45-16 OPERATING SUPPLIES	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Fulcrum Licenses	10/31/2025	263.25		60-50-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Fulcrum Licenses	10/31/2025	263.25		70-51-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Fulcrum Licenses	10/31/2025	58.50		10-46-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Smartforce Subscription Renewal	10/31/2025	599.94		10-42-31 DUES & SUBSCRIPTIONS	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Halloween Officer Safety Bags	10/31/2025	141.10		10-42-44 HUMAN SERVICES	11/30/2025
1371	United Merchants Bank	10-2025 STAT	P525-0805 Blood Lab Mailing	10/31/2025	7.50		10-42-17 POSTAGE	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Forensic Supplies	10/31/2025	72.38		10-42-16 OPERATING SUPPLIES	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Halloween Candy	10/31/2025	135.01		10-42-44 HUMAN SERVICES	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Certified Letter for Public Hearing	10/31/2025	220.08		10-41-17 POSTAGE	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Certified Letter - Code Violation	10/31/2025	10.77		10-41-17 POSTAGE	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Bi-Annual Maintenance Furnace &	10/31/2025	59.85		10-41-25 TOWN HALL EXPENSE	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Hotel for CML Conf. 10/21 - 10/24	10/31/2025	567.33		10-41-26 TRAVEL, MEETINGS & TRAI	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Water Tools - Misc	10/31/2025	340.91		60-50-77 MACHINERY & EQUIPMENT	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Streets Curbs & Pads repairs	10/31/2025	86.81		10-45-74 MACHINERY & EQUIPMENT	11/30/2025
1371	United Merchants Bank	10-2025 STAT	Ice Melt	10/31/2025	880.11		10-45-42 SNOW REMOVAL	11/30/2025
Total United Merchants Bank:					11,504.88			
Vandanacker, Karen Leigh								
1474	Vandanacker, Karen Leigh	10012025	Annual Payment Craig Tower Lea	10/01/2025	1,601.84		10-41-31 DUES & SUBSCRIPTIONS	11/30/2025
Total Vandanacker, Karen Leigh:					1,601.84			
Varner Equipment								
946	Varner Equipment	51015	Sander Controls on Plow Truck	10/06/2025	1,122.89		10-45-42 SNOW REMOVAL	11/30/2025
946	Varner Equipment	51015	Weld Set	10/06/2025	54.80		10-45-25 SHOP EXPENSE	11/30/2025
946	Varner Equipment	51015	Weld Set	10/06/2025	54.80		10-46-25 SHOP EXPENSE	11/30/2025

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Voided	GL Account and Title	GL Period Date
946	Varner Equipment	51015	Weld Set	10/06/2025	54.80		80-52-25 SHOP EXPENSE	11/30/2025
946	Varner Equipment	51015	Weld Set	10/06/2025	54.80		60-50-25 SHOP EXPENSE	11/30/2025
946	Varner Equipment	51015	Weld Set	10/06/2025	54.79		70-51-25 SHOP EXPENSE	11/30/2025
Total Varner Equipment:					1,396.88			
Grand Totals:					616,336.21			

Employee Final Check

\$ 1,186.67
617,522.88

Board Meeting Date: _____

Town Administrator: _____

Finance Committee/Mayor: _____

Finance Committee/Trustee: _____

Trustees: _____

Date Reviewed: _____

**TOWN OF PAONIA
DEPARTMENTAL SCORE CARD**

ISSUE	STATUS	ESTIMATED COST	INITIAL PROJECT DATE	CURRENT STATUS DATE	ALIGNMENT WITH STRATEGIC PLAN	DATE COMPLETED
TOWN ADMINISTRATOR'S OFFICE						
Personnel Policy and Handbook Updates	The Town recently contracted with New Focus HR to begin the process of updating personnel policies and the employee handbook. Draft is complete and under review by TA&T and Clerk. Once complete, DH's will review, and then presented to Staff for any questions.	Staff Time	7.17.23	10.12.2025	Communications and Records Management; Transparent, Secure and Accurate Financial and Administrative Systems; Organizational Excellence and Staff Development	
Ordinance for Consecutive Systems (Water Companies)/Agreements with Water Companies	At a minimum an agreement with water companies that describes expectations from the town, expectations from the water companies/subdivisions, indemnification, and insurance requirements should be considered to reduce liability to the town. Further discussion with the Water Attorney is necessary. Standardized IGA with Water Companies with clauses for maintenance and increasing bulk water rates for non-compliance/if Water Company chooses to have the town complete maintenance. Town Attorney working on Draft Agreement for Hidden Valley water company. Multiple Water Companies have requested formalized agreements with the Town. Hidden Valley has replied that they do not want to enter into a new agreement with the Town but would rather add a supplement to the agreement with the Town taking on additional responsibilities for meter reading and billing without fixing or repairing their system. Being Considered with Code Revision from Sustainable Futures. Collaborative Approach to Consecutive Systems TBD September - December. Creation of Paonia Water System Coalition, TBD August 2025. With a water attorney on staff, we can now schedule with Consecutive Water Systems for a coalition. First Meeting with Hidden Valley HOA on reasons why we need to be cautious when considering any deactivation as a consecutive system with CDPHE. HVHOA meeting complete, agreement has been drafted and submission to HVHOA is planned shortly.	Staff Time (for actual agreements there will be a fee from attorney review TBD)	7.11.23	11.22.2025	Pristine Infrastructure and Critical Facilities; Communications and Records Management	
Code Re-Write	If funded by DOLA grant, then an RFP will need to be issued to meet the competitive bid requirement. Scheduled a phone call with a separate consulting firm to get a budget figure on price for DOLA grant for 8.28.23, once budget price received, will submit to DOLA for their consideration. Received Council Approval for \$25,000 Match from DOLA Admin Grant on 9.14.23. Submission of Grant on 9.15.23. Resubmitted Grant information to DOLA on 11.22.23. RFQ will be live in 2024 after grant funding is awarded and approved. RFP will be made live on 2.5.24 RFP Consultant selection/decision being made on 4.23.2024. Work has begun on code rewrite, sustainable futures selected as consultant. Special Meeting held on 8/20/2024 for feedback from Trustees on Code Rewrite. Need to ask for extension on the project from DOLA. Consultant is awaiting completion of Comprehensive Plan to finalize code adjustments as of 1.22.2025. The Comprehensive Plan has been submitted to the consultant so that the code rewrite can restart. Updated contract submitted by consultant to the Town with additional public input sessions. consideration of contract to be at the 10.28.2025 meeting - increased expense to approx. \$75k. Met with Consultant and better defined the scope of work - awaiting feedback on the final agreement.	\$38,000	7.11.23	11.22.2025	Transparent, Secure and Accurate Financial and Administrative Systems; Communication and Records Management	
Creation of a Municipal Comprehensive Emergency Management Plan	Town staff have worked closely with a county-wide Hazard Mitigation Plan with Delta County Emergency Management and as approved by FEMA and state regulators. The Town needs a specific emergency management plan to the town for continuity of operations. This will be the winter activity for the Town Administrator after the budget is complete. Will be on list of 2026 projects to accomplish.	Staff Time	1.1.2025	10.12.2025	Organizational Excellence and Staff Development; Communications and Records Management; Safe and Resilient Community	
Sort/Dispose of Box of Outdated Bank Info	Old checks, old accounts were found in the vault that date back decades. The accounts are no longer active and the box needs to be reviewed and destroyed.	Staff Time	2/5/2025	7.18.2025	Communication and Records Management	

**TOWN OF PAONIA
DEPARTMENTAL SCORE CARD**

ISSUE	STATUS	ESTIMATED COST	INITIAL PROJECT DATE	CURRENT STATUS DATE	ALIGNMENT WITH STRATEGIC PLAN	DATE COMPLETED
FINANCE DEPARTMENT						
Add Community Development Module to Caselle	Board of Trustees approved a new module with Caselle for Community Development to track all permits issued by the town. Final step is building forms such as certificate of occupancy, event permits, etc. On the last step for setting this up, permit templates. Ran into Caselle issues but should be resolved now. In process of trying to reschedule when all key staff are available for training. Forms are done, waiting on property conversion. Community Development Module is up and running. Building records are being input into the system. The system records, applications, plan reviews, permits, inspections and certificates of occupancy. The Town has never had a system like this since its inception. Permits are now issued and tracked through the Caselle Community Development Module. Some issues with Caselle notifications of permits and payments connecting to permit numbers but currently being addressed by Caselle and additional Caselle training for staff underway.	≈\$20,000 with recurring annual costs (already paid, implementation is beginning)	7.1.24	10.07.2025	Transparent, Secure and Accurate Financial and Administrative Systems	
Add Purchase Order module with Caselle	With the adoption of a Purchasing Manual in September, the new process will include a three-way match requirement for purchase orders. Current purchase orders are tracked on a spreadsheet, but with the module they'll be tracked in Caselle. Requisitions/Purchase Order package has been purchased and is in initial setup. Module has been adding, working implementing with the new year. First PO being made if process runs smoothly can consider project complete. Purchase order system has been implemented in Caselle. Forms for Purchase Orders had not been fully completed by Caselle. Forms for Purchase Orders had not been fully completed by Caselle, have put in a ticket with Caselle to correct error per their instructions. Caselle closed ticket though we had been discussing, believe they were confused by forms questions regarding another module. Put in a new ticket with Caselle.	≈\$3,000 with recurring annual costs (already paid, implementation is beginning)	8.1.2024	10.08.2025	Transparent, Secure and Accurate Financial and Administrative Systems	
Meter Updates in Caselle	Working with Public Works department to check meter ids, endpoints in Caselle and change as many as possible to radio read. No recent meter changes due to sever cold. Project to resume in spring. Multiple meters, end points and/or encoders have been replaced over the Spring and Summer. PW has used most all of the parts that the Town had in stock and will need to order more to make further progress on this project.	Time and Materials, each meter installation cost is ≈\$1,400	5.27.24	9.19.2025	Pristine Infrastructure and Critical Facilities; Transparent, Secure and Accurate Financial and Administrative Systems	
Documenting Accounting and Utility Processes	Recording processes for water meter read input, utility billing, red tags, disbursement approval, printing checks for approved disbursements and other departmental tasks. Major department duties have been documented. Checking for smaller or new processes that still might need documentation. Payroll and Permits processes identified as needing to be documented as well. Progressing on both of these. Processes are continually updated and recorded for future use of Caselle system and to ensure continuity of operations if turnover were to happen. Documentation has been completed and is being reviewed and edited by TA&T.	Staff Time	7.1.24	11.22.2025	Transparent, Secure and Accurate Financial and Administrative Systems; Communication and Records Management	
Caselle Vendor Record Clean Up	Outdated vendors need to be closed out. Make sure all current and new vendors are set up correctly and have accurate W9 information on file. Handful of vendors updated. Making slow progress around other time sensitive projects.	Staff Time	2.5.2025	4.3.2025	Transparent, Secure and Accurate Financial and Administrative Systems; Communication and Records	

**TOWN OF PAONIA
DEPARTMENTAL SCORE CARD**

ISSUE	STATUS	ESTIMATED COST	INITIAL PROJECT DATE	CURRENT STATUS DATE	ALIGNMENT WITH STRATEGIC PLAN	DATE COMPLETED
Caselle Implementation of Accounts Receivable Module	Working with Caselle and Town staff to set up invoices and forms. Training for staff to be scheduled with Caselle after implementation is completed. Town Administrator updated the module with Caselle and it is up and running with permissions set for appropriate staff to utilize the system. Invoices have been sent from this module, there was some errors on the Caselle set up or lack of communication amongst their staff so the delinquent notices and statements still need to be set up. Trying to schedule with needed staff/consultant from the Town and Caselle at this time. <i>TA&T to have final review with Caselle in</i>	\$1,050 with recurring annual costs (already paid, implementation is beginning)	11.26.2024	11.22.2025	Transparent, Secure and Accurate Financial and Administrative Systems	
Website Updates	Work with Clerks Department and Town Administrator to clean up and standardize the Town website. Progress is being made slowly around other more urgent projects. Website tracking sheet is being implimented to help track projects multiple staff are working on.	Staff Time	4.9.2025	10.08.2025	Communication and Records Management	
CLERK'S DEPARTMENT						
New SQL & Access Databases	Databases: Dog Tags (Completed and Live) - Need to update for 2025 and modify web pages for easier sorting. Completed SQL queries to sort 2024 vs 2025 for easier readability. Request to have it moved to our server has to wait until new server is aquired.	Staff Time	01.01.2024	10.08.2025	Organizational Excellence and Staff Development; Communications and Records Management; Transparent, Secure and Accurate Financial and Administrative Systems	
Create checklists for Clerk Duties	<i>Create checklists, for all permits, licensing, agenda, board meeting, record retention, new hires etc for consistancy and thoroughness. Updating as we go concurrent with the training for new Deputy Clerk - Ongoing Collaborative project in Teams with Deputy Clerk; including other Deptments Heads as appropriate.</i>	Staff Time	7.19.23	10.6.2025	Organizational Excellence and Staff Development; Communication and Records Management	
New/Transfer Liquor License Packet	In process	Staff Time	10.10.24	8.22.2025	Organizational Excellence and Staff Development; Communication and Records Management	
Disaster Recovery Plan for Records - to be included in a Municipal Comprehensive Emergency Management Plan		Staff Time	10.10.24		Organizational Excellence and Staff Development; Communication and Records Management, Safe and Resilient Community	
Laserfiche implementation	<i>Clerk and Deputy Clerk had a troubleshooting session around security, permissions and retention programming. Continuing to upload documents and schedule Professional Service time with specialists to set up workflows. Still waiting to schedule training but Clerk's Office has begun uploading documents, setting up retention schedules and familiarizing themselves with the system. Several staff members are actively working in Laserfiche and files and retention schedules are being set up as needed. All digitized Human Resources files have been moved to Laserfiche.</i>	\$11,257.50 first year with \$7757.50 annual from 2026 on	10.11.24	10.06.2025	Organizational Excellence and Staff Development; Communication and Records Management; Transparent, Secure and Accurate Financial and Administrative Systems	
Registered Parliamentarian Ceritification	Still working through	Membership dues of around \$100.00	1/31/2025	10.07.2025	Organizational Excellence and Staff Development; Communication and Records Management	
Personnel File Audits and Uploads	Company property input into ADP, slowly digitising and organizing in ADP		4.3.2025	10.06.2025	Organizational Excellence and Staff Development; Pristine Infrastructure and Critical Facilities, Safe and Resilient Communities	
Update Personnel Manual	Completed first review of Draft Personnel Manual		7.29.2025	10.20.2025	Organizational Excellence and Staff Development	
PUBLIC WORKS						

**TOWN OF PAONIA
DEPARTMENTAL SCORE CARD**

ISSUE	STATUS	ESTIMATED COST	INITIAL PROJECT DATE	CURRENT STATUS DATE	ALIGNMENT WITH STRATEGIC PLAN	DATE COMPLETED
ADA Transition Plan	ADA report from MHAC inspection of Town Facilities is complete. PW Supervisor, Matt Taylor has begun fixing the low or no costs items. A larger discussion will be needed to acquire grant funding to update facilities to ADA compliance. Received a draft of transition plan, survey is effective as of now and will run until November. Trainings scheduled with Consultant for first week of December.	≈\$30,000	8.1.23	11.22.2025	Organizational Excellence and Staff Development; Pristine Infrastructure and Critical Facilities	
Mays water availability.	Conveyance agreement with Bone Mesa for raw water coming off of Gelwick through the Town's pipe to the splitter box at Mays ON HOLD TILL FURTHER NOTICE	Staff Time (any rehabilitation will incur a cost TBD)		7.17.2024	Pristine Infrastructure and Critical Facilities;	
Construction standard update	Standards have been reviewed by Public Works. Waiting on final draft from respec - to add some changes before representing to BoT and an ordinance is drafted. Ordinance will amend construction standards in November and a Resolution will be passed in December with the new standards in place.	NTE \$21,600	2/2/2024	10.12.2025	Pristine Infrastructure and Critical Facilities;	
Finish NorthWest corner of skatepark.	Looking at options to finish the unfinished portion of the skatepark. ON HOLD UNTIL FURTHER NOTICE - Agreements with North Fork Rec need drafted and new budget season before resources are directed to the skate park. No current agreement with NFPPRD on the skate park now that substantial improvements have been made. BoT to decide whether or not this is something that they want to continue outsourcing or to bring back inhouse (if inhouse, then no agreement necessary) - TA&T preferred inhouse.	Staff Time (any construction will incur a cost TBD)		10.12.2025	Pristine Infrastructure and Critical Facilities;	
Equipment and contract bids	Public works is currently seeking quotes for pavement milling (Samuel Wade Bridge contracted), asphalt rollers. PW is reaching out to Engineers to get a scope of work on bridge repairs as of 1.1.2025. Bridge grants are available and have been sent to Mary B. Grant is currently being worked on for major bridge repairs - pillars are also in need of rehabilitation.	≈\$500,000		10.12.2025	Pristine Infrastructure and Critical Facilities;	
Roof repair - Town Hall	Randy with Quality Cool Roofing Solutions inspected the job on 7/29/24. Elite Commercial Roofing will inspect the job on 8/2/24. Innovative Roofing was contacted as well with no response. Elite is the only contractor that sent a quote. It will be discussed in the 8/27/24 public meeting. Repair was put on hold until spring/summer 2025. On improvement list for FY-2026.	≈\$60,000	7.29.24	10.12.2025	Pristine Infrastructure and Critical Facilities;	
Apple Valley Plumbing	Needs to be cameraed to see the extent of damage under the concrete flooring	≈\$2,500		1/23/2025	Pristine Infrastructure and Critical Facilities;	
WATER DEPARTMENT						
Working on lead service line inventory	Inventory was incorrect. PW had to start almost all the way over. Fliers and door knocking to get information on people service lines. Jordan is working closely with WSP to get all addresses responses to the State	Staff Time	11/6/2023	10/24/2025	Pristine Infrastructure and Critical Facilities;	
Meter Audit	46 meter audits complete since Feb. 2024. Additional Meters have been audited in 2025, including three add'l on 11.20.2025.	Staff Time (replacements of meters TBD but ≈\$1,400/meter)	11.2023	11.22.2025	Pristine Infrastructure and Critical Facilities;	

**TOWN OF PAONIA
DEPARTMENTAL SCORE CARD**

ISSUE	STATUS	ESTIMATED COST	INITIAL PROJECT DATE	CURRENT STATUS DATE	ALIGNMENT WITH STRATEGIC PLAN	DATE COMPLETED
WASTEWATER DEPARTMENT						
Utility Fee Study	Water and Sewer Rates need to be reviewed. 20-year cash flow analysis for water and upcoming restrictions on NPDES permit for wastewater necessitate increases in the rates for utilities. Proposed Rate increases on the Board agenda for December 12, 2023. RESPEC has been given a task order to complete a PNA for future funding in regards to the wastewater system, as part of the PNA a 20-year cash flow analysis will be completed which includes a utility fee study to cover the cost of debt financing repairs and improvements to the waste water collections and treatment systems. Put on hold until FY-2026 Budget is submitted.	≈\$15,000 (\$10,000 grant funding secured)	7.14.23	10.12.2025	Transparent, secure and accurate financial and Administrative Systems	
Aerator at the lagoon failure and disassembled	PW was approved to upgrade surface aeration at 3/11/25 meeting. New Aerators are installed and operational.	≈\$18,000	1.1.2025	10.12.2025	Pristine Infrastructure and Critical Facilities; Safe and Resilient Community	7.30.2025
POLICE DEPARTMENT						
Compiling possible municipal code additions, subtractions, and combinations to address shortfalls in current muni code	Additions and updated ordinances have been submitted for code rewrite.	Staff Time	5/1/2023	10/1/2025	Organizational Excellence and Staff Development; Communication and Records Management	In Progress
Reactivation of Bicycle Patrol Unit	Equipment is being evaluated priced. Policies are being sourced for review, Officer participation is being gauged	Donated/Repurposed Eqpt/ <\$500	8/1/2024	10/1/2025	Safe and Resilient Community	In Progress
Fan noise emanating from an exhaust fan at Paonia Care and Rehab	Sound readings are being taken with possible solutions being investigated and community members engaged.	Staff Time	8/1/2025	10/1/2025	safe and resilient community	In Progress
Verkada Security Cameras	Install date has been set as October 22/23	\$52,000	11/1/2022	10/1/2025	Safe and Resilient Community	In Progress
Patrol Car Lettering	All newer patrol cars have been lettered and updated. Only the one remaining Chevy patrol vehicle is in need of decals. Awaiting decal supplier on site quote.	<\$1000	7/30/2024	10/1/2025	Organizational Excellence and Staff Development -	In Progress
ESS Security Training	Department Staff are continuing to take the ESS trainings and work towards the 630 Point minimum point threshold	Staff Time	5/1/2023	10/1/2025	Safe and Resilient Community	Continuous
Implementation of Spillman FLEX	Waiting on arrival of laptops to install software and begin training/onboarding	\$25,121.24	3/1/2023	10/1/2025	Communications and Records management; Safe and Resilient Community	In Progress
Red Dot Sights for Service Weapons	Red dot sights have been delivered. Sights are being mounted on service weapons and training will be the next phase.	\$4,203.54	7/1/2024	10/1/2025	Safe and Resilient Community	In Progress
CDOT Revitalizing Main Streets Grant, "Safe Pathways for Paonia," 3-Points InX Grand, 4th & 5th						
Construction Timeline	An RFP must be updated for Federal requirements after receiving the RAISE Grant for \$1.88MM. Once completed, the project will go out to bid the Fall/Winter with construction scheduled to begin in Spring 2026. CM RFQ going out the week of 10.14.2025	≈\$2,900,000	7.17.23	10.12.2025	Pristine Infrastructure and Critical Facilities; Safe and Resilient Community	

**TOWN OF PAONIA
DEPARTMENTAL SCORE CARD**

ISSUE	STATUS	ESTIMATED COST	INITIAL PROJECT DATE	CURRENT STATUS DATE	ALIGNMENT WITH STRATEGIC PLAN	DATE COMPLETED
Temporary Construction Easements	Temporary Construction Easements have been secured. There is one hold out that we will continue to attempt to get signed so that we can give the property owner a concrete driveway apron. Completed all easements have been received and cleared by CDOT.	Included in Construction Cost	1.1.2025	7.18.2025	Pristine Infrastructure and Critical Facilities; Safe and Resilient Community	7.31.2025
Funding	The Town received Safe Routes to School funding (\$872,825.00) and Revitalizing Main Streets funding (\$1,010,592.00) for a total CDOT grand award of \$1,883,417.00. The Town also received a federal BUILD (RAISE) Grant for the project for \$1,884,901.00. This brings the total grant funding for 5th and Grand Avenue to \$3,768,318 with a required Town match of \$30,182.00	Engineers Opinion of Cost: \$2,925,675.00	7.18.2025	7.18.2025	Pristine Infrastructure and Critical Facilities; Safe and Resilient Community	
Hydrogeological Study						
Wrightwater Engineering / Hydrogeological	Wrightwater initial site visit to the springs. Spent 3 days on the mountain gathering data. Brush Clearing is set for this Spring. WWE gave a presentation to the Board about the spring boxes and how we plan to gather more raw water. Study will be conducted Spring 2025. WWE engineering to continue the project with the loss of lead hydrogeologist. Underground work to begin the week of 7/21/2025. Amendment to MSA on Board agenda for 7.22.2025 for additional scope of work. Study to be received by 10.22.2025 and presented at the 10.28.2025 meeting. This will inform RFQ 2025-06 for WaterSMART.	\$197,974	7.20.23	10.12.2025	Pristine Infrastructure and Critical Facilities;	
Grant for \$25,000 Colorado River Water Conservation District Grant	Contract, COI and W-9 sent and received, have received reimbursements	Staff Time	7.20.23	1.24.2025	Pristine Infrastructure and Critical Facilities;	
Grant from Roundtable	\$25,000 awarded to Paonia for completing the Hydrogeological Study	Staff Time	7.20.23	1.24.2025	Pristine Infrastructure and Critical Facilities;	
CWCB Grant	Awarded \$147,973 towards the Hydrogeological Study. DNR grant resubmitted for reimbursement, hope to receive final draw after completion of the study.	Staff Time	7.20.23	10.12.2025	Pristine Infrastructure and Critical Facilities;	
HOUSING NEEDS ASSESSMENT						
DOLA Grant filed for SB24-174 Updates	The HNA and HAP were completed and all funding has been reimbursed for the project, there was an amount that needed to be de-obligated. After DOLA reviewed the plan for consistency with state statutes, a new law, SB24-174 needed to be included in the HNA and HAP, the Town has filed a new grant request to help complete this requirement. Awards will be decided by 11/2025. The Town asked DOLA if we could use the same consultant in the grant application, we'll most likely keep with UrbanRural Continuum. Approved for funding to meet statutory deadline. Need to publish RFO.	\$25,000 (reimbursement)	7.1.23	10.12.2025	Organizational Excellence and Staff Development; Communication and Records Management; Safe and Resilient Community	
PHASE I - WATER IMPROVEMENTS						
Proposed Alignment	Meeting held on 7.24.23 regarding Existing water line alignment & GIS Data Accuracy. Proposed alignment options to consider, avoid easements by placing the water line is road R/Ws. AC line feeding old water plant, Evaluate PRV needs. Main Line improvements are being realigned so that they follow existing rights of way along roadways in areas that they are possible to be relocated. Waiting on final draft with Trustee Hunters suggestions fixed	≈\$6,000,000.00	7.24.23	3/17/2025	Pristine Infrastructure and Critical Facilities;	

**TOWN OF PAONIA
DEPARTMENTAL SCORE CARD**

ISSUE	STATUS	ESTIMATED COST	INITIAL PROJECT DATE	CURRENT STATUS DATE	ALIGNMENT WITH STRATEGIC PLAN	DATE COMPLETED
Easement Acquisition	May need to plan for two lines, potable and raw water, Town representative to negotiate easements (Town Administrator) once they're located. Land acquisition amounts have changed and are being finalized, if necessary at all. Nicki called County Clerk. No records of official easements. Surveyor and Engineering are working on getting the paperwork established. Easement	Included in cost associated with proposed alignment	8.1.23	1/24/2025	Pristine Infrastructure and Critical Facilities; Communication and Records Management	
File for EIAF Tier II Grant	On 7.27.23, a grant application was filed for EIAF Tier II with project number 09721. DOLA Staff accepted the application for consideration on 8.3.23. Town was awarded \$965,000 for Tank Relining.	\$965,000 (reimbursement)	7.27.23	7.18.2025	Pristine Infrastructure and Critical Facilities;	
SRF Loan Application	SRF Loan Application is being considered for FY - 2024 and is budgeted for approximately \$11MM, Application is complete and awaiting a hearing by the authority to decide whether or not the Town will be awarded funding. Project is fully funded, \$3,000,000 grant; approx. \$6.4MM in low interest loans	Staff Time	3.1.23	7.18.2025	Pristine Infrastructure and Critical Facilities;	



**TOWN OF PAONIA
BOARD OF TRUSTEES MEETING
MAYOR REPORT**

AGENDA ITEM:	Administrator Wynn's Annual Appraisal of Performance, Executive Session
SUBMITTED BY:	Mayor Smith
DATE:	November 25, 2025
BACKGROUND:	Each Trustee was provided the attached performance appraisal form and asked to conduct their review and return to the Town Attorney for compilation. During the Executive Session, the Trustees will review and discuss the compilation and decide on an average score for each of the seven individual elements in the appraisal form and an average total score. These final scores will be shared with the public after the Executive Session. Administrator Wynn will provide his proposed goals for 2025 on the attached Town of Paonia Individual Development Plan table. These goals will be discussed and agreed upon during the Executive Session. These goals and associated information will also be available to the public after the Executive Session.
BUDGET:	Section 6 of Administrator Wynn's contract provides for the following: "Based on the annual performance evaluation by the Board of Trustees, consideration shall be given to the Town Administrator for a merit-based compensation increase in such amounts and to such extent as the Board may determine that it is desirable to do so." Therefore, Administrator Wynn's compensation for 2026 will be addressed during the 2026 budget public meetings
RECOMMENDATION:	Motion to go into Executive Session for discussion of a personnel matter under C.R.S. 24-6-402(2)(f) and NOT involving: any specific employees who have requested discussion of the matter in open session; any member of this body or any elected official; the appointment of any person to fill an office of this body or of an elected official; or personnel policies that do not require the discussion of matters personal to particular employees, for Town Administrator Stefen Wynn's Annual Evaluation.
ATTACHMENT:	Administrator's Blank Performance Evaluation Form Paonia Blank Individual Development Plan Table



**TOWN ADMINISTRATOR
ANNUAL APPRAISAL OF PERFORMANCE**

NAME: Stefen Wynn

EVALUATION PERIOD: September 2024 – October 2025

Instructions: Rate performance by choosing the most appropriate numerical value for each individual element. Add the ratings from all seven elements and divide by seven to determine the overall rating.

Rating Scale:

- 4 - Exceptional (consistently exceeds standards)
- 3 - Outstanding (frequently exceeds standards)
- 2 - Satisfactory (generally meets standards)
- 1 - Needs Improvement (frequently fails to meet standards)

I. MANAGEMENT and LEADERSHIP PRACTICES (Overall Rating of all seven elements) _____

A. Elected Body Relationships – Please assess the following standards for the Administrator’s interactions with the Mayor/Board of Trustees and provide a cumulative rating for this category and include a narrative supporting your rating in the space provided below.

1. Does not surprise board; all board members are informed of organizational activities, progress, and problems on a regular basis.
2. Is receptive to board member ideas and suggestions.
3. Makes sound recommendations for board action.
4. Effectively implements policy decisions of the board.
5. Facilitates the decision-making process for the board.
6. Follows up on all problems and issues brought to his or her attention.
7. Is nonpartisan; does not show favoritism.
8. Accepts responsibility.

I.A. Rating

Explanation for Rating

	I’ve had the pleasure of collaborating with Stefen as Mayor for over a year. During this time our relationship has been clear, and I’ve found it very easy to work with him on all issues related to the Town. He consistently identifies issues that he and I are working on that need to be brought to the Board’s attention and we often work together (with the Clerk) to define exactly the information that needs to be presented to provide a full picture of the issue and the questions that need to be addressed by the Trustees.
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	One of my main goals as Mayor is to ensure that the Board (and the public) are provided with as much information as possible in order to inform the Board's decision making. This approach is second-nature to Stefen, and he makes it his priority to provide the information needed. He has also instituted that a Staff Report accompany as many Agenda items requiring a Board decision as possible, including a recommended motion to facilitate decision making. Stefen is proactive about recognizing when the town needs to either institute a new policy or improve an existing policy to help with policy implementation, revisions based on new conditions or the need to address increased revenue. All of the Trustees seem to be as comfortable reaching out to Stefen with questions or clarification as I am. His open-door policy has fostered this ad hoc communication. He's very receptive to Trustees ideas and concerns and his friendly and respectful demeanor makes him very approachable. I see a mutual respect between him and the Trustees.
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B. Organizational and Supervisory - Please assess the following standards for the Administrator's organizational skills and provide a cumulative rating for this category and include a narrative supporting your rating in the space provided below.

1. Leads a smooth-running and continuously improving organization
2. Proposes organizational goals and objectives prior to each fiscal year
3. Anticipates and plans well in advance
4. Is progressive in attitude and action
5. Follows through on set plans and deadlines
6. Creates a climate which motivates employees and encourages teamwork
7. Emphasizes development and enhancement of the skills of all employees
8. Hires and retains competent staff members who know what is expected of them
9. Delegates effectively
10. Encourages high staff productivity and demands accountability

I.B. Rating

Explanation for Rating

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C. Community Relations - Please assess the following standards for the Administrator's interactions with the public and provide a cumulative rating for this category and include a narrative supporting your rating in the space provided below.

1. Is appropriately visible and active within the community
2. Understands and is knowledgeable about the needs of the community
3. Encourages and honestly considers community input
4. Requests feedback from the community on the performance of the organization
5. Provides programs and services that are up to community standards and expectations

I.C. Rating

Explanation for Rating

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D. Fiscal Performance - Please assess the following standards for the Administrator's knowledge and management of the Town's finances and provide a cumulative rating for this category and include a narrative supporting your rating in the space provided below.

1. Prepares and presents a long-range financial plan, which is updated as circumstances dictate
2. Presents balanced annual budgets with programs and service levels clearly identified
3. Recognizes and manages the budget within fiscal constraints
4. Displays common sense and good judgment in business transactions
5. Provides accurate and complete financial reports in a timely manner
6. Seeks all available funding sources
7. Ensures the Town maintains the capacity to effectively implement grant/loan funded projects and manage the grant/loan funds and associated reporting

I.D. Rating

Explanation for Rating

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E. Intergovernmental/Agency/Association Relationships - Please assess the following standards for the Administrator's inter- and intra-organizational relationships and provide a cumulative rating for this category and include a narrative supporting your rating in the space provided below.

1. Participates in professional management and leadership organizations
2. Effectively collaborates, coordinates, and communicates with other communities, regional associations, and similar organizations

I.E. Rating

Explanation for Rating

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F. Communication - Please assess the following standards for the Administrator's internal and external communication and provide a cumulative rating for this category and include a narrative supporting your rating in the space provided below.

1. Responds to all requests for information in a timely and thorough manner
2. Speaks and writes clearly
3. Responds to correspondence, phone calls, and requests for information in a timely and thorough manner
4. Provides all necessary and required reports and records
5. Ensures that information of general interest is current and timely, that website is up-to-date, and that available technology is used effectively

6. Provides details about specific projects to those affected in a timely manner

I.F. Rating

Explanation for Rating

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G. Personal - Please assess the following standards for the Administrator's personal qualities as a professional providing public services and provide a cumulative rating for this category and include a narrative supporting your rating in the space provided below.

1. Is ethical, honest, and of high integrity
2. Projects professional demeanor and respect in all interactions
3. Is cordial and approachable

I.G. Rating

Explanation for Rating

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II. Consider Stefen's 2025 Independent Development Plan while conducting your appraisal.

III. What Should the Administrator Start Doing, Stop Doing, and Continue Doing?

Board Member Name _____ **Date** _____

Questions to Consider When Conducting This Appraisal

- 1) What impressed you the most about Administrator Wynn's performance this past year?
- 2) In what areas has Administrator Wynn shown exceptional performance?
- 3) What's your major area(s) of concern regarding Administrator Wynn's performance this past year?
- 4) What specific recommendations/expectations do you have for Administrator Wynn to improve performance?



Town of Paonia
Individual Development Plan

Name: _____

Time Period Covered: _____

Developmental Goals	Relationship of Goals to Department Mission	Skills Developed	Developmental Activities	Deadline	Resources	Achievement Review	Date Completed
Your personal goals for this FY:	My goals have City and Personal relevance because:	My Goals involve developing the following competencies/skills:	Developmental Activities I will Pursue:	Target dates for goal completion:	Resources I will need:	How I will measure & track my progress:	Date Goal Achieved:
Goal 1							
Goal 2							
Goal 3							

Signature (Employee) _____ Date _____

Signature (Supervisor) _____ Date _____



**TOWN OF PAONIA
BOARD OF TRUSTEES MEETING
STAFF REPORT**

AGENDA ITEM:	Consideration of Appointment to the Planning Commission
SUBMITTED BY:	Samira Vetter, Town Clerk
DATE:	November 21, 2025
BACKGROUND:	There is a Planning Commission Seat open for a term of 2 years, with the term expiring in September of 2027. According to the Paonia Municipal Code 2-6-30 this is an appointment by the Mayor.
BUDGET:	n/a
RECOMMENDATION:	
ATTACHMENT:	Commission Application - Doherty



Town of Paonia

Application to Serve on a Board, Commission, or Committee

Thank you for your interest in serving the Town of Paonia. Our boards, commissions, and committees play a vital role in shaping the future of our community. Please complete this application and return it to the Town Clerk's Office. If you need assistance, contact:

Samira Vetter – Town Clerk

Phone: (970) 527-4101

Email: samirav@townofpaonia.com

Section 1 – Applicant Information

Full Name: MARGARET DOHERTY Phone: [REDACTED]

Mailing Address: 817 3RD STREET

City / State / ZIP: PAONIA, CO 81428

Email Address: [REDACTED] Preferred Contact Method: email

Section 2 – Board or Committee of Interest

Board/Commission/Committee: PLANNING COMMISSION

Previously served? NO

If yes, list:

Section 3 – Qualifications & Background

Relevant experience: MASTER OF URBAN + REGIONAL PLANNING, UCD

Reason for applying: 15 YEARS AS STAFF PLANNER IN CO + VA

Additional comments: INTERESTED IN HELPING MY COMMUNITY MAKE SOUND LAND USE DECISIONS FOR LONG-TERM

Section 4 – Residency & Eligibility SUSTAINABILITY AND RESILIENCE.

Resident of Paonia? YES Employed by Town? NO Conflicts? NO

If yes to conflicts, explain:

Section 5 – Certification

I certify that the above is true and complete. I understand this application is a public record under the Colorado Open Records Act, Title 24, Article 72 of the Colorado Revised Statutes.

Signature:

Margaret Doherty

Date:

11.7.25

2

Journal of Management Education 26(7) 809-824

[illegible]

1. *Chlorophyll a* (Chl *a*) is the primary photosynthetic pigment in most plants and algae. It is a green pigment that absorbs light energy in the blue and red regions of the visible spectrum.



**TOWN OF PAONIA
BOARD OF TRUSTEES MEETING
MAYOR REPORT**

AGENDA ITEM:	Consideration of Membership on Board of Trustee Committees
SUBMITTED BY:	Mayor Smith
DATE:	November 25, 2025
BACKGROUND:	Resolution 09-2024 (attached) which describes four of the five committees outlines that Board members are to be appointed to Board Committees “as needed in the event of a Trustee resignation.” With the resignations by Trustees Valentine and Swartz and the recent appointment of Trustee Tarnow, we had agreed at our November 11th meeting that we would add the consideration of Board members being appointed to Board Committees and the Short Term Rental (STR) Ad Hoc Committee at this meeting. Members currently (or previously) serving on Committees are as follows: 1. Finance -Mayor Pro-Tem Schwartz (resigned) & Mayor Smith 2. Personnel – Our Human Resources Contractor has made some recommendations regarding this committee, therefore, we’d like to postpone discussion of assignments to this committee to a later date. 3. Parks – Trustees Stelter & Valentine (resigned) 4. Public Safety – Trustees Czech & Hunter 5. STR Ad Hoc* - Mayor Pro-Tem Schwartz as chair (resigned) & Trustee Stelter For time commitment context, members are also serving as follows on Town Code required positions: 1. Mayor Pro-Tem Stelter 2. Planning Commission – Mayor Smith, Trustee Hunter and Mayor Pro-Tem Stelter 3. Tree Board – Trustee Heck Need to choose members for the Finance Committee (1), Parks Committee (1) and STR Ad Hoc Committee as Chair (1).
BUDGET:	n/a
RECOMMENDATION:	Please discuss and of course, members can propose changing committee assignments. Thank you very much.
ATTACHMENTS:	Resolution 09-2024 A Resolution Adopting Rules Concerning the Activities of Committees Established by the Board of Trustees * Sept. 2, 2025 STR Ad Hoc meeting summary.

RESOLUTION 09-2024

A RESOLUTION ADOPTING RULES CONCERNING THE ACTIVITIES OF COMMITTEES ESTABLISHED BY THE BOARD OF TRUSTEES

WHEREAS, the Town Board has established committees consisting of two (2) Board members to serve in an advisory capacity and as liaison to the full membership of the Board concerning certain categories of Town business, including the Personnel Committee, Public Safety Committee, Parks Committee, Finance Committee (each, a "Board Committee"); and

WHEREAS, the Town Board desires to adopt rules for all Board Committees, currently or hereafter established, to ensure the activities of such Committees do not interfere or impermissibly overlap with the roles and responsibilities of Town officers and employees, or the powers and duties reserved to the Town Board as a whole.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES
OF THE TOWN OF PAONIA, COLORADO, THAT:**

Section 1. The following rules shall apply to all Board Committees currently or hereafter established:

A. Board members will be appointed to Board Committees by majority vote of the Board of Trustees at a regular meeting in April of each year or as needed in the event of a Trustee resignation or other unforeseen circumstance. Appointed members shall serve their respective Committees for a term of one (1) year, or until such time as the Board of Trustees reappoints Committee membership.

B. Board Committees shall serve in an advisory capacity and as liaison to the full membership of the Board and shall have no authority to direct the Town staff or make decisions on behalf of the Town Board.

C. Board Committees shall perform only such activities or duties as have been assigned to them by motion or resolution of the Board of Trustees.

D. The Board of Trustees will not assign to a Board Committee, and no Board Committee shall engage in or perform, any activity or duty that interferes with the duties of any Town officer or employee.

Section 2. Any previous resolutions, policies, documents, or any portions therefore, that conflict with the provisions of this resolution, are hereby repealed to the extent of such conflict.

PASSED, APPROVED, AND ADOPTED by the Board of Trustees of the Town of Paonia on this 14th day of May 2024.

Paige Smith
Paige Smith, Mayor

ATTEST:

Samira M. Vetter
Samira Vetter, Town Clerk



Approved as to form and contents:

Melinda Culley
Melinda Culley, Town Attorney

Paonia Board of Trustees
Finance Committee Duties
Adopted 5/14/24

The Purpose of the Finance Committee is primarily to provide oversight of the Town of Paonia's income and expenses. This committee is integral in maintaining adequate internal controls as required by CRS 29-1-603 and the Governmental Accounting Standards Board.

The Town Board of Trustees approves payments of the Town's expenses and adopts the annual budget.

The duties of the Finance Committee include:

1. Reviewing the Accounts Payable process, including all expense invoices with the Town Administrator/Treasurer and recommending approval of disbursements to the full Board of Trustees;
2. Reviewing all monthly financial statements before presentation to the full Board of Trustees.
3. Serving as primary signatories on checks issued for Town Disbursements. The Town Mayor also serves as an alternate signatory for the Finance Committee when one of the Board Trustee Finance Committee members is unable to attend a Finance Committee work session.
4. Serve as a liaison to the Auditors during the annual fiscal audit;
5. All other duties deemed necessary by the Auditor, Town Administrator/Treasurer, and/or Board of Trustees as needed to maintain proper internal controls.

Paonia Board of Trustees
Parks Committee Duties
Adopted 5/14/24

The Board of Trustees adopted the Paonia Parks, Recreation and Trails Master Plan by resolution 08-2022 on June 23, 2022. As stated on page 10 of the Plan:

“This Plan is a tool to be used by Paonia’s elected and appointed officials and town staff to inform and guide decision-making processes, policy discussions, and community improvements. The Plan is also intended to serve as a key resource for residents, property and business owners, developers, and other stakeholders interested in understanding the community’s aspirations for the future of Paonia’s parks, recreation amenities, recreation programs, and trails.

The Parks, Recreation, and Trails Master Plan is an advisory document. It is not mandatory that the Plan be strictly adhered to. However, the community dedicated significant time and effort into developing the Plan and to ignore it, without legitimate reason, is not advised.”

The function of the Parks Committee is to review individual elements of the Plan in order to create a specific set of questions for each element to be addressed by staff for public discussion before the Board of Trustees. This Plan is advisory in nature and deserves a thorough review of which elements are a priority, can they be implemented as proposed, if not, what additional changes are needed, what is the fiscal impact to implementation, are changes to Town Code needed for implementation, does the element align with the Town’s Comprehensive Plan, etc.

Paonia Board of Trustees
Personnel Committee Duties
Adopted 5/14/2024

The Purpose of the Personnel Committee is to hear grievances in accordance with requirements within the personnel policies and determine appeals brought by Town employees on matters of suspension, demotion, and dismissal. The Committee conducts appeal proceedings, acting as a fact finder reaching a decision, and makes recommendations to the Town Administrator while preserving the rights and dignity of all who come before the Committee. The Committee meets on an as-needed basis, at least once a year to organize.

The Personnel Committee also assists the Mayor and Board of Trustees in the hiring process for the Town Administrator and the Police Chief during periods of time when either position is vacant.

The Committee is made up of the Mayor, a Trustee selected by the employees of the Town, and one current staff member also selected by the employees of the Town.

Paonia Board of Trustees
Public Safety Committee Duties
Adopted 5/14/2024

•

The Public Safety Committee will be convened when there is a specific issue pertaining to public safety within the Town of Paonia. The Committee will be requested by a vote of the Board of Trustees to:

- research the background/current circumstances creating the issue*;
- review current code in-place (if any) addressing the particular issue;
- identify potential gaps in the code which are contributing to the issue persisting; and
- draft (in conjunction with staff) code revisions intended to address the issue for presentation to the public and full Board of Trustees after Town Attorney review.

* At this time, the use of off-road vehicles within Town of Paonia boundaries has become an issue for some town residents. This is an example of an issue in need of resolution that the Public Safety Committee could be integral to solving.

STR Ad Hoc Committee
Meeting Date: September 2, 2025
MEETING SUMMARY

I. Call to Order and Introductions

The meeting was called to order at 4:00 PM. Trustee Kathy Swartz welcomed the committee and the public, expressing optimism for a consensus-based process. Committee members in attendance included Town Administrator/Treasurer Wynn (remotely), Julie Bennett, and Samantha (Sam) Staley. Absent was Trustee Rick Stelter.

II. Discussion and Establishment of Meeting Ground Rules

Trustee Swartz proposed using a consensus-making model for committee decisions, outlining its key tenets:

- Everyone has a piece of the truth.
- Seek to understand, not just to respond.
- The facilitator will ensure everyone has a chance to speak and will manage interruptions.
- Committee members will act in the best interest of the town.
- The process should be fun and collaborative.
- Sam added a tenant against interrupting.
- A discussion was held on how to handle factual disagreements, concluding that disputed items should be flagged for further research.

Decision-Making Process:

- Any member can bring a motion forward after sufficient discussion.
- Voting will use a thumbs-up/thumbs-sideways/thumbs-down system:
 - **Thumbs Up:** Full support.
 - **Thumbs Sideways:** Has hesitations but is willing to go along.
 - **Thumbs Down:** Standing in the way (blocks consensus).
- Two or more "thumbs sideways" votes will trigger a reworking of the proposal.
- The committee discussed how to handle absences, agreeing that detailed notes and meeting recordings should be provided to absent members, who retain the right to bring concerns to a subsequent meeting for further discussion.

STR Ad Hoc Committee
Meeting Date: September 2, 2025
MEETING SUMMARY

III. Committee Purpose and Board Liaison

The committee affirmed its role is to bring recommendations to the Board of Trustees, which holds the final decision-making authority.

- **Motion (Stefen):** To ask the Board of Trustees to include a standing agenda item for the term of this committee for "Discussion of the STR Ad Hoc Committee and consideration of questions for the board."
 - **Second:** Yes.
 - **Outcome:** Motion passed. This is intended to be a formal channel for the committee to request resources, such as legal counsel, from the Board.

IV. Meeting Structure and Logistics

A. Agenda and Notes:

- **Motion (Sam):** To have the agenda and notes from the previous meeting available to the committee five (5) calendar days prior to the next scheduled meeting.
 - **Second:** Yes.
 - **Outcome:** Motion passed.

B. Role of the Facilitator:

- **Motion (Sam):** The facilitator (Trustee Swartz) will vote on decisions, is able to bring forth motions, and will contribute to discussion if bringing new information forward, while making a best effort to maintain neutrality.
 - **Second:** Yes.
 - **Outcome:** Motion passed. It was added as a tenant that any member can call the facilitator out for not remaining neutral.

V. Public Comment Procedures

The committee discussed multiple methods for gathering public input.

A. Digital Comments (SurveyMonkey):

- **Motion (Stefen):** To implement a SurveyMonkey survey after each meeting, open until the Tuesday following the meeting. The standard question will ask for thoughts/comments on the previous meeting and request the respondent's name,

STR Ad Hoc Committee
Meeting Date: September 2, 2025
MEETING SUMMARY

whether they are in-town or out-of-town, and if they are an STR owner. The committee may also add specific polling questions as needed.

- **Second:** Yes.
- **Outcome:** Motion passed.

B. Non-Digital Comments:

- **Motion (Sam):** To provide an alternative for non-digital participation via a drop box for written comments at Town Hall, specifically labeled for the STR committee. Comments will be collected and included in the next agenda packet.
 - **Second:** Yes.
 - **Outcome:** Motion passed.
- It was noted that public comments can also be emailed to the general town email (paonia@townofpaonia.com) with "STR" in the subject line.

C. In-Person Comment During Meetings:

- **Motion (Sam):** To allow public feedback throughout the meeting at the discretion of the facilitator. Members of the public must raise their hand to be called on, and comments are limited to three minutes.
 - **Second:** Yes.
 - **Outcome:** Motion passed.

VI. Brainstorming: Key Issues for the Committee to Address

The committee began a brainstorming session to identify broad topic categories for future meetings. The list included:

1. **Foundational Values:** Reviewing the Town's Comprehensive Master Plan, Mission & Values statements, Strategic Plan, and Affordable Housing Study to ground all recommendations.
2. **Owner-Occupied STRs:** Addressing the rental of rooms or entire homes where the owner maintains primary residence (connected to the current moratorium on renting rooms).
3. **Whole-House/Non-Owner Occupied STRs.**

STR Ad Hoc Committee
Meeting Date: September 2, 2025
MEETING SUMMARY

4. **General Standards:** Regulations applicable to all STRs, such as parking, noise, health, safety, and neighbor enjoyment.
5. **Fees, Monetary Penalties, and Sanctions.**
6. **Enforcement Mechanisms.**
7. **Proportion/Caps:** Discussing the appropriate number or density of STRs within the town.
8. **Private Property Rights:** Acknowledged as a significant concern raised by the public.

VII. Public Comment

A member of the public provided comment, urging the committee to consider the results of the recent election where 70% of voters chose to repeal the previous STR ordinance, as a significant data point reflecting public sentiment.

VIII. Adjournment

The meeting was adjourned at 5:30 PM.

Respectfully submitted,



Ruben Santiago,
Town of Paonia Deputy Clerk

RESOLUTION 2023-04

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF PAONIA DESIGNATING AUTHORIZED SIGNATURES ON APPLICATIONS OF NEW OR CHANGES TO BANK AND CREDIT ACCOUNTS

WHEREAS, the Town Board believes it would be appropriate and in accordance with proper auditing, bookkeeping, and accounting standards for the purpose of maintaining best practices for municipal financial external controls to require a combination of staff and elected official signatures on all applications to set up new or changes to bank and credit accounts.

WHEREAS, on November 10, 2025, Mayor Pro Tem Kathy Swartz resigned her seat on the board of Trustees; and

WHEREAS, on November 10, 2025 Trustee Rick Stelter was appointed Mayor Pro-Tem for the Paonia Board of Trustees.

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of the Town of Paonia, Colorado, that:

Section 1. All applications for bank accounts or credit accounts shall require the following signatures:

1. Stefen Wynn (Town Administrator) or Samira Vetter (Town Clerk);

AND

2. Paige Smith (Mayor) or Rick Stelter (Mayor/Pro-Tern)

OR

3. _____ (Finance Committee member)

Section 2. All such setting up new accounts or changes to accounts, shall henceforth require a combination of one of the persons listed in paragraph #1 and one of the persons listed in paragraph #2 or #3 above.

THIS RESOLUTION WAS READ, PASSED, AND ADOPTED by the Board of Trustees of the Town of Paonia on this 25th day of November, 2025.

Paige Smith, Mayor

ATTEST:

Samira M. Vetter, Town Clerk

Approved as to form and contents:



**TOWN OF PAONIA
BOARD OF TRUSTEES MEETING
STAFF REPORT**

AGENDA ITEM:	Staff Report RFQ 2025-06 WaterSMART Consultant Scoring
SUBMITTED BY:	Stefen Wynn, Town Administrator & Treasurer
DATE:	11.22.2025
BACKGROUND:	On September 19, 2025, the Town of Paonia issued RFQ 2025-06 WaterSMART Consultant seeking qualifications from firms capable of supporting the Town's WaterSMART Planning and Project Development Program. Three addenda were subsequently issued to clarify federal requirements and incorporate results from the ongoing Hydrogeological Study. The proposal deadline remained unchanged, closing on November 13, 2025 at 12:00 PM. A total of seven firms submitted responsive proposals: Wright Water Engineers (WWE); RESPEC/BBA; Roaring Fork Engineering (RFE); Moore Engineering; NRCE; Maverick Solutions; Swiftwater Solutions (SWS). A three-member scoring committee independently evaluated each proposal using the scoring rubric included in the RFQ. Scores were weighted based on the RFQ criteria, with a maximum possible score of 500 points per reviewer (1500 points combined). One reviewer scored proposals using sub-criteria within each major category. To ensure consistent comparison across reviewers, these sub-scores were averaged and converted into a single raw score (1–5) for each major category before the weighting factor was applied. This adjustment preserved the integrity of the rubric and maintained uniform scoring methodology across all evaluators. After weighting and compilation, the scoring committee ranked the firms as follows (highest to lowest): 1) Wright Water Engineers (WWE) — 1387.1 / 1500 (92 percent); 2) RESPEC/BBA — 1207.2 / 1500 (80 percent); 3) Roaring Fork Engineering (RFE) — 1123.1 / 1500 (75 percent); 4) Moore Engineering — 1104.7 / 1500 (74 percent); 5) NRCE — 1080.5 / 1500 (72 percent); 6) Maverick Solutions — 943.25 / 1500 (63 percent); 7) Swiftwater Solutions (SWS) — 882.25 / 1500 (59 percent). WWE's proposal demonstrated the highest level of technical competency, federal compliance experience, project understanding, and capacity to meet WaterSMART planning and reporting requirements. WWE also provided a detailed team structure aligned with the USBR Scope of Work and demonstrated availability consistent with the Town's projected WaterSMART timeline.
BUDGET:	\$250,000 Federal Grant with a required match of up to \$250,113 for various portions of the project for a total as submitted to USBR of: \$500,113.
RECOMMENDATION:	RECOMMENDED MOTION: "I move to authorize the Town Administrator to negotiate and execute a professional services agreement with Wright Water Engineers for WaterSMART Planning Consultant services under RFQ 2025-06, as the highest scoring and most qualified firm."
ATTACHMENT:	Attachment(s) A: RFQ 2025-06 WaterSMART Scoring_F and individual scores Attachment(s) B: RFQ 2025-06 WaterSMART Consultant and three Addendums Attachment C: WSG-009_Town of Paonia_SOW_Approved Attachment(s) D: RFQ 2025-06 Consultant Proposals Combined

CONSULTANT		REVIEWER SCORE		
Maverick		Stefen W.	Nicki P.	Jordan R.
	Firm Qualifications & Relevant Experience	75	75	83.25
	Project Team & Key Personnel	60	60	60
	Project Understanding & Approach	62.5	100	75
	Community Engagement & Equity	30	45	45
	Quality Assurance & Compliance	30	40	35
	References & Past Performance	12.5	10	45
	TOTAL			943.25/1500
RESPEC/BBA		Stefen W.	Nicki P.	Jordan R.
	Firm Qualifications & Relevant Experience	93.75	125	100
	Project Team & Key Personnel	65	100	73.2
	Project Understanding & Approach	100	125	91.5
	Community Engagement & Equity	45	60	52.5
	Quality Assurance & Compliance	35	50	35
	References & Past Performance	18.75	20	17.5
	TOTAL			1207.2/1500
SWS		Stefen W.	Nicki P.	Jordan R.
	Firm Qualifications & Relevant Experience	62.5	75	83.25
	Project Team & Key Personnel	80	80	66.6
	Project Understanding & Approach	62.5	75	39.9
	Community Engagement & Equity	60	30	45
	Quality Assurance & Compliance	25	30	25
	References & Past Performance	10	15	17.5
	TOTAL			882.25/1500

CONSULTANT		REVIEWER SCORE		
Moore		Stefen W.	Nicki P.	Jordan R.
	Firm Qualifications & Relevant Experience	100	75	83.25
	Project Team & Key Personnel	90	80	53.2
	Project Understanding & Approach	112.5	75	83.25
	Community Engagement & Equity	75	45	52.5
	Quality Assurance & Compliance	50	40	40
	References & Past Performance	20	15	15
	TOTAL			1104.7/1500
RFE		Stefen W.	Nicki P.	Jordan R.
	Firm Qualifications & Relevant Experience	125	100	100
	Project Team & Key Personnel	90	80	66.6
	Project Understanding & Approach	75	75	66.5
	Community Engagement & Equity	75	60	45
	Quality Assurance & Compliance	50	30	30
	References & Past Performance	20	20	15
	TOTAL			1123.1/1500
WWE		Stefen W.	Nicki P.	Jordan R.
	Firm Qualifications & Relevant Experience	112.5	125	116.5
	Project Team & Key Personnel	90	100	86.6
	Project Understanding & Approach	125	125	116.5
	Community Engagement & Equity	52.5	75	67.5
	Quality Assurance & Compliance	30	50	40
	References & Past Performance	25	25	25
	TOTAL			1387.1/1500

CONSULTANT		REVIEWER SCORE		
NRCE		Stefen W.	Nicki P.	Jordan R.
	Firm Qualifications & Relevant Experience	75	100	91.5
	Project Team & Key Personnel	80	80	80
	Project Understanding & Approach	62.5	75	91.5
	Community Engagement & Equity	45	60	60
	Quality Assurance & Compliance	50	40	40
	References & Past Performance	15	15	20
	TOTAL			1080.5/1500

Rank	Consultant	Score	Percentage
1	WWE	1387.1	92%
2	RESPEC/BBA	1207.2	80%
3	RFE	1123.1	75%
4	Moore	1104.7	74%
5	NRCE	1080.5	72%
6	Maverick	943.25	63%
7	SWS	882.25	59%

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Maverick

Evaluator: Stefen Wynn

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		3	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	Total: 75	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	3 Total: 60	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		2.5	
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	Total: 62.5	
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	2 Total: 30	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3 Total: 30	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	2.5 Total: 12.5	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500

Evaluator's Total Score: 270

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Moore

Evaluator: Stefen Wynn

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		4	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	Total:	100
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	4.5 Total:	90
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		4.5	
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	Total: 112.5	
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	5 Total: 75	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	5 Total: 50	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	4 Total: 20	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500

Evaluator's Total Score: 447.5

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: NRCE, Inc

Evaluator: Stefen Wynn

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.			
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	3	
• Experience working with rural communities and water systems.			
		Total:	75
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	4	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			
		Total:	80

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		2.5	
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	Total: 62.5	
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3 Total: 45	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	5 Total: 50	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3 Total: 15	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 327.5
Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: RESPEC (BBA)

Evaluator: Stefen Wynn

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		3.75	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	Total: 93.75	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		3.25	
• Availability of personnel throughout the duration of the project.	x20	Total: 65	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		4	
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	Total: 100	
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3 Total: 45	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3.5 Total: 35	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3.75 Total: 18.75	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 357.5
Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: RFE

Evaluator: Stefen Wynn

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		5	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	Total: 125	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	4.5 Total: 90	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		3	
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	Total: 75	
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	5 Total: 75	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	5 Total: 50	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	4 Total: 20	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500

Evaluator's Total Score: 435

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: SWS

Evaluator: Stefen Wynn

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		2.5	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	Total: 62.5	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	4 Total: 80	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	2.5 Total: 62.5	
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	4 Total: 60	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	2.5 Total: 25	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	2 Total: 10	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500

Evaluator's Total Score: 300

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: WWE

Evaluator: Stefen Wynn

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		4.5	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	Total: 112.5	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		4.5	
• Availability of personnel throughout the duration of the project.	x20	Total: 90	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		5	
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	Total: 125	
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3.5 Total: 52.5	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3 Total: 30	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	5 Total: 25	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500

Evaluator's Total Score: 435

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: __Maverick__

Evaluator: __Nicki Poulos__

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0–5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.	x25	4	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.			
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.	x20	3	
• Availability of personnel throughout the duration of the project.			
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	4	
Alignment of the approach with the approved <u>USBR Scope of Work and project milestones.</u>			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	4	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	2	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: _____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Moore

Evaluator: Nicki Poulos

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.			
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	3	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	4	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	
Alignment of the approach with the approved <u>USBR Scope of Work and project milestones.</u>			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	4	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 330_____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: __NRCE__

Evaluator: __Nicki Poulos__

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0–5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.	x25	4	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.			
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.	x20	4	
• Availability of personnel throughout the duration of the project.			
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	
Alignment of the approach with the approved <u>USBR Scope of Work and project milestones.</u>			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	4	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	4	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 375_____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: REF

Evaluator: Nicki Poulos

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0–5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.	x25	4	
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.			
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.	x20	4	
• Availability of personnel throughout the duration of the project.			
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	
Alignment of the approach with the approved <u>USBR Scope of Work and project milestones.</u>			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	4	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	4	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 365_____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Respec BBA

Evaluator: Nicki Poulos

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.			
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	5	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	5	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	5	
Alignment of the approach with the approved <u>USBR Scope of Work and project milestones.</u>			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	4	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	5	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	4	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 480_____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Swiftwater

Evaluator: Nicki Poulos

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.			
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	3	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	4	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	
Alignment of the approach with the approved <u>USBR Scope of Work and project milestones.</u>			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	2	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 305_____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: WWE

Evaluator: Nicki Poulos

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.			
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	5	
• Experience working with rural communities and water systems.			
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.			
• Availability of personnel throughout the duration of the project.	x20	5	
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.			

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	5	
Alignment of the approach with the approved <u>USBR Scope of Work and project milestones.</u>			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	5	
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	5	
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5	5	
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500
Evaluator's Total Score: 500_____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Maverik Solutions

Evaluator: Jordan Redden

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		3	3
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	3	75
• Experience working with rural communities and water systems.		4	4
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		3	3
• Availability of personnel throughout the duration of the project.	x20	3	60
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.		3	3

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		2	2
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	75
Alignment of the approach with the approved USBR Scope of Work and project milestones.		4	4
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3	45
Experience ensuring equitable stakeholder participation and integrating input into technical planning.		3	
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3	30
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.		4	4
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	15
History of successful collaboration with small municipalities, state agencies, and federal programs.		3	3

Maximum Score Possible: 500

Evaluator's Total Score: _____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Moore Engineering

Evaluator: Jordan Redden

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		3	3
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	4	100
• Experience working with rural communities and water systems.		3	3
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		3	3
• Availability of personnel throughout the duration of the project.	x20	2	40
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.		3	3

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		3	3
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	75
Alignment of the approach with the approved USBR Scope of Work and project milestones.		4	4
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3	45
Experience ensuring equitable stakeholder participation and integrating input into technical planning.		4	4
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	4	40
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.		4	4
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	3
History of successful collaboration with small municipalities, state agencies, and federal programs.		3	3

Maximum Score Possible: 500

Evaluator's Total Score: _____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant
Proposer: Natural Resources Consulting Engineers
Evaluator: Jordan Redden

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		4	4
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	4	100
• Experience working with rural communities and water systems.		3	3
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		4	4
• Availability of personnel throughout the duration of the project.	x20	4	80
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.		4	4

Evaluation Criteria	Weighting Factor	Raw Score (0–5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia’s water system challenges, drought vulnerabilities, and watershed conditions.		3	3
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	4	100
Alignment of the approach with the approved USBR Scope of Work and project milestones.		4	4
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	4	60
Experience ensuring equitable stakeholder participation and integrating input into technical planning.		4	4
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	4	40
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.		4	4
References and Past Performance			
Quality of references and prior client satisfaction.	x5	4	20
History of successful collaboration with small municipalities, state agencies, and federal programs.		4	4

Maximum Score Possible: 500

Evaluator’s Total Score: _____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Respec/BBA

Evaluator: Jordan Redden

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		4	4
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	4	100
• Experience working with rural communities and water systems.		4	4
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		4	4
• Availability of personnel throughout the duration of the project.	x20	3	60
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.		4	4

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		4	4
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	75
Alignment of the approach with the approved USBR Scope of Work and project milestones.		4	4
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	4	60
Experience ensuring equitable stakeholder participation and integrating input into technical planning.		3	3
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	4	40
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.		3	3
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	15
History of successful collaboration with small municipalities, state agencies, and federal programs.		4	4

Maximum Score Possible: 500

Evaluator's Total Score: _____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Roaring Fork Engineering

Evaluator: Jordan Redden

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		4	4
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	4	100
• Experience working with rural communities and water systems.		4	4
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		4	4
• Availability of personnel throughout the duration of the project.	x20	3	60
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.		3	3

Evaluation Criteria	Weighting Factor	Raw Score (0–5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia’s water system challenges, drought vulnerabilities, and watershed conditions.		2	2
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	75
Alignment of the approach with the approved USBR Scope of Work and project milestones.		3	3
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3	45
Experience ensuring equitable stakeholder participation and integrating input into technical planning.		3	3
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3	30
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.		3	3
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	15
History of successful collaboration with small municipalities, state agencies, and federal programs.		3	3

Maximum Score Possible: 500

Evaluator’s Total Score: _____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Swiftwater Solutions

Evaluator: Jordan Redden

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		3	3
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	2	50
• Experience working with rural communities and water systems.		5	5
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		4	4
• Availability of personnel throughout the duration of the project.	x20	3	60
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.		3	3

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		2	2
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	3	75
Alignment of the approach with the approved USBR Scope of Work and project milestones.		3	3
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	3	45
Experience ensuring equitable stakeholder participation and integrating input into technical planning.		3	3
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	3	30
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.		2	2
References and Past Performance			
Quality of references and prior client satisfaction.	x5	3	15
History of successful collaboration with small municipalities, state agencies, and federal programs.		4	4

Maximum Score Possible: 500

Evaluator's Total Score: _____

Comments / Notes:

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: Wright Water

Evaluator: Jordan Redden

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.		5	5
• Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.	x25	4	100
• Experience working with rural communities and water systems.		5	5
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff.		5	5
• Availability of personnel throughout the duration of the project.	x20	4	80
• Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.		4	4

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.		5	5
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25	5	100
Alignment of the approach with the approved USBR Scope of Work and project milestones.		4	4
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15	5	75
Experience ensuring equitable stakeholder participation and integrating input into technical planning.		4	4
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10	4	40
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.		4	4
References and Past Performance			
Quality of references and prior client satisfaction.	x5	5	25
History of successful collaboration with small municipalities, state agencies, and federal programs.		5	5

Maximum Score Possible: 500

Evaluator's Total Score: _____

Comments / Notes:



TOWN OF PAONIA, COLORADO

REQUEST FOR QUALIFICATIONS

WaterSMART Consultant

RFQ 2025-06

ISSUED: AUGUST 27, 2025

PROPOSAL DUE DATE: SEPTEMBER 29, 2025, NOON (M.T.)

REQUEST FOR QUALIFICATIONS – WaterSMART Consultant

The Town of Paonia, Colorado, is issuing **Request for Qualifications (RFQ 2025-06 WaterSMART Consultant)** to solicit Statements of Qualifications (SOQs) from experienced consulting firms to assist in the development of a comprehensive **Water Strategy** under the Bureau of Reclamation’s WaterSMART Grant Agreement R24AP00466 (Attachment A).

This federally funded initiative will provide Paonia with a structured planning process to identify water supply challenges, assess infrastructure needs, and develop prioritized strategies for long-term water system resiliency. The Water Strategy will integrate technical analyses, stakeholder input, and regulatory requirements into a forward-looking plan that positions the Town for successful implementation of water infrastructure improvements.

The consultant selected through this RFQ will be responsible for:

- Conducting outreach and partnership building to engage stakeholders, including agricultural users, community organizations, water districts, public land managers, and residents.
- Completing technical analyses of Paonia’s watershed, raw water collection system, hydraulic capacity, water rights portfolio, and metering and monitoring needs.
- Researching legal, regulatory, and institutional requirements for future implementation projects.
- Developing and comparing project alternatives based on technical feasibility, financial impact, compliance needs, and community priorities.
- Preparing a **Water Strategy document** that includes an outreach summary, statement of problems and needs, project alternatives and prioritization, implementation strategies, and lessons learned.

The project milestones, originally structured from late 2024 through September 2026, will be updated to reflect a revised timeline beginning in late 2025 and extending through September 2027. The Town will seek an official update to the project schedule from the Bureau of Reclamation to ensure that all milestones, including environmental and cultural compliance, stakeholder engagement, technical investigations, comparative analysis of alternatives, and completion of draft and final Water Strategy deliverables, are achieved in full compliance with program requirements.

Through this process, Paonia will establish a clear roadmap to secure, manage, and optimize its water resources. The resulting Water Strategy will guide future infrastructure investments, strengthen drought resiliency, and ensure the Town can continue to provide reliable and sustainable water service for its community.

BACKGROUND INFORMATION/SITE DESCRIPTION

Community Context

The Town of Paonia is a statutory municipality in Delta County, Colorado, situated within the fertile North Fork Valley of the Gunnison River Basin. Founded in 1902, Paonia has long been recognized for its agricultural heritage, cultural vitality, and unique high-elevation environment. The surrounding community is known for fruit orchards, vineyards, ranching operations, and a growing creative arts sector, all of which are dependent on reliable water supplies.

Despite these strengths, Paonia has faced significant challenges in recent decades, including the decline of coal mining, economic transition, and infrastructure vulnerabilities. In 2019, the Town experienced a severe water crisis that forced emergency shutdowns and triggered a moratorium on new water taps. This event highlighted the fragility of the municipal water system and the urgent need for comprehensive, forward-looking planning. Today, Paonia continues to invest in infrastructure modernization while balancing limited financial resources with pressing public service demands.

Water System Context

Paonia's municipal water system is supplied primarily by high-elevation spring complexes located across Mt. Lamborn and Landsend Peak. These raw water sources originate from snowmelt and surface infiltration that flows through rock glaciers before re-emerging at geologic contact points. While the quality of these sources is high, the system is highly vulnerable to drought, watershed degradation, and the impacts of climate change, including increased wildfire risk.

The Town's water rights portfolio includes adjudicated rights totaling 9.9 cubic feet per second (cfs). However, actual diversion and treatment capacity is closer to 5.4 cfs due to infrastructure constraints, seasonal variability, and the complexity of water administration in the basin. Much of the land supporting Paonia's water supply is managed by the U.S. Forest Service and Bureau of Land Management, requiring strict compliance with federal permitting and environmental review.

Recent evaluations, including the 2025 Preliminary Hydrogeological Study, identified critical gaps in data, access limitations to spring collection boxes, incomplete construction details, and insufficient understanding of seasonal flows. These findings demonstrated the need for a comprehensive Water Strategy that considers both the legal and physical dimensions of supply, as well as long-term watershed health.

Through the Bureau of Reclamation's WaterSMART program, Paonia will develop this Water Strategy to identify problems, needs, and opportunities within its watershed and water system. The effort will include technical analyses of the raw water collection system, water rights, legal and institutional requirements, decision support tools, and a structured comparison of project alternatives. Robust stakeholder engagement will ensure that agricultural producers, community organizations, public land managers, and residents are directly involved in shaping the plan.

By undertaking this initiative, the Town of Paonia seeks to establish a clear roadmap for resilient water supply management. The resulting Water Strategy will position the community to address drought risks, prioritize capital investments, and secure a sustainable water future in alignment with Bureau of Reclamation WaterSMART objectives.

SCOPE OF SERVICES

The consultant selected through this RFQ will assist the Town of Paonia in carrying out the approved tasks under the Bureau of Reclamation WaterSMART Grant Agreement R24AP00466. The purpose of this effort is to develop a comprehensive **Water Strategy** that identifies problems, needs, and opportunities within Paonia's water system and watershed, evaluates project alternatives, and establishes an implementation roadmap for future water infrastructure improvements.

The Scope of Services shall include, but not be limited to, the following:

1. Outreach and Partnership Building

1.1 Stakeholder Identification

Identify stakeholders including community organizations, business groups, agricultural users, ranching and farming associations, water districts, homeowners' associations, and public land managers.

1.2 Outreach Plan Development

Develop and implement a communication and outreach plan to engage stakeholders. Methods may include small focus groups, larger community gatherings, public meetings, social media, radio, and the creation of a project website.

1.3 Documentation of Outreach

Record outreach activities, document input received, and describe how feedback was incorporated into planning and decision-making.

2. Scoping and Planning Activities

2.1 Technical Analyses

Conduct a hydrological investigation of the watershed, including brush clearing if necessary to complete fieldwork. Perform a survey of the raw water collection system, raw water collection line hydraulic analysis, and evaluate the need for additional metering and monitoring locations. Conduct water modeling to support long-range Town planning. Assess watershed degradation and recommend restoration and climate adaptation measures, including wildfire risk reduction and nature-based solutions.

2.2 Water Marketing and Rights Analyses

Perform financial and economic impact analyses, including rate studies and environmental considerations, for potential infrastructure improvements. Compile and verify a comprehensive list of adjudicated water rights to ensure the Town's legal entitlements are secured.

2.3 Legal and Institutional Requirements

Research permits, environmental compliance obligations, and institutional requirements related to potential implementation projects.

2.4 Decision Support Tools

Evaluate and recommend improvements to monitoring and data collection, supervisory control and data acquisition (SCADA) software, and metering systems.

2.5 Project Alternatives

Develop a decision matrix of system needs and project alternatives. Compare options based on financial impact, compliance requirements, schedule, community preferences, and technical feasibility. Produce a prioritized list of projects for future implementation.

3. Water Strategy Document

3.1 Outreach Summary

Summarize outreach conducted, input received, and how it was addressed in the planning process.

3.2 Statement of Problems and Needs

Compile findings from technical analyses to identify system problems, deficiencies, and future needs.

3.3 Project Opportunities and Alternatives

Describe potential projects, prioritize them based on benefits and feasibility, and summarize the results of cost-benefit comparisons.

3.4 Implementation Strategy

Provide recommendations for advancing projects, including barriers to implementation, next steps for design or engineering, permitting and compliance requirements, financing needs, water rights considerations, and monitoring metrics.

3.5 Lessons Learned

Summarize how development of the Water Strategy benefitted the Town, identify lessons learned, and provide feedback for Reclamation.

PROPOSAL REQUIREMENTS

Firms responding to this RFQ must provide complete and comprehensive proposals that demonstrate the ability to perform the required services under the Bureau of Reclamation WaterSMART Grant Agreement R24AP00466 (Attachment A of this RFQ).

Proposals shall be concise, well-organized, and include the following information:

1. Cover Letter & Submission Checklist

- Include the Proposer Submission Checklist (Attachment B of this RFQ).
- Introduce the firm, identifying the principal contact person and the location of the office that will manage the project.
- Provide a brief statement of the firm's interest in and understanding of the Water Strategy project.

2. Firm Qualifications and Experience

- Describe the firm's history, size, organizational structure, and areas of expertise.
- Provide examples of at least three (3) successfully completed projects of similar scope, scale, and complexity, preferably in rural Colorado communities or with federally funded water planning projects.
- Highlight experience with federally funded planning projects, particularly those involving water planning and water infrastructure.

3. Project Team and Key Personnel

- Identify the proposed project manager, key staff, and technical personnel.
- Provide resumes highlighting relevant certifications, qualifications, and experience in water resources planning, legal and institutional analysis, financial modeling, and stakeholder engagement.
- Clearly indicate staff availability for this project and their role/responsibility.

4. Project Understanding and Approach

- Demonstrate understanding of Paonia's water system challenges, drought vulnerabilities, and legal constraints on water rights.
- Outline the proposed methodology for performing technical analyses, outreach, project alternatives evaluation, and development of the Water Strategy.
- Identify strategies to ensure all tasks comply with the approved USBR Scope of Work and schedule requirements.

5. Quality Assurance and Compliance

- Describe the firm's internal processes for ensuring accuracy, timeliness, and completeness of deliverables.
- Demonstrate the ability to comply with Bureau of Reclamation WaterSMART reporting requirements and federal procurement standards.
- Explain how the firm ensures quality control on technical analyses, legal research, and financial assessments.

6. Schedule and Availability

- Provide a staffing and availability plan that ensures timely completion of project milestones from late 2025 through 2027.
- Confirm the firm's capacity to adjust to the revised project schedule, pending approval by the Bureau of Reclamation.

7. References

- Provide contact information for at least three (3) client references for similar work performed within the past five (5) years.
- Include descriptions of the projects, scope of services, and outcomes achieved.

8. Other Required Information

- Proof of insurance meeting minimum Town and federal requirements.
- Any additional information the responding firm deems relevant to demonstrate capacity to complete the Water Strategy in compliance with USBR requirements.

SUBMISSION INSTRUCTIONS

Firms interested in providing professional services for the development of the Town of Paonia's Water Strategy must submit their proposal in accordance with the requirements outlined in this RFQ.

Submissions must be clearly titled and in the email subject line as:

RFQ 2025-06 WaterSMART Consultant [Insert Firm Name]

Proposals must be submitted electronically in PDF format by email to:

Paonia@TownofPaonia.com

AND

cc'd to: StefenW@TownofPaonia.com

Deadline: 12:00 P.M. (Noon), Friday, September 29, 2025 (MT)

- Proposals submitted through bidnetdirect.com or any platform other than direct email will not be considered unless they are also sent to the addresses above.
- Mailed, faxed or hand-delivered proposals will not be accepted.
- Proposals received after the deadline will be rejected.

The Town will not be bound by, nor responsible for, any explanations or interpretations of this RFQ other than those provided in writing. No oral interpretations will be made to any consultant.

Any questions or requests for clarification must be submitted via email to **Paonia@TownofPaonia.com**, and cc'd to **StefenW@TownofPaonia.com**. All questions must be received no later than **September 15, 2025, at 4:00 P.M. (MT)**. Questions will be answered by publishing an addendum to **bidnetdirect.com**. Proposers are responsible for monitoring the site for updates prior to submission.

The Town reserves the right to request additional information or clarifications from proposers, and to allow corrections of errors or omissions. Submission of a proposal indicates acceptance by the proposer of all conditions contained in this RFQ.

SELECTION PROCESS

The Town of Paonia will utilize a qualifications-based selection process consistent with federal requirements under the Bureau of Reclamation WaterSMART program. Evaluation will focus on demonstrated qualifications, technical expertise, and the firm's ability to successfully complete the approved Scope of Work.

Evaluation of Proposals

All proposals will be reviewed by a Selection Committee composed of Town staff and individuals with relevant expertise. The Committee will evaluate proposals based on the criteria outlined in Section 7, *Proposal Evaluation Criteria*. The Town may request clarification of submitted materials as needed. Proposals that fail to meet the minimum requirements of this RFQ may be deemed non-responsive.

Shortlisting and Interviews

Based on initial evaluations, the Selection Committee may develop a shortlist of the most qualified firms. Shortlisted firms may be invited to participate in interviews to further assess qualifications, proposed methodology, and team capabilities. Interviews will provide proposers an opportunity to demonstrate their understanding of Paonia's water system challenges and their approach to developing the Water Strategy.

Final Selection

Following evaluations and interviews (if conducted), the Selection Committee will rank firms and make a recommendation to the Paonia Board of Trustees for contract award. The recommendation will be based on overall qualifications, relevant experience, project understanding, stakeholder engagement strategy, and the ability to comply with Bureau of Reclamation requirements.

Negotiations

Contract negotiations will be conducted with the highest-ranked firm to finalize scope, fees, and contract terms. If an agreement cannot be reached, the Town reserves the right to negotiate with the next highest-ranked firm.

Conditions

During the evaluation process, all communications shall be directed exclusively to the Town Administrator & Treasurer. Proposers are prohibited from contacting or lobbying members of the Selection Committee directly. Any such attempt may compromise the integrity of the process and result in disqualification.

Anticipated Schedule

The following schedule is provided as a general guideline for the selection process and project milestones. The Town of Paonia reserves the right to modify these dates as necessary. All adjustments to federally required deadlines will be coordinated with the Bureau of Reclamation.

- **RFQ Issued:** August 27, 2025
- **Deadline for Questions:** September 15, 2025, at 4:00 P.M. (MT)
- **Proposals Due:** September 29, 2025, at 12:00 P.M. (Noon, MT)
- **Selection and Recommendation:** October 14, 2025, Board of Trustees Meeting
- **Contract Award:** Within 7 days of selection
- **Notice to Proceed:** Within 5 days after fully executed contract award

Project Milestones (Pending USBR Schedule Update)

- **Environmental and cultural compliance for field activities:** Nov 2025 – Mar 2026
- **Communication plan and stakeholder outreach:** Mar 2026 – May 2026
- **Brush clearing and field activities:** Apr 2026 – Aug 2026
- **Technical analyses (hydrology, hydraulics, water modeling, watershed assessment):** Apr 2026 – Aug 2026
- **Water rights analyses:** Mar 2026 – Jun 2026
- **Legal and institutional requirements research:** Mar 2026 – Aug 2026
- **Decision support tools analysis:** Jul 2026 – Aug 2026
- **Comparison of project alternatives and final project list:** Sep 2026 – Dec 2026
- **Stakeholder review and input:** Jan 2027 – Mar 2027
- **Draft Water Strategy submitted to Reclamation:** Jan 2027 – Mar 2027
- **Final Water Strategy document:** Apr 2027 – Sep 2027

PROPOSAL EVALUATION

All proposals will be reviewed and evaluated by a Selection Committee established by the Town of Paonia. The Committee may include Town staff and other individuals with expertise relevant to the services described in this RFQ. Each proposal will be independently evaluated and scored based on the criteria set forth below.

The Committee may request clarification of materials submitted or conduct interviews with shortlisted firms. Proposals that fail to demonstrate minimum qualifications or that appear unrealistic in terms of commitments may be deemed non-responsive.

During the evaluation process, all communications shall be directed exclusively to the Town Administrator & Treasurer. Proposers are prohibited from contacting or lobbying members of the Selection Committee directly. Any such attempt may result in disqualification.

At the Town's discretion, interviews may be conducted with shortlisted firms. If interviews are scheduled, proposers will be notified in advance. In the event that three or fewer proposals are received, the Town reserves the right to forego interviews.

Evaluation Criteria:

Proposals will be evaluated on the following criteria, with each criterion scored on a scale of zero to five points. Scores will then be weighted by the assigned values to produce a total score. The maximum possible score is **500 points**. Proposals with higher weighted totals will be considered more advantageous to the Town.

1. Firm Qualifications and Relevant Experience (25 points / 125 max score)

- Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations.
- Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs.
- Experience working with rural communities and water systems.

2. Project Team and Key Personnel (20 points / 100 max score)

- Qualifications, certifications, and professional experience of the proposed project manager and key staff.
- Availability of personnel throughout the duration of the project.
- Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.

3. Project Understanding and Approach (25 points / 125 max score)

- Demonstrated understanding of Paonia’s water system challenges, drought vulnerabilities, and watershed conditions.
- Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.
- Alignment of the approach with the approved USBR Scope of Work and project milestones.

4. Community Engagement and Coordination (15 points / 75 max score)

- Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.
- Experience ensuring equitable stakeholder participation and integrating input into technical planning.

5. Quality Assurance and Compliance (10 points / 50 max score)

- Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.
- Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.

6. References and Past Performance (5 points / 25 max score)

- Quality of references and prior client satisfaction.
- History of successful collaboration with small municipalities, state agencies, and federal programs.

GENERAL TERMS AND CONDITIONS

1. Town's Rights

The Town reserves the right to conduct its own investigation in evaluating proposals and shall have sole discretion to accept or reject any or all submissions.

2. Ownership of Proposals

All proposals become the property of the Town upon receipt and will not be returned to the proposer, regardless of selection or rejection.

3. Public Disclosure

The Town operates in compliance with applicable public disclosure laws. Proprietary or confidential information should be clearly identified within the proposal and will be protected to the extent permitted by law.

4. Proposal Costs

All costs associated with the preparation and submission of a proposal, including participation in any meetings, interviews, or pre-proposal conferences, shall be borne solely by the proposer. The Town will not reimburse these expenses under any circumstances.

5. Conformance with RFQ Requirements

Failure to comply with the instructions, requirements, and format outlined in this RFQ, including responding to each item in the Proposal Requirements section, may result in disqualification. Proposals must include all information necessary for a complete evaluation.

6. Conflict of Interest

The successful proposer shall not permit any individual employed by the Town to benefit financially from an interest in the proposer's firm, its affiliates, or any subcontractors engaged in the contract.

7. Basis for Selection

Final selection will be based on the evaluation of the written proposal, reference responses, and any oral interviews conducted by the Town.

8. Interpretations and Clarifications

The Town will not be bound by, nor responsible for, any explanations or interpretations of this RFQ other than those provided in writing. No oral interpretations will be issued. Any questions or requests for clarification must be submitted by email to: Paonia@TownofPaonia.com and cc: StefenW@TownofPaonia.com. The Town reserves the right to request additional information or clarifications from proposers, and to allow correction of errors or omissions.

9. Submission Deadline

Proposals must be submitted as a single PDF document by email, with the subject line clearly titled:

“RFQ 2025-07 WATERSMART CONSULTANT [Insert Firm Name]”

Proposals must be received on or before **12:00 P.M. (Noon), Monday, SEPTEMBER 29, 2025 (MT)** at the email addresses above.

Proposals received after the deadline will not be considered.

Proposals submitted through **BidNetDirect** or any other platform will not be considered unless they are also emailed to the addresses listed above.

Mailed or hand-delivered proposals will not be accepted.

10. Reservation of Rights

The Town reserves the right to reject any or all proposals, to waive any informalities or irregularities, and to request new proposals if deemed in the best interest of the Town.

11. Acceptance of Conditions

Submission of a proposal constitutes acknowledgment and acceptance by the proposer of all terms, conditions, and requirements set forth in this RFQ.

The accuracy of the proposal is the sole responsibility of the Proposer. No changes in the proposal shall be allowed after the submission deadline, except when the Proposer can show clear and convincing evidence that an unintentional factual mistake was made, including the nature of the mistake and the price actually intended. Alternate proposals will not be considered.

The Town reserves the right to accept or reject any and all responses and to waive any informalities or irregularities in said Responses. The Request for Proposals does not bind the Town to accept a proposal when, in the Town's sole discretion, the Town determines not to do so. Additionally, the Town reserves the right to modify the schedule as necessary and will notify those participating in the RFQ of the change in writing. The Town of Paonia is an equal opportunity employer.

TERMINATION OF CONTRACT

The Town may, by written notice to the successful Firm, terminate the contract if the Consultant has been found to have failed to perform in a manner satisfactory to the Town's specifications, including delivery as specified. The date of termination shall be stated in the notice. The Town shall be the sole judge of non-performance.

The Town may cancel the contract upon thirty (30) days' written notice for reasons other than cause. This may include the Town's inability to continue with the contract due to non-appropriation or a reduction of funding.

NOTICE OF AWARD (Continuation Sheet)

PAGE 2 of 2	DATE ISSUED 01/13/2025
GRANT NO. R24AP00466-00	

Federal Financial Report Cycle			
Reporting Period Start Date	Reporting Period End Date	Reporting Type	Reporting Period Due Date
01/13/2025	03/31/2025	Semi-Annual	04/30/2025
04/01/2025	09/30/2025	Semi-Annual	10/30/2025
10/01/2025	03/31/2026	Semi-Annual	04/30/2026
04/01/2026	09/30/2026	Final	01/28/2027

AWARD ATTACHMENTS

TOWN OF PAONIA

R24AP00466-00

1. R24AP00466



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I. Award Administration and Overview

1. Authority

This Financial Assistance Agreement (Agreement) is entered into between the Bureau of Reclamation (Reclamation) and Town of Paonia (Recipient), pursuant to Public Law 111-11, Omnibus Public Lands Management Act of 2009, Section 9504(a), as amended.

2. Public Purpose of Support

The Watershed and Water System Strategy Plans for Resiliency in the Face of Change project (Project) achieves the public purpose of the Act through advancing the implementation of a project to enhance water management.

3. Background and Objectives

Through WaterSMART (Sustain and Manage America's Resources for Tomorrow), Reclamation leverages Federal and non-Federal funding to work cooperatively with states, tribes, and local entities as they plan for and implement actions to increase water supply sustainability through investments and attention to local water conflicts.

Through Planning and Project Design Grants, Reclamation provides assistance to states, tribes, irrigation districts, water districts, other entities with water or power delivery authority, and non-profit conservation groups to conduct planning activities to improve water supplies (e.g., water supplies to disadvantaged communities that do not have reliable access to water, water marketing, water conservation, drought resilience, and ecological resilience) or the final design of on the ground water supply construction (including domestic water supply projects for Tribes, insular areas, and disadvantaged communities), water management construction and restoration projects.

The Town of Paonia located in Delta County, Colorado will conduct a holistic and comprehensive investigation to develop a water strategy to increase drought resiliency, mitigate wildfire hazards, and improve its water infrastructure. The Town collects its raw water from spring systems which have been impacted by declining snowpack. This watershed has experienced reduced summer flows, and the springs are vulnerable to surface contamination, drought conditions, and wildfire impacts to water quality. Through this planning effort, Paonia will analyze past trends and develop future water supply projections, assess the state of existing infrastructure, perform water marketing and water rights analyses, identify and prioritize infrastructure work that will mitigate changes from longer droughts and increasing heat, and examine wildfire impacts and mitigation methods. Data developed through the study will contribute to the Colorado Water Plan database and provide guidance to the town's Capital Improvement Plan. Paonia will engage local stakeholders in this planning effort, including the U.S. Forest Service, agricultural users, public land managers, water districts, farming and ranching associations, and community organizations.

4. Financial Assistance Administrative Regulations

All recipients are required to follow the applicable federal, Department of Interior, and Reclamation financial assistance regulations. The provisions of the "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Financial Assistance" located at [Title 2 CFR Part 200](#), the Department of the Interior Federal Agency Regulations for Grants and Agreements at [Title 2 CFR Subtitle B, Part 1400-1499](#), and the Financial Assistance Interior Regulations (or FAIR) at [Title 2 CFR Subtitle B, Parts 1402-1402.499](#), are hereby incorporated by reference as though set forth in full text.

5. Regulatory Compliance

All recipients must comply, or assist Reclamation, with all regulatory compliance requirements and all applicable state, federal, and local environmental, cultural, and paleontological resource protection laws and regulations, as applicable to this Agreement. These may include, but are not limited to, the National Environmental Policy Act (NEPA), including the Council on Environmental Quality and Department of the Interior regulations implementing NEPA, the Clean Water Act, the Endangered Species Act, consultation with potentially affected Tribes, and consultation with the State Historic Preservation Office. If the Recipient begins project activities that require environmental or other regulatory compliance approval, prior to written notice from the GO that all such clearances have been obtained, Reclamation reserves the right to initiate remedies for non-compliance as defined by [2 CFR 200.339-340](#), including termination of this Agreement.

6. Acceptance

Recipients of Reclamation financial assistance awards must comply with the applicable terms and conditions incorporated, either directly or by reference, in their Notice of Funding Opportunity R23AS00109 WaterSMART Planning and Project Design Grants for Fiscal Year 2023 and Fiscal Year 2024, program announcements, and this Notice of Award. These terms and conditions are in addition to the assurances and certifications made as part of the award application process through submission of the Standard Forms SF-424B Assurances for Non-Construction Programs, SF-424D Assurances for Construction Programs, and Certifications Regarding Lobbying (see [SF-424 Family | Grants.gov](#)), or through acceptance of certifications and representations in the System for Award Management ([SAM.gov](#)).

Acceptance of a financial assistance award, including any amendments, from Reclamation carries with it the responsibility to be aware of and comply with all terms and conditions applicable to the award. Acceptance means starting work, drawing down or requesting funds, or accepting the award via electronic means. Accepting the award constitutes a consent to fulfill and comply with all terms and conditions by the recipient.

7. Amendments

Any changes to this Agreement shall be made in writing by the Grants Officer (GO), unless determined by Reclamation to be administrative corrections which do not impact the terms and

conditions of the Agreement. No statement made by any person, or in writing, other than the GO shall be allowed to amend, modify, or otherwise affect the Agreement.

All recipient requests for amendment of the Agreement, including prior approval requirements set forth in [2 CFR 200.308](#), such as no-cost extensions and changes to key personnel, or the addition of previously agreed upon funding, are addressed to the GO and submitted in writing (including via email) and will include a full description of the reason for the request.

Amendment requests can be submitted to the Grants Management Specialist (GMS) or to the GO identified on the NOA page.

II. Project Performance

1. Project Narrative and Milestones

Under this Agreement, the Recipient shall develop a water strategy for the implementation of water infrastructure improvements (Water Strategy). To develop the Water Strategy, the Recipient shall complete the activities described below.

Outreach and Partnership Building.

The Recipient shall conduct outreach and partnership building activities designed to inform and obtain input from potential participants or stakeholders within the relevant geographic areas. These activities include, but are not limited to:

- Identifying stakeholders through outreach to community organizations, business groups, agriculture users including ranching and farming associations, public land managers, water districts, HOAs, and other districts.
- Develop and implement an outreach plan to engage with stakeholders. Outreach activities may include small focus groups, larger community gatherings, exhibits at community events, social media, local radio station, and the development of a project website.

Scoping and Planning.

The Recipient shall conduct scoping and planning studies to support the development of the Water Strategy. These activities include, but are not limited to:

- **Technical Analyses to Identify Problems, Needs, and Opportunities** – Define and perform technical analyses such as a hydrological investigation of the watershed and any brush clearing needed to complete that investigation, a survey of the raw water collection system, a raw water collection line hydraulic analysis, , an investigation of the need for additional metering and potential metering locations, and water modeling to support a town development plan. Evaluate watershed degradation, develop recommendations for restoration and mitigate measures for climate change impacts, including increase in wildfire danger and nature-based solutions to improve the holding capacity of the aquifer.
- **Water Marketing and Water Rights Analyses** - Perform financial and economic impact analysis (rate studies, economic assessment with consideration for environmental

impacts, legal analysis) regarding infrastructure improvement projects and their effects on Paonia and compiling list of water rights to ensure all adjudicated rights are secured.

- **Research of Legal and Institutional Requirements** – Research permits and environmental assessments for proposed implementation projects.
- **Analysis of Needs for Decision Support Tools** – Prepare recommendations and implementation work for monitoring and data collections, as well as updated supervisory control and data acquisition software and metering improvements.
- **Development and Comparison of Project Alternatives** – Organize system needs and possible alternatives into a decision matrix and compare the alternatives. Comparison may include financial impacts, priority based on need, compliance, schedule, and preferences from community. Develop a final list of prioritized projects.

Water Strategy Document.

The Recipient shall develop a Water Strategy document that substantively includes the following:

- **Outreach Summary:** A summary of the outreach conducted under Section 5.1 of this Agreement, including a description of how input was solicited, the input received, and how the input was addressed during the planning activities and in the development of the Water Strategy.
- **Statement of Problems and Needs:** A summary of the work performed under Section 5.2 of this agreement to identify the problems and needs in the planning area.
- **Project Opportunities and Comparison of Alternatives:** A summary of the work performed under Section 5.2 of this Agreement to identify, compare and prioritize potential solutions/projects to address the problems and needs in the planning area, and:
 - Description of the solutions or potential on-the-ground projects identified, and their relative priority.
 - Explanation of the findings and conclusions resulting from the comparison of project costs and benefits.
- **Implementation Strategy:** A description of the strategy for moving forward with project concepts or solutions identified through the planning effort, including:
 - How the potential projects or activities will be implemented and any barriers to implementation.
 - Next steps for project development, including future outreach plans (how stakeholders will be engaged in future project phases), need for project design or engineering, and any information gaps and need for additional analysis.
 - Any next steps to address permitting, environmental compliance, or legal requirements; financing needs or plans; water rights or infrastructure issues.
 - How performance of each project will be monitored/measured.
- **Discussion of lessons learned.**
 - A description of how development of the strategy benefitted the organization
 - An explanation of lessons learned through the course of developing the strategy
 - Any feedback for Reclamation on the process or program

The milestones for this project are:

Milestone / Task / Activity	Planned Start Date	Planned Completion Date
Complete environmental and cultural compliance for field activities	December 2024	March 2025
Develop communication plan and begin stakeholder outreach	March 2025	May 2025
Brush clearing and any field activities	April 2025	August 2025
Define and perform technical analyses to identify problems, need, and opportunities	April 2025	August 2025
Complete water rights analyses	March 2025	June 2025
Research legal and institutional requirements	March 2025	August 2025
Analyze needs for decision support tools	July 2025	August 2025
Compare project alternatives and develop final project list	September 2025	December 2025
Stakeholder opportunity to provide input	January 2026	March 2026
Submit draft water strategy to Reclamation	January 2026	March 2026
Finalize water strategy document	April 2026	September 2026

2. Recipient Responsibilities

The Recipient shall carry out the approved project in accordance with the terms and conditions stated herein, [2 CFR Part 200](#) (including procurement requirements at [200.320](#)), adherence to Federal, state, and local laws, regulations, and codes, as applicable, and shall obtain all required approvals and permits. If the approved project contains construction activities, the Recipient is responsible for construction inspection, oversight, and acceptance. If applicable, the Recipient shall also coordinate and obtain approvals from site owners and operators.

2.1. Interim Performance Reports

The Recipient shall prepare and submit to Reclamation interim Project performance reports (Interim Performance Reports) as required by Section V of this Agreement.

Each Interim Performance Report will include (but is not limited to) the information identified below:

- A comparison of actual accomplishments to the milestones established by the financial assistance agreement for the reporting period
- The reasons why established milestones were not met, if applicable
- The status of milestones from the previous reporting period that were not met, if applicable
- Whether the Project is on schedule and within the original cost estimate
- Any additional pertinent information or issues related to the status of the Project

2.2. Final Project Reports

The Recipient shall prepare and submit to Reclamation a final Project performance report (Final Project Report) as required by Section V of this Agreement.

The Final Project Report will include (but is not limited to) the information identified below:

- Whether the project objectives and goals were met.
- If applicable, a copy of the completed strategy document or plan.
- If applicable, a copy of the design products that were developed.
- Photographs documenting the project are also appreciated.

2.3. Water Strategy Document

The Recipient will submit a copy of the draft water strategy document to Reclamation review at least 90 days prior to the completion of the period of performance for this Agreement.

Reclamation will review the draft water strategy document to verify that it meets the content requirements identified in Section I.5.3 Water Strategy Document. The Recipient will submit a copy of the final water strategy document together with the final performance report identified in Section II.2.2 above. The water strategy document shall include the following statement:

“This document is a water planning document and does not provide recommendations or represent a statement of policy or position of the Bureau of Reclamation or Department of the Interior. The strategy does not propose or address the viability any specific project and does not represent a commitment for provision of Federal funds for projects identified in the plan.”

3. Reclamation Responsibilities

Reclamation monitoring and oversight of this award includes review and acceptance of financial and performance reports, and other deliverables identified as part of the project scope. Additional monitoring activities may include drawdown approvals, site visits, conference calls, and other on-site and off-site monitoring activities such as inspections or evaluation on Recipient and subrecipient premises. At the Recipient’s request, Reclamation may also provide technical support to the Recipient for the approved project and objectives of this Agreement.

III. Financial Assistance

1. Available Funding

The total estimated project cost for this Agreement is \$511,876.00.

The amount of federal funds issued with this action is \$250,000.00, as indicated by “Amount of Financial Assistance This Action” within block 12 of the NOA.

The Recipient shall not incur costs or obligate funds for any purpose pertaining to operation of the program or activities beyond the period of performance end date. The only costs which are authorized for a period of up to 120 days following the period of performance are those strictly associated with closeout activities for preparation of the final reports.

2. Approved Budget

The total approved budget summarizes the financial aspects of the project. It is detailed by category in block 11 of the NOA page and/or below. Final costs incurred within budget categories listed may be either higher or lower than the estimated costs. All costs incurred by the Recipient under this Agreement must be in accordance with budget submitted to Reclamation, and any pre-award clarifications conducted between the Recipient and Reclamation.

The Recipient is responsible for ensuring federal funds are managed in a manner consistent with [2 CFR Part 200 Subpart E](#), the approved budget, approved project activities, and terms and conditions of award. Recipients are encouraged to direct questions regarding allowability, allocability or reasonableness of costs to the GO for review prior to incurrence of the costs in question.

3. Cost Sharing Requirement

At least 50% non-federal cost-share is required for costs incurred under this Agreement. If pre-award costs are authorized, reimbursement of these costs is limited to federal cost share percentage identified in this Agreement.

The federal share of allowable costs shall not be expended in advance of the Recipient's non-federal share. The expenditure of federal and non-federal funds based upon the cost share percentage above shall occur concurrently. If a bona fide need arises which requires the expenditure of federal funds in advance of the Recipient share, then the Recipient must request written approval from the GO prior to the expenditure. Recipient's may expend their agreed upon share of costs in advance of the expenditure of federal funds without prior written approval.

4. Pre-Award Incurrence of Costs

The Recipient is not authorized to incur costs prior to the start date of the period of performance of this Agreement.

5. Indirect Costs

Indirect costs are not approved for this Agreement.

IV. Payment Information

1. Payment Method

Recipients must utilize the Department of Treasury Automated Standard Application for Payments (ASAP) payment system to request payments. ASAP is a Recipient-initiated payment and information system designed to provide a single point of contact for the request and delivery of federal funds. ASAP is the only allowable method for request and receipt of payment. Recipient procedures must minimize the time elapsing between the drawdown of federal funds and the disbursement for Agreement purposes.

2. Payment

Financial assistance recipients are paid in advance by electronic drawdown, provided they maintain written procedures that minimize the time elapse between transfer of funds from ASAP accounts and disbursements, and they have financial management systems that meet standards for fund control and accountability. Advance payments are limited to the immediate cash requirements to carry out the purpose of the approved program or project.

3. Return of Funds, Excess Cash, and Interest

3.1 Return of Funds or Excess Cash

Funds, principal, and excess cash returns may be made to Reclamation through the following means.

Payment Method ASAP

The Recipient must direct returns of funds not spent, excess cash on hand, interest owed to the federal government, and principal to the ASAP system. Returns should include:

- The agency to credit the funding (i.e. Reclamation)
- The relevant ASAP account numbers
- The reason for the return

Payment Method Electronic Transfer

If the Recipient is unable to return funds owed to the federal government through ASAP, the following electronic transfer information should be utilized:

ACH Returns:

ABA Routing Number: 051036706

Account number: 312018

Bank Name and Location: Credit Gateway, Federal Reserve Bank, Richmond, VA

Agreement Number: Reclamation Grant or Cooperative Agreement Number

Fedwire Returns:

ABA Routing Number: 021030004

ABA Short Name: TREAS NYC

Account number: 14060905

Beneficiary Name: Bureau of Reclamation

Bank Name and Location: Federal Reserve Bank, 33 Liberty Street, Federal Reserve Post Office Station, New York, NY 10045

Agreement Number: Reclamation Grant or Cooperative Agreement Number

Payment Method US Mail

For Recipients that do not have electronic remittance capability, please make check payable to: "Bureau of Reclamation" and include the following in the memo lines of the check:

- The Reclamation award number
- The ASAP account number

Mail (by USPS only) the check to Treasury approved lockbox:

DOI-BOR-Region: Denver

P.O. Box 6200-21

Portland, OR

97228-6200

3.2 Return of Interest

Interest earned on Federal funds in excess of \$500 per year must be returned annually to the Department of Health and Human Services Payment Management System (PMS). Recipients and subrecipients can find further information and a link to directions at [2 CFR 200.305\(b\)\(12\)](#).

V. Reporting Requirements

1. Reclamation Required Reports and Submission

Reports can be submitted to the GMS via FAReporting@usbr.gov or [GrantSolutions](#).

1.1 Financial Reporting Requirements

The interim Federal Financial Report (SF-425) shall be submitted semi-annually, according to the Report Frequency and Submission schedule noted under the *Federal Financial Report Cycle*, following the Notice of Award page. All financial reports shall be signed by an Authorized Certifying Official for the Recipient's organization.

Per [2 CFR Part 200.344](#), the **Final** Federal Financial Report (SF-425) shall be submitted within 120 days of the period of performance end date. The recipient shall not incur costs or obligate funds for any purpose pertaining to the operation of the program or activities beyond the period of performance end date and must liquidate all financial obligations incurred under the award. The only costs which are authorized for 120 days following the period of performance end date are those strictly associated with closeout activities in preparation of final reports. All sections of the Final SF-425 must be complete.

1.2 Performance Progress Reporting Requirements

Reclamation requires Performance Reports to be submitted semi-annually, according to the Report Frequency and Submission schedule noted under the *Performance Progress Report Cycle*, following the Notice of Award page. Reclamation may utilize standard, OMB-approved forms for the collection of performance information, or no specific format, as identified in the NOFO or program announcement.

For Construction and non-construction, the minimum information to include in Performance Reports are:

- Report identification; recipient name, agreement number, project title, and period of performance start and end dates
- A comparison of actual accomplishments to the objectives of the federal award for the reporting period
- Where accomplishments can be quantified, or performance data and analysis informative to Reclamation, if applicable
- A reason(s) why any established goals/objectives were not met, if applicable
- Pertinent information on overall activity such as cost overruns, or high unit costs
- Significant developments such as problems, delays, or adverse conditions, if applicable
- Favorable developments such as objectives ahead of schedule, or less cost than anticipated, if applicable

Per [2 CFR Part 200.344](#), the **Final** Performance Progress Report shall be submitted within 120 days of the period of performance end date. The Final Performance Report shall include a summary of all activities completed during the entire period of performance with the minimum information stated above, and any Program Specific or Data Collection report requirements as stated within the NOFO and this Agreement.

2. Federal-wide Reports and Disclosures

2.1 System for Award Management

Unless exempted by [2 CFR 25.110](#), recipients must maintain current information in the System for Award Management (SAM) until the final financial report required under the Award is submitted, or the final payment is received, whichever is later, per [Appendix A to Part 25, Title 2](#). This requires recipients to review and update information *at least annually* after the initial registration, or more frequently if required by changes in your information. See [SAM.gov | Home](#). If a recipient allows their SAM registration to lapse, they will be prevented from submitting applications for funding opportunities in Grants.gov, and ASAP accounts are suspended, among other federal financial assistance restrictions.

2.2 Subawards and Executive Compensation

Unless exempted by [2 CFR Part 170.105](#), Recipients are required to report information on subawards and executive total compensation to meet the requirements of the federal Funding

Accountability and Transparency Act of 2006. Recipients can review [Appendix A to Part 170, Title 2](#) for information on what, where, and when to report.

2.3 Reporting Recipient Integrity and Performance

Recipients that have active financial assistance and procurement contracts from federal agencies exceeding \$10,000,000 for any period of time during the period of performance of this Agreement must maintain current information in SAM about civil, criminal, or administrative proceedings as outlined in [Appendix XII to Part 200](#).

2.4 Conflicts of Interest

The Recipient must establish safeguards to prohibit its employees and Subrecipients from using their positions for purposes that constitute or present the appearance of a personal or organizational conflict of interest. The Recipient is responsible for notifying the Grants Officer in writing of any actual or potential conflicts of interest that may arise during the life of this award. Conflicts of interest include any relationship or matter which might place the Recipient or its employees in a position of conflict, real or apparent, between their responsibilities under the agreement and any other outside interests. Conflicts of interest may also include, but are not limited to, direct or indirect financial interests, close personal relationships, positions of trust in outside organizations, consideration of future employment arrangements with a different organization, or decision-making affecting the award that would cause a reasonable person with knowledge of the relevant facts to question the impartiality of the Recipient and/or Recipient's employees and Subrecipients in the matter.

The Grants Officer and the servicing Ethics Counselor will determine if a conflict of interest exists. If a conflict of interest exists, the Grants Officer will determine whether a mitigation plan is feasible. Mitigation plans must be approved by the Grants Officer in writing. Failure to resolve conflicts of interest in a manner that satisfies the government may be cause for termination of the award.

Definitions:

This section incorporates by reference [2 CFR Part 200, Subpart A, Acronyms and Definitions](#) including, but not limited to the following additional terms:

- A. Conflict of Interest is defined as any relationship or matter which might place the Recipient, its employees, and/or its Subrecipients in a position of conflict, real or apparent, between their responsibilities under the agreement and any other outside interests. Conflicts of interest may also include, but are not limited to, direct or indirect financial interests, close personal relationships, positions of trust in outside organizations, consideration of future employment arrangements with a different organization, or decision-making affecting the award that would cause a reasonable person with knowledge of the relevant facts to question the impartiality of the Recipient and/or Recipient's employees and Subrecipients in the matter.
- B. Close Personal Relationship means a federal award program employee's childhood or other friend, sibling, or other family relations that may compromise or impair the fairness and impartiality of the Proposal Evaluator and Advisor and Grants Officer in the review,

selection, award, and management of a financial assistance award.

C. Discretionary Federal Financial Assistance means Federal awards including grants and agreements that are awarded at the discretion of the agency.

D. Employment means:

1. In any capacity, even if otherwise permissible, by any applicant or potential applicant for a Federal financial assistance award;
2. Employment within the last 12 months with a different organization applying for some portion of the award's approved project activities and funding to complete them OR expected to apply for and to receive some portion of the award; and/or
3. Employment with a different organization of any member of the organization employee's household or a relative with whom the organization's employee has a close personal relationship who is applying for some portion of the award's approved project activities and funding to complete them OR expected to apply for and to receive some portion of the award.

E. Non-federal entity means a State, local government, Indian tribe, institution of higher education, or nonprofit organization that carries out a Federal award as a Recipient or Subrecipient.

F. Recipient means a non-federal entity that receives a federal award directly from a federal awarding agency to carry out an activity under a federal program. The term Recipient does not include Subrecipients.

G. Subrecipient means a non-federal entity that receives a subaward from a pass-through entity to carry out part of a federal program, but does not include an individual who is a beneficiary of such program. A Subrecipient may also be a recipient of other federal awards directly from a federal awarding agency.

2.5 Trafficking Victims Protection

The Recipient, its employees, and its subrecipients under this award may not engage in human trafficking, procuring commercial sex acts, or using forced labor during the performance of the award, or any subawards. Recipients must inform Reclamation immediately of any allegation of such activity. Reclamation may unilaterally terminate this award, without penalty, in addition to other remedies for noncompliance, if a violation of the [Trafficking Victims Protection Act of 2000 \(TVPA\)](#), codified at [2 CFR Part 175.15](#) for financial assistance awards, is determined. Recipients will ensure this provision is included in any agreements entered into for award activities.

3. Remedies for Noncompliance

Failure to comply with the recipient reporting, disclosure, and notice requirements contained in this Agreement, terms and conditions, or federal financial assistance regulations, may be considered a material noncompliance with the terms and conditions of the award.

Noncompliance may result in withholding of payments, denying both the use of federal funds and recipient cost-share for all or part of a cost, activity or action not in compliance, whole or partial suspension or termination of the Agreement, recovery of funds paid under the Agreement, withholding of future awards, or other legal remedies in accordance with [2 CFR 200.339-340](#).

VI. Program or Project Specific Terms and Conditions

1. Secure Water Act [P.L. 111-11, 9504(a)]

1.1 Agricultural Operations [Section 9504(a)(3)(B)]

The Recipient shall not use any associated water savings to increase the total irrigated acreage of the Recipient or otherwise increase the consumptive use of water in the operation of the Recipient, as determined pursuant to the law of the State in which the operation of Recipient is located.

1.2 Title to Improvements [Section 9504(a)(3)(D)]

If the activities funded under this Agreement result in an infrastructure improvement to a federally owned facility, the Federal Government shall continue to hold title to the facility and improvements to the facility. An infrastructure improvement to a Federal facility is any segment of a project that results in a modification to a portion of a Federal facility that is integral to the existing operations of that facility.

1.3 Operation and Maintenance Costs [Section 9504(a)(3)(E)(iv.)]

The non-Federal share of the cost of operating and maintaining any infrastructure improvement funded through this Agreement shall be 100 percent.

1.4 Liability [Section 9504(a)(3)(F)]

- (a) IN GENERAL.—Except as provided under chapter 171 of title 28, United States Code (commonly known as the “Federal Tort Claims Act”), the United States shall not be liable for monetary damages of any kind for any injury arising out of an act, omission, or occurrence that arises in relation to any facility created or improved under this Agreement, the title of which is not held by the United States.
- (b) TORT CLAIMS ACT.—Nothing in this section increases the liability of the United States beyond that provided in chapter 171 of title 28, United States Code (commonly known as the “Federal Tort Claims Act”).

2. Wage Rate Requirements

Section 41101 of the Bipartisan Infrastructure Law (also known as the Infrastructure Investment and Jobs Act), P.L. 117-58, requires that all laborers and mechanics employed by contractors or subcontractor in the performance of construction, alteration, or repair work on a project assisted in whole or in part by funding made available under BIL shall be paid wages at rates not less than those prevailing on similar projects in the locality, as determined by the Secretary of Labor in accordance with Subchapter IV of Chapter 31 of Title 40, United States Code (commonly referred to as the Davis-Bacon Act)

VII. Reclamation Contacts

1. Grants Officer

The Reclamation GO is the only official with legal authority to; obligate funds, approve amendments, interpret financial assistance statutes, regulations, circulars, policies, and terms of this Agreement. The GO, or Grants Management Official, contact information can be found on the bottom of the Notice of Award cover page.

2. Grants Management Specialist

The Reclamation GMS works in conjunction with the GO and is the primary administrative point of contact for this Agreement regarding issues related to the day-to-day management. Requests for approval regarding changes to the terms and conditions of the Agreement, including but not limited to amendments and prior approval, may be submitted to a GMS but can only be approved, in writing, by a Reclamation GO. For some agreements, the Reclamation GO and the Reclamation GMS may be the same individual.

3. Grants Officer's Technical Representative

The Grants Officer Technical Representative (GOTR), or Federal Project Officer, is the primary point of contact for the programmatic performance, compliance, and progress for this Agreement and represents Reclamation in questions regarding interpretation of specifications, drawings, and other technical matters. The GOTR assists the GO in documenting performance, resolving compliance issues with project activities/milestones, and other technical conditions of the Agreement, however only the GO has the legal authority over management of this award. The GOTR holds no authority to modify, approve, or make determinations related to the terms and conditions of this award.

VIII. Department of Interior Standard Terms and Conditions

The Department of the Interior (DOI) Standard Award Terms and Conditions found at <https://www.doi.gov/grants/doi-standard-terms-and-conditions> are hereby incorporated by reference as though set forth in full text. The Recipient is responsible for ensuring their subrecipients and contractors are aware of and comply with applicable statutes, regulations, and agency requirements.

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

All proposals must be complete, well-organized, and submitted in accordance with the requirements of this RFQ. Proposers shall use this checklist to confirm that their submission includes all required components. Incomplete proposals may be deemed non-responsive.

Proposal submissions must include the following:

1. Cover Letter

- ☐ Firm name, address, and principal contact information
- ☐ Signed statement of interest in the project
- ☐ Confirmation of proposal validity

2. Firm Qualifications and Experience

- ☐ Description of firm's history, size, and organizational structure
- ☐ Examples of at least three (3) successfully completed projects of similar scope and complexity
- ☐ Demonstrated experience with water resources planning, hydrological analyses, water rights evaluation, and federally funded projects

3. Project Team and Key Personnel

- ☐ Identification of proposed project manager and key technical staff
- ☐ Resumes highlighting relevant certifications, qualifications, and experience
- ☐ Statement of staff availability and assigned responsibilities

4. Project Understanding and Approach

- ☐ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions
- ☐ Proposed methodology for technical analyses, stakeholder outreach, and strategy development
- ☐ Alignment of approach with USBR Scope of Work and project milestones

5. Quality Assurance and Compliance

☐ Description of internal quality control processes

☐ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☐ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

☐ Confirmation of ability to meet milestones pending Bureau of Reclamation schedule update

7. References

☐ Contact information for at least three (3) client references from similar projects

☐ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☐ Proof of insurance meeting minimum Town and federal requirements

☐ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: _____

Title: _____

Signature: _____ Date: _____

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: _____

Evaluator: _____

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations. • Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs. • Experience working with rural communities and water systems.	x25		
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff. • Availability of personnel throughout the duration of the project. • Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.	x20		

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25		
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15		
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10		
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5		
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500

Evaluator's Total Score: _____

Comments / Notes:



RFQ 2025-06 WATERSMART CONSULTANT ADDENDUM #1

**THIS ADDENDUM EXTENDS THE PROPOSAL DUE DATE TO
OCTOBER 3RD AT NOON**

General Questions

1. Does the Town have a preferred water rights attorney they currently work with and would like to see be a partner on this project specifically?

- a. *Yes. The Town of Paonia recently engaged the law firm of Nazarenius Stack & Wombacher, LLC (NSW) as special water counsel. The Board of Trustees approved this engagement in April 2025, and an executed engagement letter is on file confirming their representation. NSW has extensive experience with complex municipal water rights portfolios, ditch company law, and water court litigation, and they have already begun working with the Town on related matters.*

For this project, the Town would prefer to see NSW included as the water rights legal partner, given their existing familiarity with Paonia's water system and their active engagement on behalf of the Town.

2. Can the Town share the Preliminary Hydrogeological Study mentioned in the RFQ and any pertaining documents to the study (e.g. water rights filings, maps, or other previous studies completed)?

- a. *Yes. The Town of Paonia can share the Preliminary Evaluation Hydrogeological Study of the Town's Spring Complexes, which was prepared by Wright Water Engineers and RESPEC and presented publicly to the Board of Trustees on January 14, 2025. The presentation includes spring locations, raw water source and quality, historical reports, key challenges to raw water supply, water rights context, prioritization of springs, spring inventories, monitoring data, drone aerial imagery, and proposed geophysical survey lines.*

At this stage, the two-dimensional resistivity (2DR) data are still being analyzed and parsed together. Once those results are finalized, they will supplement the preliminary findings already shared with the public.

In addition, the Town can make available related supporting documents referenced in the study, including prior water rights filings, historical hydrologic reports, and system maps. These materials are available upon request.

3. For Outreach and Partnership Building, this task will require time intensive coordination with the Town. Can the consultant assume that the Town has resources to support an addition to current Town website? Or should we plan provide all the website hosting and domain services independently from any Town infrastructure?

- a. *The Town of Paonia can support consultant efforts by providing space on the existing Town website for outreach and partnership building. The Town currently maintains its own hosting and domain services, and additions to the website, such as a dedicated project page, posting of public notices, or linking to consultant-managed materials, can be coordinated directly with Town staff.*

Consultants should not plan to provide independent website hosting or domain services, as all official project-related information will be disseminated through the Town's established communication channels. The Town will work closely with the selected consultant to ensure that website updates are timely and meet the outreach needs of the project.

4. Under the Technical Analyses of Scoping and Planning Activities, survey of the raw water collection system is listed. We are interpreting this as a field and topographic survey of the property. Does the Town have any maps or other information showing the extent of the area so scope can be defined for survey.

- a. *The Town of Paonia confirms that the survey of the raw water collection system referenced under the Technical Analyses of Scoping and Planning Activities is intended to encompass field verification and topographic survey work. While the Town does not have fully developed survey-grade maps of the spring complexes or collection infrastructure, the Preliminary Hydrogeological Study prepared by Wright Water Engineers and RESPEC includes reconnaissance-level mapping, GPS-located spring collection boxes, drone imagery, and delineations of contributing drainage areas. We're still waiting to receive this piece of information from the our Hydrogeological Study.*

These materials, together with historical reports and limited site drawings, can be provided to help define the initial scope of survey activities. However, consultants should

anticipate that field-based survey and data collection will be necessary to establish accurate and comprehensive mapping of the raw water collection system.

5. For the environmental and cultural surveys our team members who frequently work with Gunnison area BOR stated that in order to develop a scope if they could understand general areas then can define their limits for the RFQ. Are there any maps available, perhaps which were used for application to BOR which give approximate limits for cultural and resources surveys?

- a. *The Town of Paonia recognizes the importance of clearly defining the scope for environmental and cultural resource surveys. While the Town does not currently have finalized survey boundaries, the Preliminary Evaluation Hydrogeological Study presented in January 2025 includes reconnaissance-level maps, GPS-located spring sites, and drone imagery that illustrate the spring complexes and contributing drainage areas. These maps provide general locations of the Town's raw water collection infrastructure across Mt. Lamborn and Landsend Peak.*

In addition, mapping developed for the Town's Bureau of Reclamation WaterSMART grant application is available and can provide approximate limits for cultural and natural resource surveys. These materials will be made available upon request to help consultants better understand the anticipated areas of study.

Because much of the property lies on U.S. Forest Service and BLM lands, consultants should also anticipate coordination with federal agencies to refine survey boundaries and ensure compliance with applicable permitting and review processes.

6. Under the rate studies scope of work, there are broad requirements listed pertaining to projects, cost estimates, and other technical development of projects. Per the request for a rate study we will plan to develop a rate study worksheet for the Town to utilize based upon final recommendations. This is with the understanding that cost estimates for projects will be high-level due to the planning nature of the project scope. We want to confirm that this is the intention of the rate study to be completed, or if there are other specific requirements for the rate study?

- a. *The Town of Paonia confirms that the intent of the rate study component is to provide a planning-level financial tool that aligns with the capital planning efforts underway. The Town has already completed a rate study that supports the first phase of the Water Capital Improvement Plan, and that document is available to the selected consultant.*

For this project, the expectation is that the existing 20-year cashflow model will be updated and refined based on the findings of the hydrogeological study and the

subsequent WaterSMART grant planning process. Cost estimates for projects are anticipated to remain at a high-level planning scale rather than at a detailed design level. The primary goal is to ensure that the Town has an updated rate study worksheet and cashflow model that reflect new technical information and provide guidance on long-term funding and rate adequacy to support next steps.

No additional requirements beyond this scope are anticipated.

7. While not explicitly mentioned, our team plans to include an evaluation of current treatment facilities as it relates to the raw water system, ability to handle large environmental events and changing hydrogeological systems. This would be included too in the SCADA evaluation, rate study evaluation, and overall strategy work. Can the Town confirm their desire for the WTP to be included in the analysis and evaluation? Can the Town provide any information on the existing water treatment plant such as drawings or basis of design memorandums outlining water quality parameters assumed for operation?

- a. *Yes. The Town of Paonia confirms that inclusion of the Water Treatment Plant (WTP) in the overall analysis and evaluation is desired. The ability of the WTP to effectively integrate with the raw water system, adapt to changing hydrogeological conditions, and respond to large environmental events is an important consideration for long-term water system resiliency. Accordingly, the Town welcomes evaluation of the WTP within the broader framework of SCADA assessment, rate study updates, and strategic planning.*

The Town can provide available documentation on the existing treatment facility, including as-built drawings, design memoranda, and operational data that identify the water quality parameters assumed for operation at the time of design. These materials are on file and can be shared with the selected consultant to support a thorough evaluation.

8. Does the Town expect the consultant to use publicly available LiDAR data for the watershed analyses or are all proposed study areas mapped by the Town?

- a. *The Town of Paonia expects consultants to utilize publicly available LiDAR data for watershed and spring complex analyses. LiDAR was incorporated into the Preliminary Evaluation Hydrogeological Study and has already been used in conjunction with drone imagery to delineate spring complexes and drainage areas. These data sets, along with reconnaissance-level mapping, are available to support consultant work.*

In addition, the Town completed a two-dimensional resistivity (2DR) geophysical survey in the summer of 2025. Those data are currently being analyzed and will provide a significant supplement to the LiDAR mapping by characterizing subsurface conditions and identifying potential redevelopment opportunities for spring collection boxes.

Supporting documentation is also available from prior efforts, including the Town's 2010 Source Water Protection Plan, which provides delineated source water protection areas, contaminant source inventories, and land use context.

Consultants should therefore plan to build upon the existing public LiDAR data, the Town's preliminary hydrogeological study products, the 2DR results (once finalized), and supporting reports, rather than assuming the Town has mapped all study areas independently. These materials will be made available upon request.

9. Will the consultant be expected to communicate directly with the Bureau of Reclamation regarding compliance and reporting, or will all coordination flow through the Town?

- a. *The Town of Paonia will serve as the primary point of contact with the U.S. Bureau of Reclamation (BOR) for compliance and reporting requirements associated with the WaterSMART grant. All official coordination will flow through the Town to ensure consistency and accuracy in communications.*

That said, the Town welcomes and encourages the selected consultant to assist in preparing technical information, draft materials, and supporting documentation needed for BOR reporting. The Town will also facilitate communication between the consultant and BOR staff when specialized expertise is required, and will coordinate any direct discussions to ensure that the consultant's input is fully integrated into official submissions.

In addition, because much of the work involves federal lands, the Town will also facilitate communication with the U.S. Forest Service and Bureau of Land Management (BLM), but welcomes consultant assistance in providing the technical detail and context needed for those discussions.

10. What level of detail and format do you want for the mapping/inventory of water assets—both watershed/ag infrastructure and the Town's raw-water/rural system?

- a. *The Town of Paonia recognizes that the level of detail and format for mapping and inventory of water assets both watershed/agricultural infrastructure and the Town's raw water and rural systems will be an important deliverable. At this stage, the Town has not prescribed a specific level of detail or format in order to allow flexibility in consultant approaches and methodologies.*

The Town's expectation is that these requirements will be defined collaboratively with the selected consultant during project initiation. This will ensure that the mapping and inventory products meet the Town's long-term planning and operational needs, while also aligning with the consultant's technical capabilities and industry best practices.

11. What general scenarios or time horizons should the watershed modeling cover, and should long-term climate change scenarios be included?

- a. *The Town of Paonia is interested in watershed modeling that incorporates a range of scenarios and time horizons. At a minimum, modeling should evaluate historic drought*

conditions, including the lowest recorded drought seasons, in order to understand system vulnerabilities under extreme but realistic conditions.

In addition, the Town is interested in considering long-term climate change scenarios to help anticipate how shifts in snowpack, runoff timing, and prolonged drought cycles may affect the Town's raw water supply and resiliency over the coming decades.

The final selection of scenarios and time horizons will be discussed with the selected consultant to ensure the modeling effort balances scientific rigor with practical application for the Town's planning and operations.

12. Should the plan outline pathways for producer-led conservation projects and external funding (e.g., federal/state programs), and what role do you want the Town to play in coordinating those efforts?

- a. Yes. The Town of Paonia supports the inclusion of pathways for producer-led conservation projects in the plan, together with references to potential federal and state funding programs that may help advance those efforts. Agriculture plays a critical role in the North Fork Valley, and identifying opportunities for on-farm and ditch company conservation measures will benefit both the producers and the Town's long-term water resiliency.*

*The Town's role in these efforts will primarily be **facilitative**, helping to connect producers with resources, supporting coordination with state and federal agencies, and ensuring alignment with the Town's water supply objectives. The Town does not anticipate directly managing producer-led projects but welcomes opportunities to collaborate and provide technical or administrative support where appropriate.*



**RFQ 2025-06 WATERSMART CONSULTANT
ADDENDUM #2
ISSUED: SEPTEMBER 25, 2025**

This Addendum #2 is hereby issued and made part of the RFQ documents for the above-referenced solicitation.

The purpose of this addendum is to extend the submission deadline for Statements of Qualifications (Proposals). The Town of Paonia's Hydrogeological Study of Spring Complexes is expected to be completed on October 22, 2025, and presented publicly at the October 28, 2025, Board of Trustees meeting. To ensure that qualified firms have sufficient time to review the findings of the Hydrogeological Study and incorporate relevant information into their proposals, the submission deadline is hereby extended.

Revised Proposal Deadline

The new deadline for submission of Statements of Qualifications is:

Thursday, November 13, 2025, at 12:00 PM (Noon, local time).

All other terms and conditions of the RFQ remain unchanged.



**RFQ 2025-06 WATERSMART CONSULTANT
ADDENDUM #3
ISSUED: NOVEMBER 5, 2025**

This Addendum #3 is hereby issued and made part of the RFQ documents for the above-referenced solicitation.

The purpose of this addendum is to communicate the Hydrogeological Study results to prospective consultants.

The deadline for submission of Statements of Qualifications is unchanged and is still:

Thursday, November 13, 2025, at 12:00 PM (Noon, local time).

All other terms and conditions of the RFQ remain unchanged.

5. SCOPE OF WORK AND MILESTONES

Under this Agreement, the Recipient shall develop a water strategy for the implementation of water infrastructure improvements (Water Strategy). To develop the Water Strategy, the Recipient shall complete the activities described below.

5.1 Outreach and Partnership Building.

The Recipient shall conduct outreach and partnership building activities designed to inform and obtain input from potential participants or stakeholders within the relevant geographic areas. These activities include, but are not limited to:

- Identifying stakeholders through outreach to community organizations, business groups, agriculture users including ranching and farming associations, public land managers, water districts, HOAs, and other districts.
- Develop and implement an outreach plan to engage with stakeholders. Outreach activities may include small focus groups, larger community gatherings, exhibits at community events, social media, local radio station, and the development of a project website.

5.2 Scoping and Planning.

The Recipient shall conduct scoping and planning studies to support the development of the Water Strategy. These activities include, but are not limited to:

- **Technical Analyses to Identify Problems, Needs, and Opportunities** – Define and perform technical analyses such as a hydrological investigation of the watershed and any brush clearing needed to complete that investigation, a survey of the raw water collection system, a raw water collection line hydraulic analysis, , an investigation of the need for additional metering and potential metering locations, and water modeling to support a town development plan. Evaluate watershed degradation, develop recommendations for restoration and mitigate measures for climate change impacts, including increase in wildfire danger and nature-based solutions to improve the holding capacity of the aquifer.
- **Water Marketing and Water Rights Analyses** - Perform financial and economic impact analysis (rate studies, economic assessment with consideration for environmental impacts, legal analysis) regarding infrastructure improvement projects and their effects on Paonia and compiling list of water rights to ensure all adjudicated rights are secured.
- **Research of Legal and Institutional Requirements** – Research permits and environmental assessments for proposed implementation projects.
- **Analysis of Needs for Decision Support Tools** – Prepare recommendations and implementation work for monitoring and data collections, as well as updated supervisory control and data acquisition software and metering improvements.
- **Development and Comparison of Project Alternatives** – Organize system needs and possible alternatives into a decision matrix and compare the alternatives. Comparison may include financial impacts, priority based on need, compliance, schedule, and preferences from community. Develop a final list of prioritized projects.

5.3 Water Strategy Document.

The Recipient shall develop a Water Strategy document that substantively includes the following:

- **Outreach Summary:** A summary of the outreach conducted under Section 5.1 of this Agreement, including a description of how input was solicited, the input received, and how the input was addressed during the planning activities and in the development of the Water Strategy.
- **Statement of Problems and Needs:** A summary of the work performed under Section 5.2 of this agreement to identify the problems and needs in the planning area.
- **Project Opportunities and Comparison of Alternatives:** A summary of the work performed under Section 5.2 of this Agreement to identify, compare and prioritize potential solutions/projects to address the problems and needs in the planning area, and:
 - Description of the solutions or potential on-the-ground projects identified, and their relative priority.
 - Explanation of the findings and conclusions resulting from the comparison of project costs and benefits.
- **Implementation Strategy:** A description of the strategy for moving forward with project concepts or solutions identified through the planning effort, including:
 - How the potential projects or activities will be implemented and any barriers to implementation.
 - Next steps for project development, including future outreach plans (how stakeholders will be engaged in future project phases), need for project design or engineering, and any information gaps and need for additional analysis.
 - Any next steps to address permitting, environmental compliance, or legal requirements; financing needs or plans; water rights or infrastructure issues.
 - How performance of each project will be monitored/measured.
- **Discussion of lessons learned.**
 - A description of how development of the strategy benefitted the organization
 - An explanation of lessons learned through the course of developing the strategy
 - Any feedback for Reclamation on the process or program

The milestones for this project are:

Milestone / Task / Activity	Planned Start Date	Planned Completion Date
Complete environmental and cultural compliance for field activities.	November 2024	March 2025
Develop communication plan and begin stakeholder outreach	March 2025	May 2025
Brush clearing and any field activities	April 2025	August 2025
Define and perform technical analyses to identify problems, needs, and opportunities	April 2025	August 2025
Complete water rights analyses	March 2025	June 2025
Research legal and institutional requirements	March 2025	August 2025
Analyze needs for decision support tools	July 2025	August 2025
Compare project alternatives and develop final project list	September 2025	December 2025
Stakeholder opportunity to provide input	January 2026	March 2026
Submit draft water strategy to Reclamation	January 2026	March 2026
Finalize Water Strategy document	April 2026	September 2026



Request for Qualifications

WaterSMART Consultant RFQ 2025-06

Submitted To:
Town of Paonia, Colorado

Submitted By:
Natural Resources Consulting Engineers, Inc.
131 Lincoln Avenue, Fort Collins, CO 80524

November 13, 2025

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Natural Resources Consulting Engineers, Inc.

	CALIFORNIA	COLORADO	EAST AFRICA
LOCATION	3927 Martin Luther King Jr. Way Oakland, California 94609 USA	131 Lincoln Avenue, Suite 300 Fort Collins, Colorado 80524 USA	P.O. Box 5260 Ras Dashen Street, #5 Asmara, Eritrea
PHONE	510-547-0750	970-224-1851	011-291-1-120574
FACSIMILE	510-547-0793	970-224-1885	011-291-1-120629
EMAIL	oakland@nrce.com	office@nrce.com	eritrea@nrce.com

November 13, 2025

SENT VIA EMAIL

Town of Paonia
314 Grand Avenue
Paonia, Colorado 81428

Reference: Response to the Request for Qualifications (RFQ) 2025-06 WaterSMART Consultant

Dear Town of Paonia,

Natural Resources Consulting Engineers, Inc., (NRCE) is pleased to provide this proposal in response to the Request for Qualifications (RFQ) 2025-06 issued on August 27th, by the Town of Paonia for the WaterSMART Consultant. We realize this is an important undertaking for the Town and believe we can deliver high-quality services and exceptional planning, analysis, and project implementation. NRCE is a small business with over 35 years of experience providing a wide variety of water centered engineering services to clients. We hold current registration in the System for Award Management (SAM.org) with a Unique Entity Identifier (UEI) of U3LMUD24BBX7 and are eligible for award consideration. Our main office in Fort Collins, CO is where the project will be managed from and the office where all of the key personnel report to.

The NRCE team is well-qualified and suited to the tasks outlined in the WaterSMART Consultant RFQ. NRCE has a long and well-regarded history in engineering, water resource studies and planning, both in the Western U.S. and overseas. NRCE has expert hydrogeologists, hydrologists, and water resource engineers on staff with advanced degrees in their fields. NRCE staff are experienced in a variety of projects that require similar elements. NRCE is partnering with Kearns & West, a collaborative and strategic communications firm founded in 1984 that specializes in public involvement and conflict resolution for complex, multi-stakeholder initiatives across sectors, including water, community and regional planning, land and natural resources.

NRCE understands the importance of developing a comprehensive Water Strategy for the Town of Paonia that identifies key issues, needs, and opportunities within the town's water system and watershed. Our team is prepared to conduct a thorough evaluation and provide clear, actionable recommendations. Through this process, we will deliver an implementation roadmap that supports long-term infrastructure improvements and ensures the sustainability and resilience of Paonia's water resources. NRCE has a documented history of providing similar long term planning for many clients and brings a deep understanding of the importance of such endeavors.

Our project lead and key personnel listed in the following proposal are committed to working on this project throughout the duration of the project as outlined in the RFQ. Our team of experts will enable us to always stay on top of all aspects of the project, including field work, investigation, design, coordination, and technical analysis.

We appreciate your consideration and look forward to your review of our proposal. NRCE has reviewed, understands, and accepts all terms and conditions in the RFQ. I am the contact person and authorized agent with the authority to contract for the offeror (NRCE). Please contact me at +1 (970) 222-5290 or asafadi@nrce.com with any questions or requests for further information.

Sincerely,
NATURAL RESOURCES CONSULTING ENGINEERS, INC.

Assad Safadi, Ph.D.
Senior Vice President
131 Lincoln Avenue, Suite 300
Fort Collins, CO 80524

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

All proposals must be complete, well-organized, and submitted in accordance with the requirements of this RFQ. Proposers shall use this checklist to confirm that their submission includes all required components. Incomplete proposals may be deemed non-responsive.

Proposal submissions must include the following:

1. Cover Letter

- ☒ Firm name, address, and principal contact information
- ☒ Signed statement of interest in the project
- ☒ Confirmation of proposal validity

2. Firm Qualifications and Experience

- ☒ Description of firm's history, size, and organizational structure
- ☒ Examples of at least three (3) successfully completed projects of similar scope and complexity
- ☒ Demonstrated experience with water resources planning, hydrological analyses, water rights evaluation, and federally funded projects

3. Project Team and Key Personnel

- ☒ Identification of proposed project manager and key technical staff
- ☒ Resumes highlighting relevant certifications, qualifications, and experience
- ☒ Statement of staff availability and assigned responsibilities

4. Project Understanding and Approach

- ☒ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions
- ☒ Proposed methodology for technical analyses, stakeholder outreach, and strategy development
- ☒ Alignment of approach with USBR Scope of Work and project milestones

5. Quality Assurance and Compliance

☒ Description of internal quality control processes

☒ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☒ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

☒ Confirmation of ability to meet milestones pending Bureau of Reclamation schedule update

7. References

☒ Contact information for at least three (3) client references from similar projects

☒ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☒ Proof of insurance meeting minimum Town and federal requirements

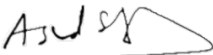
☒ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: Assad S. Safadi

Title: Senior Vice President

Signature:  Date: 09/17/2025

2 FIRM QUALIFICATIONS AND EXPERIENCE

Natural Resources Consulting Engineers, Inc., (NRCE) as Prime Contractor and Kearns & West (K&W) as Sub-Contractor (Team) are pleased to provide this Statement of Qualification (SOQ) in response to the Request for Qualifications (RFQ) advertised on August 27, 2025, by the town of Paonia (Town) for the development of a Water Strategy.

Natural Resources Consulting Engineers, Inc. (NRCE) is a civil, environmental, and water resources consulting engineering firm that provides consulting services for a wide variety of clients in virtually every aspect of water resources management. NRCE is a small business with offices in Fort Collins, Colorado; Oakland, California; and Asmara, Eritrea (East Africa).

Dr. Woldezion Mesghinna formed NRCE in 1989, after 17 years of domestic and international experience. Dr. Mesghinna, continues to lead at NRCE as President and Principal Engineer. NRCE is a small business with our main local office in Fort Collins, Colorado. NRCE consists of 33 professionals who are highly experienced in diverse areas of science, engineering, hydrogeology, and support services. NRCE has engineers who are registered Professional Engineers (PEs) in several states, including Colorado, and our staff are available immediately upon award for project implementation.

Since inception, NRCE's primary business objective has been to provide exceptional value to our clients by maintaining a well-qualified, multi-disciplinary staff of experts in the areas of water resources, civil, environmental, and agricultural and irrigation engineering. NRCE's client relationships are an integral part of the company's success, and NRCE views long-term planning and anticipation of client needs as an important part of our business. All services are customized to meet client demands from appraisal-level feasibility studies to detailed engineering design reports, investigations, expert witness testimony, and project management oversight.

With over 35 years of experience in water resources in the Western U.S., NRCE has a successful history of working on high-profile and complex projects involving diverse regional and local interests. NRCE has extensive knowledge in water resources development, use, and

NRCE is a small business with over 35 years of experience in water resource engineering.

management in a variety of watersheds and locations throughout the US and the world. This experience uniquely positions our company to understand our clients and provide valuable expertise for all aspects of water resource planning. NRCE is fully operational with Computer-Aided Design (CAD), irrigation design (IRRICAD) and Geographic Information System (GIS) technical support, providing professional plans, maps, and decision support information. Our staff is experienced and skilled at conveying information through technical reports and planning documents as well as delivering fieldwork and on-site project management.

NRCE scientists and engineers have extensive numerical and computer modeling experience in civil, water resources, and environmental engineering. These include surface water models (e.g., HEC-1 through HEC-6, HEC-RAS), groundwater flow and contaminant transport models (e.g., Sutra, MODFLOW, HST3D), precipitation runoff modeling (e.g., PRMS, HSPF, HEC-HMS), climate modeling (e.g., PRISM) as well as custom-developed hydrologic and hydraulic models for specific detailed analyses.

NRCE has a well-developed history of collaborating with clients by using existing data and providing assessment, analysis and recommendations. NRCE often utilizes and modifies existing models to answer questions not originally addressed.

For this project, NRCE is partnering with Kearns & West, a collaborative and strategic communications firm founded in 1984 that specializes in public involvement and conflict resolution for complex, multi-stakeholder initiatives across sectors, including water, energy, transportation, marine resources, community and regional planning, land use and natural resources, resiliency and climate change, and government solutions. Kearns & West operates as a federally recognized small business with eleven offices across the country including a local office in Denver with staff that regularly work on complex policy issues around the region. Our breadth of experience includes delivering public relations, strategic communications, and facilitated outreach services with a foundation in diverse and equitable public outreach, stakeholder engagement, and land use and natural resources expertise. Organizationally, Kearns & West brings a professional bench of seasoned practitioners, researchers, and skilled project managers that tailor approaches to match best practices with stakeholder knowledge for sustained outcomes. Kearns & West's practice includes nationally recognized strengths in facilitation and conflict management, digital engagement, and hybrid meeting design, supported by a dedicated Digital Engagement team and a formal Tribal Relations practice that advances culturally responsive and equitable engagement with deep sector experience in water policy and infrastructure, environmental planning, and regulatory processes.

Kearns & West has worked on hundreds of federally funded projects at the local and national levels and manages large contracts for the U.S. Department of the Interior and the U.S. Department of Energy, bringing familiarity with the requirements associated with federal funding. Kearns & West has supported the Bureau of Ocean Energy Management (BOEM) and West Coast states on offshore wind since 2016, including designing and providing logistical support for BOEM's California Ocean Renewable Energy Conference, and regularly supports federal environmental review processes with services such as public comment analysis for Environmental Impact Statements. Kearns & West staff understand the nuance and balance of meeting grant requirements, effectively engaging all stakeholders, and coordination with other federal agencies.

Water is a primary service area for Kearns & West, and the firm convenes local, state, and federal agencies, utilities, non-profits, and communities to address integrated water planning, water quality, groundwater sustainability, wastewater management, conservation and efficiency, flood risk communication, ecosystem restoration, and endangered species issues. Kearns & West provides outreach, facilitation, and conflict resolution support for high-profile water resource management efforts, including the State Water Resources Control Board's SGMA probationary processes, interagency coordination on State and Federal water project operations in California, updates to the California Water Plan, science collaboratives in the Bay-Delta and Upper Sacramento Valley, and the Water Storage Investment Program. Our staff designs and implements public involvement programs for municipal water supply resiliency and recycled water initiatives, including district-wide engagement for Urban Water Management Plans, Water Shortage Contingency Plans, and recycled water planning synchronized with state environmental review processes, supported by consolidated communications strategies. Kearns & West supports large-scale, federally relevant water infrastructure planning, such as stakeholder engagement for the Metropolitan Water District of Southern California's Climate Adaptation Master Plan for Water and the Environmental Impact Report for Pure Water Southern California, and facilitates interagency and stakeholder working groups to co-develop technical assistance criteria for floodplain connectivity projects in the Mid-Sacramento River Valley that incorporate State and Federal permitting processes.

2.1 RELATED EXPERIENCE

The following section provides information on three relevant projects that NRCE has completed and one project that Kearns & West has completed, as well as general information about NRCE. NRCE is uniquely qualified in understanding how to address clients' needs and adjust to best meet the outcomes needed. We have gained this experience through working alongside a variety of entities, governments, organizations and stakeholders.

Project 1

Client: U.S. Bureau of Reclamation

Project Dates: 2020-2021

Areas related to RFQ Requirements: WaterSMART program, federally funded projects, water resources planning

Project Title: Exploration of Quantification Methods for Agricultural Water Savings in the Lower Colorado River Basin

Project Description: The U.S. Bureau of Reclamation (USBR) WaterSMART (Sustain and Manage America's Resources for Tomorrow) Program selected and provided funding for this Exploration of Quantification Methods for Agricultural Water Savings in the Lower Colorado

River Basin (LCRB). The Study funding was financially matched by three non-federal partners. The Study proposed to explore methods of quantifying agricultural water savings through the knowledge shared by participants and through an evaluation of existing water conservation programs in the LCRB.

The Study was completed in November 2021 and presented at the Colorado River Water User Association (CRWUA) annual meeting in December 2021. Study results are summarized within an Executive Summary and/or the compiled Project Report at usbr.gov/lc/region/programs/crbstudy/Agstudy.html.

The central objectives of the Study were to:

- Identify and describe methods currently in use to quantify agricultural water conservation.
- Evaluate those methods for consistency and accuracy with the USBR's Lower Colorado River accounting methods.
- Evaluate existing water conservation activities and efforts in the LCRB and select several of these to evaluate in detail through a case study methodology using a combination of research and applied science.
- Recommend approaches to improve methods of quantifying agricultural water conservation in the LCRB.

The Study summarized significant findings from existing literature and activities within the LCRB. Consumptive Use (CU) quantification methods or method classes, focused mainly on Evapotranspiration (ET), were reviewed, including water balances, micrometeorology, reference ET/crop coefficient modeling and spatial crop surveys, and remote-sensing ET modeling. A thorough literature review included examination of deficit irrigation, on-farm irrigation system conversion, and seasonal fallowing.

Six case studies from nine potential sites were selected for more detailed examination as part of the Study: The Gila River Indian Community Irrigation System Modernization, the Bard Water District Seasonal Fallowing Program, the Palo Verde Irrigation District (PVID) Forbearance and Fallowing Program, the PVID Moderate Deficit Irrigation Program, Colorado River Indian Tribes Fallowing Program, and the Mohave Valley Irrigation and Drainage District Fallowing Program.

The most appropriate methods for quantifying agricultural water conservation within the LCRB vary in response to the type of water conservation approach being used, the project location and whether return flows are in- or out-of-basin, the project size, types of cropping and irrigation systems, and other factors. A simplified decision tree was developed to help in narrowing down the potentially applicable quantification methods for a given water conservation program.

Project Budget: \$275,000

Team Members Involved on this Project: Ryan McBride, Assad Safadi, Randy Macan, NRCE

Project 2

Client: Ute Indian Tribe

Project Dates: 2016-2020

Areas related to RFQ Requirements: rural areas, water resources planning and water infrastructure, water rights evaluation, and economic assessment

Project Title: Comprehensive Water Development Plan

Project Description: NRCE provided technical support to the Ute Indian Tribe in preparing a Comprehensive Water Development Plan that was completed in February 2020. The primary purpose of the CWDP was to collect, assemble, compile, organize, and analyze pertinent data and information related to water resources within the Uintah and Ouray Reservation. In addition, the present water uses for irrigated agriculture, domestic, municipal, commercial, industrial, recreation, and other uses were inventoried and assembled. The present and future water rights of the Tribe were addressed. Furthermore, the Development Plan was a multifaceted and versatile effort to develop and promote both sustainable economic development and improvement of the standard of living and wellbeing of the Ute Indian Tribe population, as well as taking into consideration water conservation and environmental sustainability.

Project Budget: Water Plan, Infrastructure, and other projects total of \$10,500,000

Team Members Involved: Said Ghabayen, Assad Safadi, Ryan McBride, Randy Macan, NRCE

Project 3

Client: Iowa Indian Tribe

Project Dates: 2012-Present

Areas related to RFQ Requirements: rural areas, water resources planning, and water infrastructure, water rights, economic assessment

Project Title: Comprehensive Water Resources Management Plan

Project Description: NRCE was contracted by the Iowa Tribe to provide technical assistance to the Tribe in the form of a Comprehensive Water Resources Management Plan and was tasked with identifying existing water uses, defining future water uses, and providing an inventory of the Tribe's water resources. NRCE's analyses have included demographic projection, surface water resources evaluation, groundwater resources evaluation, determination of crop irrigation water requirements, determination of indirect flow requirements and environmental water uses, economic development and water demand planning, water rights marketing assessment, water rights settlement strategy development, and conceptualization of a water resources monitoring plan.

Project Budget: \$447,500

Team Members Involved on this Project: Assad Safadi, Margaret Tucker, NRCE

Project 4

Client: U.S. Bureau of Reclamation

Project Dates: 2024 – 2025

Areas related to the RFQ Requirements: Kearns & West worked with the Upper Colorado Basin Regional Office to prioritize and guide policy decision making for the region over the next five years.

Project Description: The Bureau of Reclamation's Upper Colorado Basin Region embarked on a strategic planning process to help the organization plan and position itself for the future. Reclamation has engaged Kearns & West to develop a five-year strategic work plan that will identify UCBR's mission, vision, goals, planning methods, emerging issues, constraints and challenges. The strategic plan will provide a roadmap and recommendations to enhance the UCBR's ability to anticipate and be resilient to future challenges, implement its strategic plan, and promote continuous improvement in its work.

Project Budget: \$150,000

Team Members Involved on this Project: Angela Jo Woolcott, Kearns & West

Table 1 provides additional project experience, applicable to the project with Bureau of Reclamation. These projects are not covered in detail to keep NRCE's proposal succinct; however, more information on any project listed in Table 1 can be provided upon request.

Table 1. NRCE's Related Projects and Associated Expertise.

Client/Project	WaterSmart Grant Experience	Project uses Federal Funds	Hydrologic Analysis	Water Rights Evaluation	Water Resources Planning	Rural Area	Water Infrastructure	Water Allocation Modeling	Hydrology Modeling	Watershed Assessment	Drought Contingency Plan	Future Scenarios Development	Financial and Economic Analysis	Hydrogeology	Water Monitoring
Lower Colorado River Basin	●	●			●			●				●	●	●	●
Tohono O'odham Nation		●	●	●	●	●	●						●		
Pueblo of Jemez, NM		●	●	●	●	●	●	●	●	●	●	●	●	●	●
Colorado River Indian Tribes	●	●	●		●	●		●	●		●			●	●
Walker River Adjudication			●	●	●		●							●	●
Tule River Tribe, CA								●	●	●		●			
Shoshone-Bannock Tribes, ID			●	●	●	●			●	●					
Confederated Tribes of the Warm Springs Reservation, OR			●	●	●			●	●	●		●			
Santa Clara Pueblo (and USDOJ), New Mexico v. Abbott), NM			●	●				●	●	●					
Hualapai Nation, AZ					●	●	●	●				●		●	●
Ute Indian Tribe, UT	●	●	●	●	●	●	●	●	●	●		●	●	●	●
Pueblo of Acoma	●	●		●		●								●	●

3 PROJECT TEAM AND KEY PERSONNEL

The Team (shown in Figure 1) is uniquely qualified to conduct and successfully complete this project. Multiple staff members have advanced degrees in civil engineering, irrigation engineering, water and environmental resources, management strategic communications, and conflict resolution. The team below has been formed to provide comprehensive support to the Town of Paonia on this project to meet all the requirements and needs included in the RFQ. Our project lead will be assigned for the duration of the project.

All personnel included in this proposal are committed to the work described herein and are available to begin work as soon as the proposal is awarded. NRCE is excited to embark on this project and are confident that their expertise and commitment to excellence will lead to a successful partnership. Resumes have been included in Appendix A.

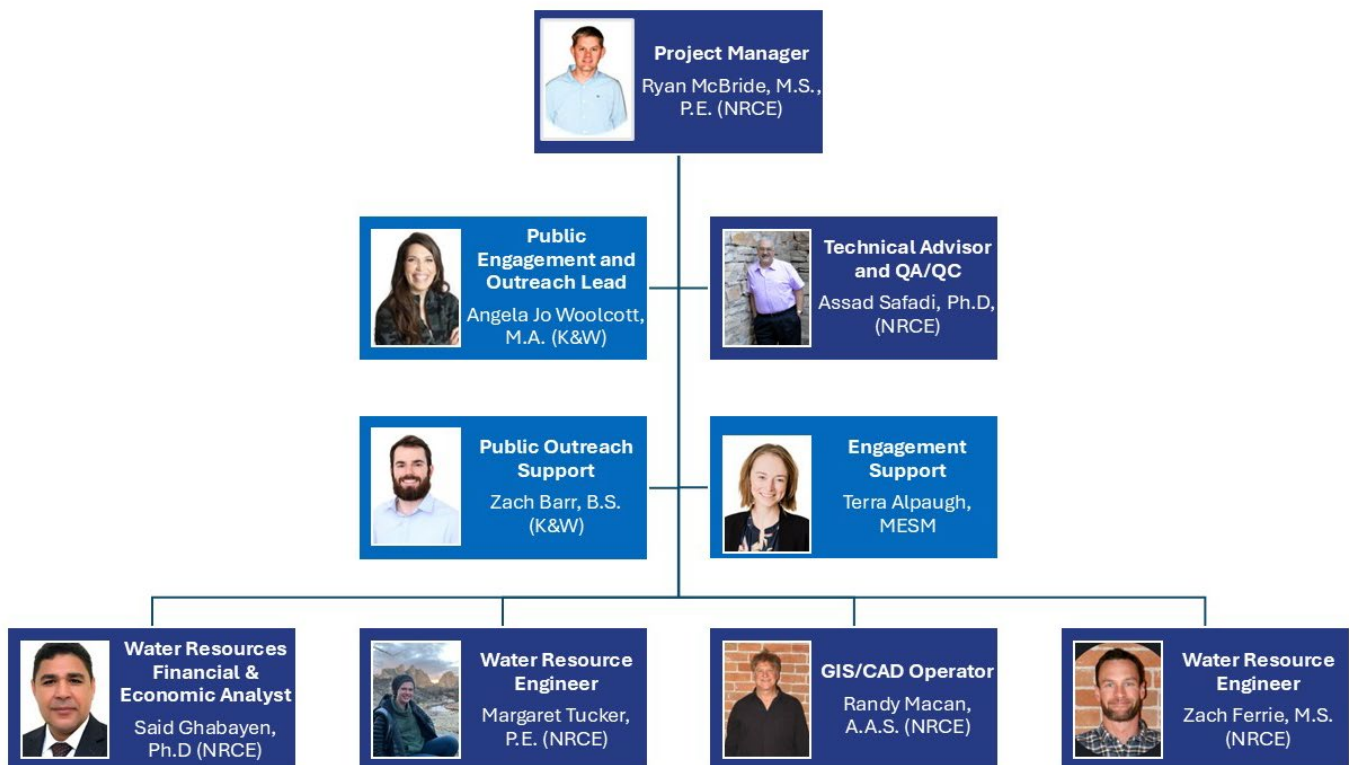


Figure 1: Primary Project Team

The following section provides a brief overview of the Project Team personnel and their role in the project

Ryan McBride, M.S., P.E., Project Manager

Mr. McBride has over 18 years of experience working as a project manager and project engineer for a wide variety of water resource projects. He has experience in water engineering design, irrigation system evaluation, water resources, and water resource planning and development. Mr. McBride led the development of a water infrastructure rehabilitation and development plan for a small water system in northeast Utah. The plan assessed the current condition of the existing water infrastructure, provided improvement recommendations, provided cost estimates to make the repairs, and estimated future water demands and capacity of the water system. Mr. McBride also led a study involving the impacts of well pumping on an aquifer and met with interested stakeholders, Colorado Basin Roundtable members, and government agencies. He presented the findings of the study at multiple meetings and workshops. Mr. McBride was involved in various master planning and water development projects on the west slope of Colorado. His project management skills, water resource expertise, and experience working with government agencies and stakeholders will benefit the project.

Mr. McBride will serve as project lead, responsible for all work and for managing communications for the project.

Assad S. Safadi, Ph.D., Senior Vice President

Dr. Safadi is Senior Vice President of NRCE and brings 34 years of experience and extensive knowledge and background as a technical advisor to this proposal. Dr. Safadi has extensive knowledge and experience in conceptual and detailed design of water development scenarios, and investigations of water uses. He has studied climate and assessed the sustainability of surface water and groundwater quality for various scenarios throughout the western U.S. Dr. Safadi has served as an expert in the preparation of general stream adjudications on several topics including beneficial water use estimates, and identification of system improvements for the U.S. Department of Justice and other clients. He also has experience engaging and providing information to stakeholders, including agricultural users, community organizations, water districts, public land managers, and local residents. Dr. Safadi has been involved with all example projects provided in this proposal.

Dr. Safadi will be available as needed and provide top-level project oversight ensuring key/final project deliverables are up to NRCE's high standards and provide final quality assurances.

Said Ghabayen, Ph.D., Water Resources Financial & Economic Analyst

Dr. Ghabayen brings to NRCE extensive domestic and international experience. He has several years of experience as an associate professor in the civil and environmental engineering department at the University of Gaza and also as a consultant for a USAID-funded project in Palestine. His experience both in the field as well as the classroom includes water resources planning, design, and construction; groundwater and surface water hydrology; water resources

economics; environmental assessment; hydraulic modeling and design of water supply and storm water projects; water quality assessment and modeling; and water systems operation and optimization. Dr. Ghabayen has extensive experience working in groundwater flow and transport modeling both in the U.S. and internationally. While working at NRCE, he led the groundwater modelling task in the Walker River Basin adjudication in which he developed a groundwater flow model to assess the impacts of historical groundwater pumping on Walker River flow in Smith and Mason Valleys as well as Walker Lake water level. He also modified and calibrated the Fort Hall groundwater model and used it to assess the drought resiliency of the Fort Hall Shoshone-Bannock Tribes' groundwater resources.

Dr. Ghabayen will apply his expertise to engineering, economics, and water resources analyses on the project.

Margaret Tucker, PE, Water Resources Engineer

Ms. Tucker is an Associate Engineer at NRCE with experience in a variety of water resource analysis, including water planning. Ms. Tucker has previous experience supporting several water planning efforts, beginning with assisting in drafting raw water and potable water master plans at Colorado Springs Utilities. At NRCE, she assists in various modeling and water resources investigations, including work on water master plan efforts, water quality and restoration planning for various projects.

Ms. Tucker will work as a project engineer, collecting and analyzing data and information on tasks throughout the project as well as supplying technical writing and reporting.

Zachary Ferrie, M.S. Water Resources Engineer

Mr. Ferrie is an Associate Engineer at NRCE, Inc. with direct experience supporting USBR WaterSMART projects. He has worked extensively with groundwater and water resource models to assess water availability, evaluate water savings, and support a range of technical applications.

Mr. Ferrie possesses in-depth knowledge of spring-fed water systems and currently manages work for a client whose entire water supply is sourced from spring water. His expertise includes the development, maintenance, and operation of multiple water resource monitoring programs. This work has involved creating protocols and systems for monitoring both groundwater and surface water, tracking water availability, and metering water use for various clients.

He has also contributed to the development of compliance strategies, helping clients meet regulatory requirements related to water use. In addition, Mr. Ferrie has participated in cost-based project planning, including life cycle analysis and the evaluation of project alternatives.

For this project, Mr. Ferrie will serve as a supporting project engineer, assisting with field data collection, technical analysis and reporting, and general project execution as needed.

Randy Macan, GIS/CAD Operator

Mr. Macan has more than 29 years of experience in the production of maps and engineering drawings. He also has experience with coordinate systems and various data and digital imagery formats. Mr. Macan produces topographic, hydrologic, and other analytical maps using AutoCAD MAP 3D, Civil 3D, and ESRI ArcGIS software. He produces and uses GIS data to provide geographical information for a diverse spectrum of tasks. Mr. Macan creates illustrations and charts for company presentations, archives graphic files, and helps maintain the file structure of all NRCE maps, drawings, images, and GIS datasets.

Randy will assist NRCE staff with analysis of display of spatial data for water planning and the final report.

Angela Jo Woolcott, Vice President, Public Engagement Lead

Ms. Woolcott brings 25 years of experience in integrated communications, strategic planning, and leading collaborative efforts such as public involvement and stakeholder engagement. Angela's natural inclination to enhance communication and creative problem-solve around complex issues is evidenced by her ability to reach resolution in a highly efficient and meaningful manner. Angela is well-versed in designing and leading strategic planning efforts and facilitating large-scale multilateral stakeholder meetings. She has deep procedural experience in leading natural resource and water-related efforts, working closely with Colorado's public and private sectors, across multiple municipalities, and managing difficult and conflict-prone processes. Angela's work in recent years has taken her around the state, from the City of Fort Collins to Grand Junction, along the I-70 Mountain Corridor, and to Douglas County and the City of Colorado Springs, working on some of the larger, more complex planning-related projects. She holds an M.A. in Conflict Resolution and certification in professional mediation from the University of Denver.

As public engagement lead, Angela will lead Task 2 and work with County staff and NRCE to align the outreach strategy with key technical milestones, oversee project messaging, and lead the preparation, planning, and facilitation of the Technical Advisory Committee and virtual and in-person outreach events.

Terra Alpaugh, Strategic Advisor

Terra Alpaugh is a Senior Director at Kearns & West, with expertise in water resource management, facilitation, project management, and science communication, specializing in designing stakeholder processes that translate complex science into implementable solutions for public agencies and multi-party forums. She brings 7 years of experience with the Bureau of Reclamation, which includes facilitating processes, process development, and providing facilitation support. She currently manages and facilitates the Glen Canyon Dam Adaptive Management Program's Adaptive Management Work Group. This federal advisory committee

fosters consensus among basin states, federal and state agencies, environmental and recreational interests, and federal power contractors to balance statutory goals for dam and river operations. She also supports Reclamation's Upper Colorado Basin Region five-year strategic planning effort, conducting interviews, listening sessions, and surveys, and drafting the plan to align internal and external stakeholder priorities and position the region for emerging challenges. Across these high-stakes, publicly facing processes, she has a proven track record of facilitating consensus-driven, science-based recommendations and robust engagement to support Reclamation's real-time operations, strategic planning, and collaborative decision-making.

For this project, Terra will act as a strategic advisor, sharing her expertise across her portfolio to help craft messages that resonate with non-technical stakeholders.

Zach Barr, Outreach Support

Zach Barr is a Senior Associate at Kearns & West whose collaborative solutions practice spans the water, energy, environment, land use, and transportation sectors. He brings experience in stakeholder engagement and facilitation, research, project management, outreach planning and implementation, event planning, and accessible material development, including Section 508 compliance. In the water arena, he's supported Reclamation's San Joaquin River Restoration Program and the Bay-Delta Office Technical Teams to advance collaborative, science-informed operations and planning. He has also supported California water projects, including the California Water Commission's Water Storage Infrastructure Investment Program, a water rights adjudication on the Lower Fresno River, and Water Contractor negotiations.

He will support Angela and Terra in implementing the outreach plan. His primary responsibilities will be logistical support for all outreach activities, stakeholder identification and mapping, materials development, and documentation.

In addition to the staff listed above, Kearns & West has a deep bench of seasoned practitioners to support this project.

4 PROJECT UNDERSTANDING AND APPROACH

For ease of evaluation and clarity, the bullets of requested information under “Project Understanding and Approach” Section of the Request for Qualifications (RFQ) are presented below in blue, followed by NRCE and Kearns and West’s responses in black.

4.1 UNDERSTANDING OF PAONIA’S WATER SYSTEM AND CHALLENGES/CONSTRAINTS

- Demonstrate understanding of Paonia’s water system challenges, drought, vulnerabilities, and legal constraints on water rights.

The Town of Paonia (Town) is located at an elevation of 5,682 feet (about 1.73 kilometers) and is known for its mild climate that has historically been especially suitable for growing fruit. Much of the Town and surrounding agricultural land is green thanks to a network of privately managed irrigation systems, which are governed by local ditch companies and complex water laws. The surrounding wildlands are at a similar elevation and include dryland/high desert juniper-sagebrush ecosystems. Areas of the Town’s surrounding wildlands, as well the Town’s municipal domestic water system are fed by a series of spring complexes located across Mt. Lamborn and Landsend Peak. The North Fork of the Gunnison River runs through the west side of Town, and its riparian corridor is home to abundant wildlife including beavers, mule deer, elk, fox, coyotes, and more. Put briefly, the Town’s primary water resources can be divided into three distinct systems:

1. The North Fork of the Gunnison River
2. The river-connected ditches and their laterals
3. The spring fed-source water system in the springs across Mt. Lamborn and Landsend Peak

The Paonia region is one of the more extreme climate hotspots in the country. Drought conditions in the Town are currently classified as D2 (Severe Drought), based on the U.S. Drought Monitor (U.S. Drought Monitor, 2025). These existing drought conditions have resulted in heightened risk for catastrophic wildfire that can adversely affect the Town’s water resources. Furthermore, climate predictions for Delta County indicate that temperatures are expected to increase in the coming years, which will continue to add stress to the already strained water resources of the Town, such as the Town’s spring complex.

Based on initial research, one of the challenges for the Town’s spring complex is insufficient detail in the construction diagrams of spring boxes. Additionally, knowledge of the number and location of leaking or damaged pipe sections which transmit raw spring water to the Town’s treatment centers are also lacking. Finally, it has been noted that while many of the Town’s key springs/spring boxes have had pressure transducers installed to monitor spring flow, some springs, such as those which feed the Town’s Lower Treatment Plant still lack monitoring equipment.

While the Town's water resources are particularly susceptible to changes in climate, such as increased temperatures, changes in precipitation, and changes in snowpack, the Town's watershed does have high groundwater recharge potential. Such recharge potential does make the system potentially valuable for regeneration and land management intervention to support both water retention and ongoing supply. Consideration for this possibility should be addressed in the project and Water Strategy. Further consideration should also be given to the potential of contamination to the Town's water supply that may result from wildfire, ecological degradation, and other contributing pollution pathways. Taking a holistic and natural-based approaches where applicable to managing these (and other) unique challenges to the quality and quantity of the Town's water supply should be addressed in the project and associated Water Strategy.

NRCE and Kearns & West are aware that the Town's water and wastewater system, while aging, still represents the Town's largest asset. With the design of systematic improvements to the Town's water supply that began in 2022, stakeholder engagement and collection of available data to inform and supplement field survey and technical analysis for this project will provide valuable information. The collection of such data under this project will aid in the success of the project, promotion of water smart principles, and increase in sustainable planning efforts. What has not yet been addressed are the extensive repairs required for the five spring complexes that supply the Town's municipal water system and the associated treatment plants and supply lines. Redundancy in the treatment and storage has also posed challenges for the Town in times of emergency, such as the critical water supply issue the town suffered in 2019. Recommendations for development of redundant potable water should be addressed in the project and Water Strategy. Additionally, the effects of changing climate and human-caused desertification have posed challenges for the viability of the water system and need for watershed restoration which is to be addressed under this project. Additional metering may serve to aid in development of methods to increase the Town's water efficiency, as approximately 23-39% of the water produced is currently unaccounted for in delivery between treatment plants and customers. While the first steps of improvements to support upgrades and fixes to the system to reduce overall water costs, additional study is needed per request in the RFQ.

While the focus of this project will be on the spring fed source system, watershed, and other key aspects per their description in the RFQ, the Town's water resources as a whole will be considered to inform a holistic approach to the success of the project as they are applicable. With only one of the approximately 25 springs that supply the Town's municipal system being located on Town owned land, additional measures will need to be taken to access the other 24 (approximately) springs which lie on U.S. Forest Service (USFS), Bureau of Land Management (BLM), and private land. The legal constraints of working with these federal and private entities will also need to be considered for any improvements, monitoring, and other applicable items associated with developing the final Water Strategy.

Finally, the legal constraints on the Town should be considered. The Town's water rights portfolio includes adjudicated rights totaling 9.9 cubic feet per second (cfs). However, actual diversion and treatment capacity is closer to 5.4 cfs due to infrastructure constraints, seasonal variability, and the complexity of water administration in the basin. With the exception of the one spring that is located on Town owned land, all other springs that feed the Town's municipal water supply are located on federally or privately owned land. Such land ownership causes complexity in the Town's ability to easily access (in cases of springs on private land) and develop/repair the spring complexes and associated distribution network due to the requirements to work with private landowners and adhere to strict compliance federal permitting and environmental review. In a cases of federally owned lands, the need for developing Environmental Impact Statements/Assessments for even small improvements and repairs of the Town's water supply can result in costly studies and significant delays before small improvements and repairs can be made.

The North Fork of Gunnison River where the Town lies is over-appropriated, meaning that new water rights cannot be administered and the Town's only methods for increasing available water lie in increasing the efficient capture and transmission of existing water resources, conservation and/or reuse measures, and the purchase of existing water rights. One possibility that the Town has explored for increasing its available water is through the investment and acquisition of additional water rights. Exploration of the investment and acquisition of additional water rights can be explored through the compiling of adjudicated water rights, per its relevant collection as stated in the RFQ.

4.2 OUTLINE OF PROPOSED METHODOLOGY

- [Outline the proposed methodology for performing technical analyses, outreach, project alternatives evaluation, and development of the Water Strategy.](#)

The proposed methodology for completing the project will consist of a coordinated effort between NRCE/ Kearns & West and stakeholders including but not limited to: the Town of Paonia, BLM, U.S. Bureau of Reclamation (USBR), and USFS. Kearns & West will be the primary consultant in charge of outreach and engagement with stakeholders while NRCE will be the primary consultant in charge of technical analysis and project alternatives development and evaluation. Both consultants will be involved with development of the Water Strategy.

4.2.1 Methodology for Outreach and Stakeholder Engagement

Kearns & West, in coordination with NRCE, will lead the implementation of a multi-faceted outreach methodology centered on building trust and two-way communication with water rights holders and the broader stakeholder community. This will include engaging agricultural users, recreation interests, residents, federal partners at BLM and USFS, and non-profits through public

meetings, focus groups, attendance at community events, and a community survey. Public meetings will be structured as accessible workshops and open houses (with hybrid and virtual options) to share clear information, invite input, and maintain transparency across diverse audiences, including recreation users and public land managers, while providing logistics and facilitation consistent with large-scale water processes.

Focus groups will enable deeper dialogue on technical and community-specific considerations, including equity-centered and hybrid formats used successfully in statewide water planning and multi-party engagements. Participation at community events will extend reach by partnering with trusted organizations, meeting stakeholders where they already gather, and leveraging established community networks to support meaningful engagement. A community survey will complement qualitative engagement with broad, accessible feedback (online and offline) to surface priorities and inform planning and decision-making, building on proven approaches used in regional and statewide water initiatives. To support water rights holders specifically, we will incorporate steps to identify parties, gather and verify claims, and document findings through a clear, multi-step process that promotes shared understanding and confidence in the information base.

At the start of the project, we will develop an outreach plan that defines target audiences, key messages, and outreach strategies and tactics aligned to project goals and stakeholder needs. The outreach plan will be a north star for all communications and engagement. Target audiences will include water rights holders; agricultural producers; recreation organizations and users; residents (including underserved communities); BLM and USFS staff; and non-profit and community-based organizations engaged in water, land use, and stewardship. We will define key messages that communicate the purpose and benefits of participation, explain how input will shape water management and planning, demonstrate commitments to transparent and equitable engagement, and highlight the interconnections among water supply, flood resilience, recreation access, and resource stewardship.

Outreach strategies and tactics will include: public meetings designed as workshops and open houses (with hybrid/virtual options and accessible materials) to inform and solicit input; targeted focus groups to test options and address technical, operational, and equity considerations; participation at community events in partnership with trusted organizations; and a multi-language community survey distributed through partner networks and meetings to maximize participation and gather actionable feedback. We will operationalize the plan with a partnership directory and outreach list, an event workplan template, and a logistics plan to ensure timely scheduling, notification, coordination, and documentation across all engagements, including federal partners and recreation stakeholders.

Kearns & West envisions using the following outreach activities to support the development of the plan.

- ♦ **Stakeholder Interviews:** Up to 15 30-minute virtual phone calls with key stakeholders. A majority of interviews will occur at the start of the project to inform the development of the outreach plan. Target audiences will include key stakeholders like the BLM, USFS, Town of Paonia staff, the Western Slope Conservation Center, the North Fork Water Conservancy, and Colorado Farm & Food Alliance. Additional interviews may be held as additional water rights holders are identified. All interviews will be documented and approved by the Paonia project manager.
- ♦ **Focus Groups:** Up to four 90-minute virtual focus groups with different target audiences (agricultural interests, residents, federal and state agencies, and recreation interests). These focus groups will be targeted discussions on potential project alternatives to dive deep on the proposed solutions and provide a summary of the technical reasoning behind those alternatives. All focus group materials (agenda, prepared questions, etc.) will be reviewed and approved by the Town's project manager.
- ♦ **Community Survey:** We use a community survey to efficiently gather broad, accessible input on priorities, issues, and strategies from residents, agricultural users, and recreation stakeholders to inform the Water Plan. The survey helps us understand how people want to participate and their capacity to support implementation, while identifying trusted groups and local leaders who can aid outreach and plan delivery. By offering the survey in English, Spanish and through accessible formats, we expand participation and equity, ensuring voices from across the community are reflected in planning decisions. Insights from the survey help balance diverse interests and inform plan recommendations and evaluation criteria in line with inclusive, regionally flexible water planning. Reporting results back to the community builds awareness and support for the investments and capacity needed to implement the Water Plan. The timing of implementing the survey will coincide with the technical analysis and alternative development to maximize the input collected to inform the technical process.
- ♦ **Materials Development:** During the technical analysis and project alternatives development, it will be key to keep stakeholders informed, as not to lose the trust of the community and other stakeholders. Kearns & West will help develop and update a project factsheet, as well as provide website content and social media posts to be deployed throughout the project. All materials will be made accessible in accordance with federal accessibility standards and translated into Spanish.
- ♦ **Community Events:** To increase participation, Kearns & West will identify and attend up to four one-hour community meetings in and around Paonia. The purpose of attending these meetings will be to share information and collect feedback. This tactic will be implemented at strategic times during the project. For example, attending a few community meetings to

advertise an upcoming public meeting or share information about the community survey while it's open.

- **Public Meetings:** Kearns & West will plan and facilitate two public meetings during the project. These meetings will focus on sharing information with stakeholders and gathering feedback on proposed project alternatives.

All outreach and engagement activities will complement NRCE's technical analysis and field work.

4.2.2 Methodology for Technical Analysis and Project Alternatives

4.2.2.1 FIELD WORK

Technical analysis will begin by utilizing any information gathered during the initial stakeholder engagement conducted in Section 4.2.1 to guide field work and determine which areas require additional information that would benefit from field survey. Through the collection and recording of available documentation on infrastructure layouts and construction diagrams acquired during initial stakeholder engagement, a database will be developed. Areas with construction diagrams which are incomplete will also be flagged for field visit and gathering of additional construction detail. The database will consist of a Geographic Information System (GIS) and asset tracking database to allow for both textual and spatial data to be stored and updated throughout the technical analysis. Existing GIS data, such as that developed for the town by Wright Water Engineers (WWE) will be utilized when possible to increase efficiency in database development and avoid duplication of previous work efforts. Utilizing these databases NRCE will determine the areas where brush clearing and field work is required.

Once the locations for brush clearing and field work have been determined, NRCE will begin performing the required environmental and cultural planning for field work. Relevant stakeholders as determined in Section 4.2.1 will be contacted to determine the planning, permitting, and other requirements required to obtain authorization to begin field work. Once the required permitting and other pre-field work considerations have been addressed, brush clearing will be performed. Brush clearing needs will first be determined by reviewing available information from previous studies, such as the *Hydrogeological Survey of the Town of Paonia's Water Supply* to gain insight on access challenges and brush clearing needs from these previous work efforts. Additionally, coordination with BLM, USFS, and other relevant landowners will be performed to determine any other brush clearing needs and access permissions for adequate access. If initial conversations and information review do not result in adequate information to obtain full details on brush clearing needs, a preliminary field visit and/or satellite imagery will be used to determine additional brush clearing needs as warranted. Brush clearing will be performed by NRCE if brush clearing needs

are relatively minor and can be performed by hand. A hired 3rd party contractor will be hired for brush clearing if heavy equipment or substantial brush clearing is required for one more sites.

Once brush clearing has been performed, field work consisting of survey and assessment of the following will begin:

- ♦ Spring boxes (previously un-surveyed or require refinement of current design drawings)
- ♦ Raw water collection lines (special consideration to be given to potentially leaking or damaged sections of raw water lines)
- ♦ If resources are sufficient, performing camera surveys of insides of some key pipeline sections believed to be leaking may be performed. Locations for additional metering (key turnouts, highly variable or high producing raw water lines form key spring boxes, etc.)
- ♦ Locations for additional monitoring (such as and springs/spring boxes that are not currently monitored but would benefit from monitoring, possible surface water monitoring locations, possible climate monitoring station locations, ect)
- ♦ Any other components that require surveying as identified through stakeholder engagement

During field work NRCE will identify possible improvement, access, add construction details where missing, and document any other information that may be useful for developing project alternatives and the Water Strategy. The need for improvements, access, additional monitoring, and other information acquired during field work will be documented in the previously mentioned GIS and asset tracker databases. Initially, field work will consist of a one-week survey. After completion of the initial/first survey NRCE will compile and review the gathered data and utilize the gathered data in conjunction with stakeholder, federal, state, and other acquired information to begin the technical analysis. Based on the progression of the technical analysis after the initial field visit, additional field visit(s) will be conducted as warranted to ensure project success. Additionally, task specific field work notes are also provided as they are relevant, in the following section.

4.2.2.2 TECHNICAL ANALYSIS

The technical analysis will consist of the following key components. Each key component is discussed in further detail following the bulleted list below. It should be noted that during the technical analysis NRCE engage with stakeholders to provide ongoing information, ensure the Town's needs are being met, and direct any additional analysis efforts for the final development of the Water Strategy:

- ♦ Assessment of watershed restoration and degradation
- ♦ Assessment of wildfire risk/complications
- ♦ Drought assessment and seasonal variability of springs

- ♦ Evaluating and recommending improvements to monitoring and data collection, Supervisory Control and Data Acquisition (SCADA) system, and metering
- ♦ Performing modeling and rate studies

Assessment of watershed restoration and degradation will involve first assessing the extent of recent climate changes and human-caused desertification to identify any areas which should be considered for field work activities as previously discussed in Section 4.2.2.1. Such areas will include areas which are currently seeing the greatest effect from watershed degradation, areas which could be utilized for watershed restoration, and the locations of any human or infrastructure causes for watershed degradation. Prior to field work, current and historical aerial imagery may be utilized to identify areas in the watershed which have seen the most degradation. Such areas will be flagged for field analysis. Additionally, information obtained from stakeholders during initial stakeholder engagement will be utilized to identify certain areas of concern and/or possible infrastructure improvement which may be beneficial to watershed health. Upon completion of field work, analysis for potential watershed restoration will be analyzed. Such analysis may include, but is not limited to:

- ♦ Assessment of the potential effectiveness of various watershed restoration methods
- ♦ Assessment groundwater recharge potential
- ♦ Potential for land management intervention in watershed restoration
- ♦ Infrastructure improvements such as:
 - Vegetation-based restoration techniques
 - Stormwater management

If feasible, Low-Tech Process-Based Restoration techniques will be prioritized due to their sustainability, cost effectiveness, and long-term success as seen in other areas in Colorado with similar watersheds characteristics as the Town's.

Assessment of wildfire risk/complications will be divided into two categories, preventative and reactionary. Wildfire risk/complication analysis will performed in conjunction with the previously described watershed degradation and restoration analysis as both analyses compliment the overall health and protection of the Town's water resources at their source. Preventative measures may include but are not limited to:

- ♦ Conversations with the USFS and BLM to determine the current wildfire prevention measures that take place on the land surrounding the Town and determine if additional consideration to preventive fire measures such as controlled burns, fuel reduction, etc. are practical and/or warranted
- ♦ Exploration of tools and methods to prevent wildfire ash from entering the Town's raw water supply lines

- ♦ Examination of potential infrastructure upgrades to increase the fire-resistance of key components of the Town's water supply system to wildfires
- ♦ Utilizing FireSmart practices to ensure sufficient buffer of wildfire fuel around key components of the Town's water supply system
- ♦ Water testing to determine pre and post wildfire water quality conditions to aid in the future determination of methods to restore the Town's water quality back to its original status

Reactionary measures against wildfires will also be considered so the Town is ready when the inevitability of wildfires occurs in the future. Reactionary measures to be analyzed may include but are not limited to:

- ♦ Low-Tech Process-Based Restoration techniques which will be prioritized where possible due to their previously mentioned, cost effectiveness, success in similar areas, etc. Low-Tech Process-Based Restoration techniques may include but are not limited to:
 - Utilizing burned materials onsite to stabilize stream banks
 - Recovering and replating on-site riparian vegetation to improve water quality
 - Utilizing on site native rock to impeded channel incision and improve groundwater recharge
- ♦ Technologies to reduce or remove wildfire ash from the Town's water supply during emergencies

Technical analysis for drought assessment of seasonal variability of springs will consist of reviewing available historic flow data from springs which serve as the primary source of water for the Town (key springs) as provided by stakeholders and gathered from state, federal or other databases. In particular, the data recorded from previously installed pressure transducers at the nine key springs across Mt. Lamborn and Landsend Peak will be utilized to update and assess flow rates at these springs. Historic spring flow data will be compared to historic climate data to assess the variability of spring flows to drought. In addition to comparing spring flows to historic climate data, the potential effects of future climate change on springs will be assessed utilizing defensible state or federally based climate prediction tools in conjunction with statistical analysis of spring flows. Key springs where current seasonal monitoring is lacking, will be recommended for future monitoring, such as the springs which discharge to the Lower Plant which have not yet been evaluated. Additional surface water gaging and climate monitoring stations, which are known to be lacking in the Town's collection-system watershed, may be assessed and recommended for monitoring. If deemed necessary for project success, NRCE may perform initial site visits to some springs to measure flows and begin building a seasonal baseline of spring flows at key springs which lack such data. Evaluating and recommending improvements to monitoring and data collection, SCADA system, and metering will be performed by first reviewing the available data as provided by stakeholders, as well as the survey data collected in the initial field visit as

previously described. Such data will be compared with assessment of the Town's raw water supply line system, turnouts, springs, etc. to determine additional metering and monitoring needs. The focus for additional metering will be primarily targeted to address the approximately 23-39% of produced water that is currently unaccounted for in delivery between treatment plants and customers. Other metering needs will also be explored if requested by stakeholders. The condition, age, and other information regarding the Town's SCADA system will be compared to technological advancements, efficiency of the existing SCADA system, and overall goals of the SCADA system to inform suggested improvements. If required, additional field visit(s) will be performed to assess the applicability and ease of integration for certain metering and improvement needs as determined through the desktop study of available data from stakeholders, online sources, and the initial field visit.

Technical analysis involving modeling and rate studies will involve utilizing the hydrologic spreadsheet model previously developed for the Town by WWE. Using the hydrologic spreadsheet model, measurements from the pressure transducers installed at spring boxes, will be used to update the raw water collection system water balance. If warranted, the hydrologic spreadsheet model will be updated or expanded. Technical analysis and modeling may also include PRISM modeling due to the noted lack of viable surface water monitoring stations/climate data in the Town's key drainage subbasins. The results of modeling and rates studies will be used to inform the development of the Water Strategy, determine additional metering and monitoring needs, and aid in developing strategies to help the Town protect its water resources in the future.

4.2.2.3 WATER MARKETING, RIGHTS, AND LEGAL/INSTITUTIONAL REQUIREMENTS

Our Team will support the Town in evaluating its water rights portfolio and assessing the financial, legal, and environmental implications of potential water system improvements. This task will combine technical verification of water rights with financial and economic analyses to ensure the Town's future water management decisions are well-informed and defensible. The work will include:

- ♦ **Financial and Economic Impact Analyses:** Our Team will perform financial and economic evaluations, including rate studies and environmental considerations, to understand how potential infrastructure improvements may affect water system affordability, sustainability, and regulatory compliance. This analysis will help the Town identify investment priorities that balance long-term resiliency with fiscal responsibility.
- ♦ **Review of Previous Documentation:** Previous water rights reports, adjudications, and supporting documentation will be reviewed to establish a baseline understanding of existing filings, ownership, and legal status.

- ♦ **Stakeholder Coordination:** This effort will begin by engaging key stakeholders, including the Town, BLM, USFS, and other relevant entities, to obtain an initial list of adjudicated water rights and confirm existing water use and diversion records.
- ♦ **Compilation and Verification of Adjudicated Water Rights:** Additional data will be gathered from the Colorado Division of Water Resources, historic engineering reports, and other available sources to compile and verify a comprehensive list of adjudicated water rights, ensuring that all the Town's legal entitlements are accurately documented and secured.
- ♦ **Accuracy Review and Documentation:** Each water right will be cross-checked for accuracy and completeness, including source, priority date, point of diversion, rate, volume, and place of use. Any discrepancies, duplications, or gaps will be identified.

The results of this task will be summarized in an adjudicated water rights list, accompanied by a summary of financial and economic findings that inform future water marketing, conservation, and infrastructure investment strategies. This integrated approach will ensure that the Town's water rights, financial planning, and environmental considerations are aligned to support the Water Strategy consistent with the USBR's WaterSMART objectives.

4.2.2.4 ALTERNATIVE DEVELOPMENT AND WATER STRATEGY DEVELOPMENT

Utilizing the knowledge gained from the completed technical analysis, financial/economic analysis and development of alternatives will be conducted. Financial/economic analysis and development of alternatives will involve using federally approved cost estimation tools such as RS Means, actual vendor quotes as applicable/practical, and other federally approved cost estimation methods to obtain accurate costs for each alternative. Operations and maintenance considerations will also be made for each developed alternative for a 30-year period, as applicable. Three alternatives will be developed where possible. If less than three alternatives exist, sufficient reasoning/evidence will be provided to prove less than three alternatives exist. Recommended alternatives (and why) will be provided in the Water Strategy to provide full coverage and support the recommended alternatives.

The Water Strategy will include all relevant findings from the field work and technical analysis, in addition to a discussion (and recommendations) of the developed alternatives. Collected and developed construction diagrams and survey data from spring boxes, raw collection lines, and other relevant data will be included and organized into relevant sections in the Water Strategy. The asset tracker and GIS databases developed to collect, organize, and store survey and other relevant data will be provided alongside the Water Strategy. A technical discussion of evaluation of drought, wildfire, and modeling results will be included and discussed in detail as well. Key water rights and permitting/compliance needs for each project alternative will be discussed in the main

text of the Water Strategy. A full list of water rights and other permitting/compliance considerations will be provided with the Water Strategy in its appendices. Finally, the Water Strategy will contain sections which provide recommendations for future work including, but not limited to:

- Additional monitoring and metering locations
- Recommended alternatives
- Watershed restoration actions
- Actions for the reduction and reaction to wildfire risk/complications
- Recommended improvements to the Town of Paonia's SCADA and other water system components as applicable
- Permitting, water rights, and other legal considerations

Upon completion of the initial draft of the Water Strategy, the Water Strategy and relevant databases and appendices will be sent to stakeholders for their review and comment. After receiving stakeholder's review and comments, the draft Water Strategy will be edited to incorporate the stakeholder's feedback and the draft Water Strategy will then be sent to the USBR for review and comment. Finally, after receiving review and comments from the USBR, the Water Strategy will be finalized based on the feedback and the final Water Strategy (and all additional databases, appendices, etc.) will be provided to the stakeholders, USBR, and any other relevant parties for project closeout.

4.3 COMPLIANCE WITH USBR

- [Identify strategies to ensure all tasks comply with the approved USBR Scope of Work and schedule requirements.](#)

NRCE and Kearns & West have successfully completed a multitude of USBR projects, making the two consultants well equipped to ensure that all tasks comply with the approved USBR Scope of Work and schedule requirements. Strategies that will be utilized to ensure compliance with the USBR Scope of Work and schedule requirements include, but are not limited to the following:

- NRCE and Kearns & West will hold a kick-off meeting with the USBR and any relevant stakeholders upon project start to review all schedule, reporting, and other requirements and goals for the project. The kick-off meeting will allow all parties to ensure that the planned methodology for project completion is in line with all USBR requirements.
- NRCE and/or Kearns & West will coordinate with the USBR at the end of key project milestone and interim project reporting period to ensure continued adherence to the USBR scope of work.
- Throughout the project performance period all federal budget tracking and financial reporting requirements will followed as required.

NRCE and Kearns & West will coordinate with the USBR during the final reporting stage to submit the draft report for USBR review and will make any required edits to the draft report, pending the USBR's review.

5 QUALITY ASSURANCE AND COMPLIANCE

NRCE maintains a rigorous internal Quality Assurance/Quality Control (QA/QC) program designed to ensure all deliverables are accurate, timely, and complete. Each project task is subject to multi-level review, including internal peer checks, schedule tracking, and management oversight to verify technical soundness and consistency with project objectives. We have extensive experience meeting USBR WaterSMART reporting and documentation requirements and are fully versed in federal procurement standards related to financial management, documentation, and transparency. Quality control is integrated throughout all phases of work, from technical analyses and engineering evaluations to legal research and financial assessments, ensuring that all work products are defensible, compliant, and ready for regulatory and stakeholder review.

For ease of evaluation and clarity, the bullets of requested information under “Quality Assurance and Compliance” Section of the Request for Qualifications (RFQ) are presented below in blue, followed by NRCE and Kearns & West’s responses in black.

5.1 INTERNAL QUALITY CONTROL FOR ACCURATE AND TIMELY DELIVERABLES

- Describe the firm’s internal processes for ensuring accuracy, timeliness, and completeness of deliverables.

NRCE employs a multifaceted project management framework based on best practices and professional engineering quality standards to ensure all deliverables are accurate, timely, and complete. NRCE has a documented history of meeting deadlines and deliverables, including available Contractor Performance Assessment Reporting System (CPARS) feedback. Key elements of this framework include:

- **Project Kickoff and Planning:** Every project begins with a detailed meeting to align scope, schedule, milestones, deliverables, and responsibilities. Planning is developed and senior management is included in review.
- **Task Tracking and Scheduling:** We use **Microsoft Project** and other tools to monitor progress and ensure timely completion. Weekly progress meetings, milestone reviews, and Gantt tracking help identify and mitigate schedule risks early.
- **Technical Review Process:** Draft deliverables go through a **multi-level internal review**. Our engineers and specialized experts conduct technical reviews, and the Project Manager ensures that client expectations are met.
- **Project Management and Field Experience:** We are the prime contractor and lead on most of our projects, providing leadership to interdisciplinary teams to successfully deliver projects on time and within budget. Additionally, our staff regularly conduct fieldwork

across the western U.S., completing all types of work, including surveying, mapping with GPS equipment, groundwater well installation and development, monitoring of surface and groundwater (using calibrated structures, pressure transducers, ultrasonic devices, dataloggers, SCADA, and so on), monitoring and analysis of water quality, and others.

- ♦ **Data Analysis and Modeling:** NRCE staff have strong backgrounds in data analysis, utilizing tools such as RiverWare, HEC-RAS, Modflow, SWAT, and software developed in-house that drive decision-making and provides comprehensive data and recommendations to our clients. We also provide a wealth of experience in mathematical modeling that supports client objectives.
- ♦ **Innovative Thinking and Problem Solving:** We have worked with a wide range of clients with different needs and we have a demonstrated ability to solve problems in ways that fully meet client requirements. As a small business, we have the ability to remain highly responsive to our clients under potentially changing circumstances and can respond quickly when needed.
- ♦ **Communication and Collaboration:** NRCE has a history of providing interdisciplinary communication to a variety of stakeholders. Our clients include government agencies, water utilities, agricultural districts, judiciary systems, communities, Native American Tribes, attorneys and engineering firms.

5.2 COMPLIANCE WITH USBR WATERSMART REPORTING AND PROCUREMENT STANDARDS

- [Demonstrate the ability to comply with Bureau of Reclamation WaterSMART reporting requirements and federal procurement standards.](#)

NRCE has a strong track record of managing federally funded projects and is fully compliant with 2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards) and has direct experience meeting specific Bureau of Reclamation WaterSMART Program requirements. Our capabilities include:

- ♦ **Familiarity with Reporting Templates:** We have successfully submitted WaterSMART grant reports, including semi-annual progress reports, final technical reports, and SF-425 Federal Financial Reports.
- ♦ **Cost Tracking and Documentation:** Our accounting system is **DCAA-compliant**, allowing us to properly track and allocate costs, ensuring all expenses are allowable, allocable, and reasonable per federal guidelines.
- ♦ **Procurement Compliance:** We have experience carrying out procurements that meet federal standards, including competitive bidding processes, justification for sole-source procurement (if applicable), and maintaining appropriate documentation for audit readiness.

- ♦ **Experience with SAM.gov and Grants.gov:** We are registered and active in federal systems required for procurement and reporting.

5.3 QUALITY CONTROL FOR TECHNICAL, LEGAL, AND FINANCIAL ANALYSES

- Explain how the firm ensures quality control on technical analyses, legal research, and financial assessments.

NRCE enforces a robust **Quality Management System (QMS)** tailored for multidisciplinary projects. Quality control procedures vary by discipline but follow consistent principles:

- ♦ **Technical Analyses:** All engineering calculations, modeling, and assumptions undergo an internal review by a senior engineer. Analyses and validation against historical or benchmark data are included as appropriate. NRCE boasts a well-rounded professional staff of experts that includes 6 staff with PhDs in engineering and three hydrogeologists, complementing our multi-disciplinary water-focused team.
- ♦ **Knowledge of Policy and Regulations:** NRCE provides technical expert witness support to the Department of Justice and water rights support for many clients. Our technical staff is very familiar with federal and state laws, rules, and regulations, as much of our work is with legal teams, some of which is directly related to the adjudication of water rights. NRCE invariably complies with all local ordinances and requirements of local and regional planning agencies.
- ♦ **Environmental and Sustainability Considerations:** NRCE interworks environmental and sustainability factors in our engineering projects. We have also provided support to clients working within the Environmental Protection Agency (EPA) guidelines and have worked with multiple subcontractors who specialize in environmental areas.
- ♦ **Financial Assessments:** NRCE provides preliminary financial assessments to help small communities understand project feasibility, funding needs, and potential costs. We also have completed rate studies and benefit-cost evaluations to support long-term financial planning and funding. For more detailed financial or economic analyses, NRCE partners with firms that specialize in those services.

6 SCHEDULE AND AVAILABILITY

For ease of evaluation and clarity, the bullets of requested information under “Schedule and availability” Section of the RFQ are presented below in blue, followed by NRCE and Kearns & West’s responses in black.

- Provide a staffing and availability plan that ensures timely completion of project milestones from late 2025 to 2027.

NRCE and Kearns & West commit to maintaining staffing availability of the key staff identified in this Proposal for completion of the project, meeting the deadlines and project milestones as identified in Table 2. If key staff cannot meet the project deadlines and milestones as identified in Table 2 for unforeseen circumstances, additional or alternative and equally qualified technical staff will provide support or replacement of key staff to ensure the project deadlines and milestones are met.

- Confirm the firm’s capacity to adjust to the revised project schedule, pending approval by the Bureau of Reclamation.

NRCE and Kearns & West confirm their availability to adjust to the revised project schedule, pending approval by the Bureau of Reclamation. NRCE is a firm of 33 employees, and Kearns & West is a firm of 78 employees. The additional employee capacity beyond the key project personnel as identified in this proposal allow for additional support to be provided if/as needed to ensure timely and satisfactory completion of the project.

Table 2. Key Project Deadlines and Milestones

	2025		2026												2027									
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Task 1 - Outreach and Partnership Building																								
1.1 Communication Plan and Stakeholder Outreach																								
1.2 Stakeholder Review and Input																								
Task 2 - Scoping and Planning Activities																								
2.1 Environmental and Cultural Compliance for Field Activities																								
2.2 Brush Clearing and Field Activities																								
2.3 Technical Analyses (Hydrology, Hydraulics, Water Modeling, Watershed Assessment)																								
2.4 Water Rights Analyses																								
2.5 Legal and Institutional Requirements Research																								
2.6 Decision Support Tools Analysis																								
2.7 Comparison of Project Alternatives and Final Project List																								
Task 3 - Water Strategy Document																								
3.1 Draft Water Strategy Submitted to Reclamation																								
3.2 Final Water Strategy Document																								

7 REFERENCES

Reference 1: Catherine Wilson, U.S. Department of Interior, Bureau of Indian Affairs, Western Regional Office

Project: Walker River Adjudication

Contact Information: 1-602-379-6789, catherine.wilson@bia.gov

Since 1993, NRCE has been the main project contractor for the Walker River Indian Reservation water rights quantification. NRCE is coordinating all studies, including hydrologic evaluation of the available water resources from the Walker River; land arability evaluation; engineering design and cost estimates of an expanded irrigation project on the Reservation including a reservoir, water conveyance system, and distribution system; and the economic study and market analysis for the comprehensive project. NRCE was also hired by the U.S. Bureau of Indian Affairs to review the USBR's report on the Weber Dam and assess the impact of the Interim Operating Criteria (IOC) recommendations to the irrigation practices of the Walker River Paiute Tribe. NRCE also has completed groundwater modeling and well inventory and database creation to assess quantity and quality of water resources.

Reference 2: David Yepa, Esq., General Counsel

Project: Pueblo of Jemez

Contact Information: (505) 242-7352, dyepa@nmlawgroup.com

NRCE has worked for the Pueblo of Jemez since 1994, helping negotiate a settlement of their reserved water right. NRCE has continued to complete various tasks for the Tribe including a water source engineering study to improve water quality, wastewater facility expansion evaluation, conceptual level review of a dam and reservoir project, water master plan study, drought contingency plan, river basin modeling, water supply study and multiple water rights tasks.

Reference 3: Samuel Daughety, Esq.

Project: Tohono O'odham Nation

Contact Information: 1-202-408-6427, Samuel.daughety@dentons.com

For over 30 years, NRCE has provided comprehensive support to the Tohono O'odham Nation, delivering a wide range of water resource and engineering services. This work has included water rights quantification, incorporating surface and groundwater supply analysis, land classification, economic assessments, and engineering feasibility studies for water development projects. NRCE has also conducted groundwater recharge and irrigation feasibility studies and evaluated the hydrologic impacts of regional water development and urbanization on both surface and groundwater resources. As part of these efforts, NRCE developed hydrologic and hydraulic models, including a 100-year flood analysis model.

Reference 4: Christopher Watson, Esq.

Project: Agua Caliente Band of Cahuilla Indians

Soboba Band of Luiseño Indians

Contact Information: christopher.watson@sol.doi.gov

For the Aqua Caliente Band of Cahuilla Indians, NRCE was contracted by the Bureau of Indian Affairs (BIA) Pacific Region to prepare a reconnaissance-level assessment of water supply conditions. Assessment report included a thorough review of existing water resource studies in the Basin, an evaluation of groundwater resources available beneath the lands of the six Tribes in the basin under natural pre-development and current conditions, and development of a water budget for each subbasin. After this study, NRCE was contracted to provide the BIA the study included a demographic analysis, a DCMI water use rate analysis, a land use development planning assessment, and an economic and water use analysis of those developments. The PIA portion of the study included a soil comparability study, irrigation designs on undeveloped and all predeveloped arable lands, and economic feasibility analysis of the irrigation designs.

8 OTHER REQUIRED INFORMATION

Please find an example of NRCE's proof of insurance meeting minimum Town and Federal requirements. NRCE can provide additional information as needed.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/20/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Acrisure Partners West Coast Insurance Services, LLC 1950 W. Corporate Way #1 Anaheim, CA 92801	CONTACT NAME: Certificate Department PHONE (A/C, No, Ext): 925-686-2860 E-MAIL ADDRESS: westcerts@acrisure.com FAX (A/C, No): 925-686-6118
INSURED Natural Resources Consulting Engineers, Inc. 131 E Lincoln Ave., Ste. 300 Fort Collins, CO 80524	INSURER(S) AFFORDING COVERAGE INSURER A : American Casualty Company of Reading, 20427 INSURER B : National Fire Insurance Co of Hartford 20478 INSURER C : Continental Casualty Company 20443 INSURER D : Landmark American Insurance Company 33138 INSURER E : The Continental Insurance Company Of New Jersey 42625 INSURER F :

License#: 6009644
NATURES-01**COVERAGES****CERTIFICATE NUMBER:** 1557596168**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y	Y	B5094869778	12/5/2024	12/5/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
C	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY	Y	Y	BAU 6025440055	12/5/2024	12/5/2025	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$			B5094876004	12/5/2024	12/5/2025	EACH OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N	N / A	WC5094869893 - CA	12/5/2024	12/5/2025	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D E	Professional Liab /E&O Work Comp - CO,IL,MD,UT			LHR863103 WC594869814	12/5/2024 12/5/2024	12/5/2025 12/5/2025	Each Claim/Aggregate: Deductible: Limit: 1,000,000 15,000 \$1M/\$1M/\$1M

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

As required by written contract/agreement/permit, the following endorsements apply to the Certificate Holder and/or any other entity named in this section:
General Liability Additional Insured including Primary Non-Contributory and Waiver of Subrogation. Auto Liability Additional Insured and Waiver of Subrogation.

Evidence of Insurance

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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Appendix A. Resumes of Key Personnel



Ryan McBride, M.S., P.E.

Senior Supervising Engineer

Mr. McBride has more than 18 years of experience working as a project manager and project engineer for a wide variety of water resource projects. He has worked on several studies, including water infrastructure development plans, land use studies, water demand forecasting, and water rights claims studies. Mr. McBride has participated in various engineering projects, including engineering design, specification preparation, project management, construction inspection, public outreach, AutoCAD, GIS mapping, water rights, regulatory permitting, water quality, and surface and groundwater hydrology.

EMPLOYMENT HISTORY

Senior Supervising Engineer **January 2025 - Present**

Senior Engineer **July 2020 – December 2024**

Natural Resources Consulting Engineers, Inc. – Fort Collins, CO

- Prepares reports on land use and water resource development.
- Provides technical support on water rights assessment.
- Analyzes historical aerial imagery and maps for presently and historically irrigated lands.
- Provides technical support for water resource management, planning, and assessment.
- Helped secure over \$3 million in grant funding to make improvements to a Tribal drinking water system.
- Led an engineering design team in the design and construction of a chlorine booster station.
- Currently provides contract administration and limited construction oversight on the construction of a 1.8-mile pipeline.

Project Engineer **January 2017 – July 2020**

Wyoming Game and Fish – Services Division, Conservation Engineering Branch, Cheyenne, WY

- Administered design and construction contracts for projects that totaled \$2-3 million.
- Administered contracts involving pipelines, headgates, stream restoration, house construction, fish passage, reservoir reconstruction, fish hatchery upgrades, bridges, and irrigation ditch improvements.
- Prepared and oversaw design of pipelines, houses, fishing piers, boat docks, septic systems, and fish hatchery tanks.

EDUCATION

M.S. Irrigation Engineering

Utah State University
Logan, UT 2006

B.S. Civil Engineering

Utah State University
Logan, UT 2004

PROFESSIONAL REGISTRATIONS

Professional Engineer

Colorado #45395
Wyoming #15068

RELEVANT SKILLS

AutoCAD, ArcGIS Online, ArcMap, ArcCatalog, ArcScene, HEC-RAS Modeling Training, Rosgen Level I Applied Fluvial Geomorphology Training, EPANET

PROFESSIONAL ASSOCIATIONS

Association of Conservation Engineers
Wyoming Engineering Society

LANGUAGES

English (native), Darija (limited working)

- Implemented project management software to track Conservation Engineering projects.

Project Engineer May 2015 – January 2017

Wyoming Department of Environmental Quality – Cheyenne, WY

- Reviewed applications and prepared permits for water and wastewater infrastructure construction projects.
- Inspected various types of construction projects to ensure that permit objectives and requirements were achieved.
- Inspected and evaluated water and wastewater infrastructure to establish operator certification requirements.
- Provided recommendations on proposed rules and policies.

Water Resource Engineer July 2008 – May 2015

Resource Engineering, Inc. – Glenwood Springs, CO

- Provided expertise and technical support to various ski resorts, municipalities, and ranches on various aspects of water resource planning and development.
- Evaluated water rights, analyzed water availability, and implemented plans for augmentation.
- Collected and analyzed streamflow discharge and water quality data.
- Managed GIS databases of ski runs, trails, and construction projects.
- Implemented groundwater study, managed budget, and prepared technical reports.

Forestry Engineer May 2006 – May 2008

United States Peace Corps – Tirstest, Morocco

- Provided training and technical support to village personnel.
- Utilized GPS to survey 29 km of irrigation canal and used the data to perform a canal improvement analysis in GIS.
- Coordinated and conducted a water flow measurement seminar using a sharp-crested weir and the float method.
- Received a competitive \$3,200 grant from USAID for a 660-m irrigation canal improvement project.

EXPERT REPORTS

- Uncompahgre Land Use Management Plan, 2021.
- Lake County. Birdseye Gulch Water Availability Report, Case No. 11CW86, 2014.
- Basalt Water Conservancy District. Missouri Heights Phase II Groundwater Study, 2014.
- Apsen Properties Holding, LP. Nonpoint Source Water Quality Plan Cougar Canyon, 2013.
- Utah State University. Remote Plot Irrigation Design for Supplying Supplemental Water to Forest and Range Ecosystems, 2006.



Assad Safadi, PhD

Senior Vice President

Dr. Safadi has more than 30 years of experience in irrigation engineering. As Senior Vice President of NRCE, his responsibilities include oversight of more than 20 technical staff members, the evaluation of irrigation systems, the conceptual and detailed design of water development scenarios, and investigations of water uses. Dr. Safadi has provided expert witness testimony for several water rights cases and has also published several papers on various irrigation engineering topics.

EMPLOYMENT HISTORY

Senior Vice President **July 1991 – Present**

Natural Resources Consulting Engineers, Inc. – Fort Collins, CO

- Develops models to estimate crop water requirements throughout the western US.
- Designs reconnaissance- and feasibility-level on-farm irrigation systems for several Indian water right cases.
- Assessed the suitability of surface and groundwater quality for irrigating agricultural crops in several drainage basins in the Western US.
- Estimated irrigation water requirements and designed and evaluated irrigation alternatives for several Indian Reservations.
- Testified on behalf of the United States on agricultural water use in Arizona v. Gila River (Arizona, 1995); United States v. Abousleman et al. (New Mexico, 1996 and 1999); and Washington State Department of Ecology v. Aquavella et al. (Washington, 1994).
- Prepared expert witness reports on crop water requirements in the Jemez River Basin in New Mexico and in the San Pedro River Basin in Arizona as part of the Gila River General Stream Adjudication.
- Provides technical guidance to federal and Tribal attorneys during water rights litigation and/or negotiation cases.
- Coordinates the technical work among the various government experts in the Arizona v. Little Colorado River; United States v. Walker River Irrigation District; Mannatt v. United States; Soboba v. Metropolitan Water District; and the United States v. Zuni River litigation cases.
- Acted as lead technical expert in water rights negotiations for the Pueblos of Jemez in New Mexico, the Owens Valley Tribes in California, the Moapa Paiute Tribe in Nevada, Cahuilla Indian Reservation in California, and the Fort Yuma Indian Reservation in Arizona and California.

EDUCATION

PhD Agricultural and Irrigation Engineering

Utah State University
Logan, UT 1991

M.S. Soils and Irrigation

University of Jordan
Amman, Jordan 1987

B.S. Soils and Irrigation

University of Jordan
Amman, Jordan 1985

RELEVANT SKILLS

Graphics Software

Grapher, Surfer

Statistical Software

TSP, Lindo

Programming Languages

FORTRAN, BASIC

AWARDS AND HONORS

College of Engineering
"Distinguished Alumnus," Utah
State University, 1998

King of Jordan **Top of Class Award**,
University of Jordan, 1987

King of Jordan **Top of Class Award**,
University of Jordan, 1985

LANGUAGES

English (fluent), Arabic (fluent)

- Continues role as expert on beneficial use quantification for the Imperial Irrigation District.
- Worked with other US expert witnesses in preparation of general stream adjudications in the Silver Creek and Upper Salt River drainage basins.
- Quantifies water claims.

Post-Doctorate Researcher/Teacher/Research Assistant January 1988 – June 1991
Utah State University – Logan, UT

- Calibrated new crop coefficients for use with the Soil Conservation Service's modified Blaney-Criddle equation for various sites within the State of Utah.
- Lectured on crop yield modeling, development of irrigation scheduling models, and irrigation uniformity/yield interaction for a course on Field Irrigation Management.

SAMPLE PROJECTS

Little Colorado River Adjudication, AZ – NRCE was contracted by the US Department of Justice and the Bureau of Indian Affairs to prepare a comprehensive water development plan for the Navajo, Hopi, San Juan Southern Paiutes, Zuni, and White Mountain Apache Tribes within the Little Colorado River Basin in Arizona. This plan will be the foundation for claims to be filed by the United States on behalf of the Tribes in order to quantify their reserved water rights in the ongoing Little Colorado River Adjudication in Arizona. For purposes of this Adjudication, NRCE also conducted a water use analysis of several irrigation companies in the Silver Creek sub-watershed of the Little Colorado River Basin system. As a result of that study, the United States government objected to the water uses of those irrigation companies. NRCE water use experts have been deposed by lawyers representing the irrigation companies in the Silver Creek sub-watershed.

Gila River Basin Water Rights Adjudication, AZ – As part of the Practicable Irrigable Acreage study for the Gila River Indian Community (GRIC). NRCE conducted a surface water supply study of the Gila River Basin upstream of the northwestern corner of the GRIC near Phoenix, just below the confluence of the Gila and Salt Rivers. The study area covers 43,564 square miles in Arizona and New Mexico and includes the Gila, San Pedro, Santa Cruz, Salt, and Verde basins. To estimate the undepleted flows at different points in the study area, NRCE conducted both precipitation-runoff modeling and a water budget analysis. Precipitation-runoff modeling was performed using the model Hydrological Simulation Program Fortran (HSPF) developed by the US Environmental Protection Agency.

Imperial Irrigation District, CA – As part of the NRCE team, Dr. Safadi was an expert witness for Imperial Irrigation District on beneficial use for IID's application to the California State Water Central Board to transfer water to San Diego. Dr. Safadi analyzed climate water demand for various crops grown in Imperial and Coachella Valleys.

Moapa Indian Reservation, NV – NRCE conducted the Practicably Irrigable Acreage studies for the Moapa Indian Reservation. The studies included analysis of the climatic data to determine the growing season for proposed crops on the Reservation, determination of crop water requirements, analysis of surface water supply, and estimation of non-agricultural water demand. NRCE also evaluated significant depletions to the Muddy River caused by non-Indians. These depletions included irrigation water use, domestic water use, municipal water use, industrial water use, reservoir evaporation, livestock/stockpond water use and

transbasin diversions. The evaluation was based on information regarding the irrigated acreage, crop types, regional production reports, diversion and storage facilities and aerial photo review. NRCE investigated census data on Indian and non-Indian populations for demographic projections to determine future non-agricultural water requirements and necessary facilities. Municipal water requirements were based on population growth and per capita water use. Population was projected over the planning horizon based on present data and estimated growth rates for the Reservation. In addition, regional population data was collected to provide growth trends for the general area. NRCE provided technical support to the Tribal attorneys in negotiations, which resulted in an agreement with Nevada Water Authority, Muddy River Irrigation Company, Moapa Valley Water Users, and other water users.

Pueblo of Jemez, NM – NRCE conducted an overall assessment of the water supply requirements of the Pueblo of Jemez over a 50-year planning period. Completed tasks include an assessment of projected water demands and an evaluation of potential water supply resources available to the Pueblo. Existing water supply facilities were also evaluated. Infrastructural improvements, including groundwater development and treatment, conveyance, storage, pumping, and distribution facilities were evaluated and prioritized. Preliminary designs were prepared along with economic and financial assessment of the improvement plans. Distribution network modeling was conducted to assess the capabilities of the existing public water supply system and to aid in the design of phased improvements. NRCE was contracted by both the US Bureau of Reclamation and the Pueblo of Jemez to complete an integrated river-network model of the Jemez River Basin to support water right negotiations in the *US v. Abousleman* case in New Mexico. The model utilizes the RiverWare software as the model platform, with a custom water rights solver program developed to integrate with RiverWare. The objectives of the modeling effort were to: (1) simulate monthly undepleted flows assuming no depletions in the basin, (2) simulate monthly historical flows and depletions for a 66-year period, (3) simulate current river depletions and groundwater use, and (4) simulate future scenarios of varying water uses and their impacts on stream flows and surrounding water users. The model was developed to conduct a comprehensive accounting of the basin hydrology for each monthly time-step; accounting for upper basin flows, groundwater-surface water interactions, crop water requirements and irrigation return flows, water storage effects, out-of-basin pumping effects, and canal conveyance losses. Model development began in 1994 and continued until 2006. To date, the model continues to be used in water rights negotiations in the Jemez River Basin.

Fort Yuma Indian Reservation, Arizona v. California, CA & AZ – Dr. Safadi was the lead technical expert in negotiating the additional water rights for the Fort Yuma Tribe. He estimated water demands for crops grown in the Yuma area. The negotiations involved the Tribe, United States, State of California, State of Arizona, and Metropolitan Water District (MWD) of Southern California.

Soboba Indian Reservation, CA – NRCE on behalf of the US Department of Justice quantified the reserved water rights of the Soboba Indian Reservation. The Soboba Indian Reservation is located in the San Jacinto River Basin in California. The study is comprised of six major tasks: (1) historical water use; (2) surface water and groundwater hydrology; (3) land classification; (4) water requirements; (5) engineering design and analysis; and (6) economic analysis. NRCE performed a preliminary water-budget study of the undepleted flows of the San Jacinto River upstream of the Reservation and of the historical (depleted) and undepleted flows in several tributaries of the San Jacinto River (Bautista Creek, Indian Creek, Poppet Creek, Potrero Creek, and Laborde Canyon). To improve the undepleted flow estimates, NRCE performed a surface water modeling study of the San Jacinto River Basin above Mystic Lake using the precipitation-runoff model Hydrologic Simulation Program Fortran (HSPF). Release 11,

developed by the US Environmental Protection Agency. Dr. Safadi represented the United States in the successful negotiation of the water rights of the Soboba Tribe. The negotiation involved multiple parties including the Tribe, United States, Metropolitan Water District of Southern California (MWD), Eastern Municipal Water District (EMWD), and other local agencies.

Tohono O’odham Nation, AZ – NRCE was contracted by the Nation to quantify the historic, present, and future agricultural and non-agricultural water uses for the Sif Oidak District. The agricultural water use quantification took into consideration the land base, water supply from groundwater and surface water, the climate of the District relative to the adaptability of various crops in the region, costs of facilities, and the associated economic return. Damages due to groundwater withdrawal by pumpage outside the District, as well as flooding due to increased urbanization of surrounding areas, were estimated.

Walker River Basin Adjudication, NV – NRCE is the main project contractor for the Walker River Indian Reservation water rights quantification. On behalf of the United States, NRCE conducted hydrologic evaluation of the available water resources from the Walker River; land arability evaluation; engineering design and cost estimates of an expanded irrigation project on the Reservation including a reservoir, water conveyance system, and distribution system; and the economic study and market analysis for the comprehensive project. NRCE determined the undepleted flow of the Walker River based on available information including gage flows, climatic conditions, irrigated land acreage, irrigation practices, and reservoir storage levels. NRCE also developed a comprehensive water rights hydrologic model for the Walker River Basin, including the management of two major surface water storage reservoirs and several hundred water rights with various priority dates. This model was developed as a tool to allocate the available water resources based on the documented water rights and to determine the remaining flows available for use on the Walker River Indian Reservation and for Walker Lake. Using the water rights model, a time series of flows was developed to assist in the irrigation development plan.

PUBLICATIONS

Safadi, A.S. “Determination of Water Supplied from the Jemez River System and the Nacimient Creek to meet the crop demand of the Nacimient Community Ditch Association (NCDA).” Prepared for the U.S. Department of Justice, Denver, Colorado. August 11, 1999.

Safadi, A.S. “Determination of Crop Water Requirements and Irrigation Water Requirements of Presently Irrigated Lands: Toppenish, Sumcoe, and Satus Creeks Sub-basins, Yakama Indian Reservation, Yakima, Washington.” Prepared for the Department of Justice, Washington, D.C., November 28, 1994.

Safadi, A.S. “Yakima River and its Tributaries’ Depletions, Yakama Indian Reservation, Yakima, Washington.” Prepared for the U.S. Department of Justice, Washington, D.C., November 28, 1994.

Safadi, A.S. “Crop Water Requirements for the Pomerene Water Users Association (PWUA), San Pedro River Watershed, Arizona.” Prepared for the U.S. Department of Justice, Washington, D.C., September 28, 1994.

Safadi, A.S. “Squash and Cucumber Yield and Water Use Models.” Ph.D. Dissertation, Utah State University, Logan, Utah, 1991.

- Safadi, A.S. "Comparison of Water Use Efficiency Under Drip, Sprinkler, and Gravity Irrigation Systems." Paper Presented to the University of California Cooperative Extension Service, Hotville, California. 1990.
- Safadi, A.S., and Hill, R.W. "Squash and Cucumber Irrigation-Yield Simulation Models." Paper No. 90-2614 Presented at the American Society of Agricultural Engineers' Winter Meeting, Chicago, Illinois. 1990.
- Safadi, A.S. and Battikhi, A.M. "A Preliminary Study on the Effects of Soil Moisture Depletions Under Black Plastic Mulch and Drip Irrigation on Root Growth and Distribution of Squash in the Central Jordan Valley." DIRASAT, University of Jordan, Amman, Jordan. 1998.
- Safadi, A.S. "Irrigation Scheduling of Squash Under Drip Irrigation and Black Plastic Mulch in the Central Jordan Valley." M.S. Thesis, University of Jordan, Amman, Jordan. 1987.



Said Ghabayen, Ph.D.

Senior Engineer

Dr. Ghabayen brings extensive domestic and international experience to NRCE. He recently finished his work in Gaza as an associate professor in the Civil and Environmental Engineering Department at the University of Gaza and as a consultant for a USAID-funded project in Palestine. A Fullbright scholar, Dr. Ghabayen is fluent in various modeling programs, and his experience both in the field and the classroom includes groundwater hydrology; hydraulics; fluid mechanics; environmental compliance; water quality; water supply and demand; water resources planning, management, and optimization; statistical analysis; and climate change.

EMPLOYMENT HISTORY

Senior Water Resources Engineer October 2018 – Present Natural Resources Consulting Engineers, Inc. – Fort Collins, CO

- Provides technical support for groundwater flow and contaminant transport modeling, groundwater monitoring networks, and water quality assessment and modeling.
- Manages contaminated sites cleanup and hazardous waste transport and disposal.
- Provides technical support for water resources planning, assessment, and management.
- Conducts cost analysis, feasibility studies, and environmental assessment studies for water supply development projects.

Senior Water Resources and Environmental Engineer October 2018 – Present AECOM – Al Madina Consultants Joint Venture – Gaza, Palestine

- Reviewed design and construction documents for wells, desalination plants, and water reservoirs.
- Supervised the construction of water wells, water networks, and desalination plants.

EDUCATION

Ph.D. Civil and Environmental Engineering

Utah State University
Logan, UT 2004

M.S. Water and Environmental Resources Management

Institute for Infrastructure, Hydraulics, and Environmental Engineering
Netherlands 1998

B.S. Civil Engineering

Indian Institute of Technology
New Delhi, India 1993

RELEVANT SKILLS

Water Quality, Groundwater, and Hydraulic Modeling

ArcGIS, QUAL2E, HSPF, GW-VISTAS, GMS, MODFLOW, MODBATH, MT3D, WaterGEMS, WATERCAD

AWARDS AND HONORS

Fullbright Ph.D. Scholarship

2000-2002

Fellowship

Utah State University, 2002-2004

Fellowship

Government of the Netherlands, MS, 1996-1998

Associate Professor September 2010 – September 2016
(on leave 2014-2015)

Civil and Environmental Engineering Department, University of Gaza – Palestine

- Acted as the main instructor for MS Probability and Statistics for Engineers, MS Water Resources Planning and Management, MS Environmental Systems Modeling, BS Engineering Hydrology, BS Hydraulics, and BS Fluid Mechanics.
- Supervised and conducted research related to groundwater monitoring networks, groundwater surface water interaction, and groundwater flow and solute transport modeling.
- Conducted several training courses through university continuous education and community services department related to environmental impact assessments, water quality monitoring, and GIS applications in water resources.

Senior Water Resources Scientist September 2014 – September 2015
Jones Edmunds & Associates, Inc. – Gainesville, FL

- Provided technical support for groundwater flow modeling, groundwater monitoring networks, water quality assessment and monitoring, and minimum flow and level assessment.
- Conducted well fields and water supply systems operation and optimization.
- Modeled and designed water supply hydraulic systems.
- Conducted water supply assessment and feasibility studies.

Assistant Research Professor January 2009 – August 2010
Utah Water Research Laboratory, Utah State University – Logan, UT

- Conducted research related to groundwater monitoring networks, groundwater-surface water interaction, groundwater flow and solute transport modeling, and salinity origins tracking.

Environmental Compliance Coordinator May 2007 – January 2009
World Bank Consultant, Projects Management Unit, Palestinian Water Authority – Gaza, Palestine

- Managed environmental impact assessment studies, environmental compliance projects, groundwater monitoring design and implementation projects, soil-aquifer systems studies, infiltration basins operation experiments, and groundwater modeling studies.

Senior Water and Watershed Design Engineer July 2006 – June 2007
Environmental Division, Khatib and Alami, Consolidated Engineering Co. – Sharjah, UAE

- Modeled, planned, and designed water supply networks and sewerage networks.

Engineering and Planning Manager June 2006 – June 2007
Infra-Man Gaza: Working on behalf of the Coastal Municipalities Water Utility (World Bank Fund) – Gaza, Palestine

- Managed projects related to water supply and sewerage service improvement.
- Designed a GIS-based water supply service monitoring network.
- Conducted an assessment of groundwater wells and water supply reservoirs.

Research Assistant August 2000 – June 2004

Utah Water Research Laboratory, Utah State University – Logan, UT

- Conducted research related to surface water-groundwater interaction.
- Conducted research related to groundwater salinity origins.

Water Resources Specialist & Deputy Project Manager March 1999 – August 2000

Metcalf and Eddy, USAID project for Palestinian Water Authority – Gaza, Palestine

- Assisted in creating the Coastal Aquifer Management Plan.
- Supervised the groundwater flow modeling tasks.
- Conducted feasibility and environmental assessment studies.
- Designed pilot projects, including groundwater wells, groundwater monitoring wells, and infiltration basins.

Planning Specialist April 1998 – March 1999

Palestinian Water Authority – Gaza, Palestine

- Assisted in creating the Palestinian Water Sector Strategic Plan.
- Performed groundwater-level monitoring and water quality monitoring.

Water Resources Engineer February 1994 – April 1998

Center for Engineering and Planning (CEP) – Gaza, Palestine

- Performed hydraulic modeling and supervised the implementation of water supply networks.
- Conducted water reservoir hydraulic assessments.

PROJECTS

Walker River Basin Adjudication, NV – Dr. Ghabayen serves as a senior water resources engineer and leads the groundwater modeling tasks of this ongoing project. Dr. Ghabayen has developed a groundwater flow model to assess the impacts of groundwater pumping on the water resources in the Lower Walker River basin. He has also developed a groundwater flow model to assess the impact of historical groundwater pumping on Smith and Mason Valleys' river outflow.

Comprehensive Water Development Plan (CWDP) for Uintah and Ouray Indian Reservation, UT – Dr. Ghabayen served as a senior engineer for the development of the CWDP, which included groundwater and surface water assessment, Tribal water rights, Uintah Indian Irrigation Project, and water resources projects development.

Hazardous Waste Determination, Transport, Disposal, and Site Remediation in response to Resource Conservation and Recovery Act (RCRA) for the Ute Tribe Public Works Facility – Dr. Ghabayen served as a project manager to help the Tribe in resolving the Administrative Order in Consent (AOC) issued by the EPA.

North Florida Utility Coordinating Group (NFUCG) – Dr. Ghabayen served as a senior project engineer for this project and provided technical support to the NFUCG on North Florida water resources, including regional groundwater model development, water supply planning, and Minimum Flows and Levels (MFLs).

He assisted the NFUCG in better understanding the uncertainty associated with environmental constraints in Northwest Florida.

Alternative Water Supply (AWS) Facilities Master Plan – As a senior project engineer, Dr. Ghabayen prepared a plan to assess the nontraditional water sources to supplement groundwater and reclaimed water use. His responsibilities included evaluation of three potential AWSs to meet the demand of at least 20 MGD: Lower Floridian/Fernandina South Grid – Brackish Quality, Surficial Aquifer near the St. Johns River – Brackish Quality, and Desalinization at the Northside Generating Station Location.

Gaza Infrastructure Project – Serving as the project manager, Dr. Ghabayen facilitated in the design and construction supervision of infrastructure works, including water, sewage, stormwater, and roads, of Shiekh Hamad City, Khan Younis, Gaza.

West Bank and Gaza Architecture and Engineering – Dr. Ghabayen served as a senior environmental engineer on the construction of a USAID desalination plant expansion, four water reservoirs, two beach wells, two pumping stations, and their associated pipework.

Hydraulics and Water Quality Evaluation – Dr. Ghabayen served as the senior project engineer for the Hydraulics and Water Quality Evaluation for the Water Supply Network of the City of Oldsmar, Florida. His work included EPS and residual chlorine modeling and calibration. The model was used to evaluate the system performance as well as planning and design of pipe replacement.

Wellfield Optimization Plan (WOP) – Dr. Ghabayen served as the senior project engineer and project manager for the WOP of the St. Johns County Utility Department. His work included comprehensive analysis of water quality trends, identification of salinity sources, and system mathematical modeling for optimization of wellfields and treatment plant operations.

Water and Salt Inflow at Desert Lake – As the principal investigator, Dr. Ghabayen developed a monitoring network and a groundwater flow and solute transport model to quantify water and salt inflows. He also developed a Bayesian Network Model for salinity sources classifications using ionic ratios and stable isotopes for Desert Lake, Upper Colorado River Basin in central Utah.

Environmental Assessment of Northern Gaza Sewage Treatment and Reuse Project – Dr. Ghabayen was the team leader for this project, which involved developing a groundwater flow and contaminant transport model to study the impact of wastewater effluent infiltration and recovery on the coastal aquifer. His responsibilities also included planning and designing a monitoring network and recovery system and performing a socio-economic study on the public acceptance of reuse scheme implementation.

Palestinian Coastal Municipalities Water Utility – Dr. Ghabayen conducted a heavy metals comprehensive monitoring program and training, which included a hydrological study and field investigation for heavy metals in the coastal groundwater aquifer. He also performed GIS analysis to identify sources of heavy metals in the groundwater and trained utility staff on heavy metals sampling, testing, and reporting.

Dubai Land Water Master Plan, Khatib and Alami, Consolidated Engineering Company, UAE – Dr. Ghabayen served as a senior design engineer and prepared a master plan and detailed design for the infrastructure (water supply and sewerage) of the BAWADI project (with an area of 2,200 ha) and Dubai land project (with an area of 28,000 ha) in Dubai, UAE.

Water Service Improvement Project, Infra-Man Int. Consultants (World Bank project) – Serving as the engineering and planning manager, Dr. Ghabayen conducted needs assessments, prioritizations, detailed design, and bidding documents for this water and wastewater service improvement project and developed a hydraulic model for the entire Gaza water supply and distribution network to be used for service improvement and operation for Gaza, Palestine.

Coastal Aquifer Management Project, Metcalf and Eddy and CDM (USAID project for Palestinian Water Authority) – As a water resources engineer for this project, Dr. Ghabayen prepared an Integrated Coastal Aquifer Management Plan, and other work included assessing water resources availability and problems; projecting water demand under different scenarios; performing gap and needs analyses; conducting a comprehensive hydrologic assessment, which included groundwater flow and contaminant transport modeling; evaluating alternatives; performing a socioeconomic and environmental assessment; performing a geophysical survey and a water quality survey; and designing and implementing pilot projects related to aquifer recharge, storm water treatment and recharge, water conservation, and wastewater reuse.

Palestinian Water Sector Strategic Plan (World Bank project) – Dr. Ghabayen served as a water resources specialist and participated in the development of a Palestinian water sector strategic plan, which included assessing existing resources and demand projections, developing alternatives (resources development, wastewater treatment and reuse, storm water collection, seawater desalination), and conducting feasibility studies.

Water Supply Master Planning for City of Khan Younis (UNDP project) – Dr. Ghabayen served as a water resources engineer and developed master planning, hydraulic modeling, and design of Khan Younis' water supply and distribution system.

PUBLICATIONS

- Tayef, M., S. Ghabayen, 2013. Mitigation Measures for Gaza Coastal Erosion, *Journal of Coastal Development*, ISSN 1410-5217, Volume 16, Number 2, February 2013: 135-146.
- Ghabayen, S., F. Rabah and D. Matar. 2013. Effectiveness of Air Sparging Technology in Remediation of Gaza Coastal Aquifer from Gasoline Products. *Journal of Environmental Protection*, 2013, V4, pp 446-453.
- Tayef, M., S. Ghabayen, 2012. The Impact of Gaza Fishing Harbor on the Mediterranean Coast of Gaza. *Journal of Coastal Development*, ISSN 1410-5217, Volume 16, Number 1, October, 2012: 1-10.
- Ghabayen, S., A. Salha and F. Rabah. 2011. Effect of GIS Interpolation Techniques on the Accuracy of the Spatial Representation of Groundwater Monitoring Data in Gaza Strip. *Journal of Environmental Science and Technology*, 2011. ISSN 1994-7887 / DOI: 10.3923/jest.2011.
- Al Masri, M. and S. Ghabayen. 2008. Analysis of Nitrate Contamination of Gaza Coastal Aquifer, Palestine. *Journal of Hydrologic Engineering*, Vol. 13, No. 3, March 1, 2008. ©ASCE, ISSN 1084-0699/2008/3.
- Al Masri, M. and S. Ghabayen. 2005. A Conceptual Framework for Managing Nitrate Contamination of the Gaza Coastal Aquifer, Palestine (2005). World Water and Environmental Resources Congress. Environmental and Water Research Institute - ASCE, 15-19 May, Anchorage, Alaska, USA.

- Ghabayen, S., M. McKee and M. Kemblowski. 2006. Ionic Molar Ratio and Isotopes for Identification of Salinity Origin and Monitoring Requirements in the Gaza Coastal Aquifer. *Journal of Hydrology*, 318 (2006): pp 360-373.
- Ghabayen, S., M. McKee and M. Kemblowski. 2004. Characterization of uncertainties in the operation and economics of the proposed seawater desalination plant in the Gaza Strip. *Journal of Desalination* 161(2004): pp 191-202.



Margaret Tucker, PE

Associate Engineer

Ms. Tucker joined NRCE in 2020 and graduated from the University of Notre Dame with a B.S. in Civil Engineering and a concentration in hydraulics. She brings professional experience working at public utilities and volunteering with international development projects. Her focus at NRCE is infrastructure design and water modeling.

EMPLOYMENT HISTORY

Associate Engineer **August 2021 – Present**

Assistant Engineer **July 2020 – July 2021**

Natural Resources Consulting Engineers, Inc. – Fort Collins, CO

- Develops reconnaissance-level pipeline, pump station, and canal designs for several Indian water rights cases.
- Researches regional water usage for various users to aid in quantifying water claims.
- Models surface water and groundwater for water rights cases.

Staff Engineer, Water Planning & Design **2018 – 2020**

Colorado Springs Utilities – Colorado Springs, CO

- Created, updated, and implemented long-term system plants to balance growing demand, aging infrastructures, and limited funding for the raw water and finished water systems.
- Developed and reviewed plans for various projects such as creek stabilization, dam rehabilitation, and chlorination stations.
- Studied the impacts of changing precipitation data on watersheds and spillways.
- Improved workflow processes between internal stakeholders at Utilities, resulting in consistent development initiatives and plans.

Engineering Intern **2018**

Lawson Fischer Associates – South Bend, IN

- Modeled stormwater systems and watersheds.
- Refined skills in programs including ArcGIS and XPSWMM.
- Wrote and prepared erosion control plans, stormwater management plans, and construction schedules.

EDUCATION

B.S. Civil Engineering

University of Notre Dame
South Bend, IN

RELEVANT SKILLS

AutoCAD, Civil3D, InfoWater,
ArcGIS, MATLAB, HEC-RAS, HEC-
HMS, Certified OSHA 10

PROFESSIONAL REGISTRATION

Professional Engineer

Arizona #78248
Colorado #61392
New Mexico #28748

SAMPLE PROJECTS

Moapa Band of Paiute Indians, NV

NRCE was contracted by Moapa to identify current and future water use needs as well as to develop a comprehensive water rights management plan. Ms. Tucker determined water demands for domestic, municipal, commercial, and industrial (DCMI) uses for the Reservation, including developing water demands for large-scale potential commercial endeavors. Ms. Tucker also developed agricultural water demands for aquaculture and aquaponics systems.

Tohono O'odham Nation, AZ

NRCE was contracted by the Nation to quantify the historic, present, and future agricultural and non-agricultural water uses for the Sif Oidak District and support the Nation in water resources management and settlement negotiations. Ms. Tucker has estimated water demands for various potential industrial projects for the Nation. She has also designed groundwater recharge projects and modeled groundwater impacts from non-tribal users surrounding the Reservation. Ms. Tucker frequently reviews proposed policy for Colorado River operations, Central Arizona Project Management, and Arizona Department of Water Resources initiatives to determine potential impacts to the Nation's water resources.

Cherokee Nation, OK

NRCE was contracted by the Nation to determine the impacts of poultry farming upstream of the Nation on water quality. Ms. Tucker analyzed water quality data to determine if mitigation strategies had been successfully implemented and proposed watershed remediation strategies to the Nation to improve water quality.

Kickapoo Tribe, KS

NRCE was contracted by the Tribe to estimate current and future water demands in order to determine the sizing and siting of a proposed reservoir. Ms. Tucker determined the domestic and agricultural demands for this effort.

Navajo Nation, AZ

NRCE was contracted by the Department of Justice in the adjudication of the Little Colorado River. Ms. Tucker assisted in the hydraulic design for proposed pipelines to serve power generation water demands and also domestic water needs for the entirety of the Navajo Nation. These pipelines sourced water from surface and groundwater and spanned 370 hundred miles in total.



Zachary Ferrie, M.S.

Associate Engineer

Mr. Ferrie joined NRCE in 2020 after graduating from Colorado State University with his M.S. in Civil Engineering and a focus on hydrology and contaminant hydrology. At NRCE, Mr. Ferrie regularly performs and assists with field work for various Tribal clients and manages various projects for Tribal clients.

EMPLOYMENT HISTORY

Associate Engineer June 2020 – Present

Natural Resources Consulting Engineers, Inc. – Fort Collins, CO

- Aids in groundwater exploration efforts for providing culinary water, groundwater model development (analytical and numerical), and water resources monitoring programs.
- Performs and assists with field work.
- Manages various projects involving Tribal clients, including the Pueblo of Acoma, Havasupai, and Zuni Tribes.

Graduate Research Assistant August 2016 – June 2020

Colorado State University Center for Contaminant Hydrology – Fort Collins, CO

- Worked with a team contributing research that resulted in the submission of two patents: (1) technology for real-time groundwater monitoring and (2) methods to visualize real-time groundwater data using online dashboards.
- Assisted other graduate students in developing custom-made, real-time data acquisition systems.
- Fabricated and installed sensors and dataloggers at field research sites.
- Developed online dashboards for visualizing real-time data at various field sites.
- Designed a real-time, low-cost data acquisition system for gathering groundwater head data.
- Developed algorithms for visualizing groundwater flow data.

Volunteer Research Contributor January 2015 – January 2016

Portland State University, Department of Geography – Portland, OR

- Worked with GIS software to gather and process geospatial data.
- Created a map for increasing the understanding of small-scale geographical trends for the continental US.

EDUCATION

M.S. Civil Engineering

Colorado State University
Fort Collins, CO

B.S. Geological Sciences

University of Oregon
Eugene, OR

RELEVANT SKILLS

ArcMap, HEC-RAS, MODFLOW,
MATLAB, C++

Freshwater Program Intern June 2014 – August 2014
The Nature Conservancy – Portland, OR

- Constructed reports for increasing supervisors' knowledge of field sites.
- Assisted with field work and data collection.
- Conducted research advancing sustainable solutions for conserving freshwater spring ecosystems in Eastern Oregon.

Undergraduate Research Assistant April 2014 – June 2014
University of Oregon, Earth Surface Processes Laboratory – Eugene, OR

- Assisted with graduate-level research endeavors.
- Gained hands-on laboratory experience.
- Learned operation and maintenance of delicate laboratory equipment.

Undergraduate Research Assistant September 2013
Oregon State University Watershed Process Group – Corvallis, OR

- Assisted in gathering field data to investigate the relationship between flow and stream channel morphology for graduate students.



Randy Macan

GIS/CAD Operator

Mr. Macan has more than 35 years of experience in producing maps and engineering drawings as well as experience with coordinate systems and various data and digital imagery formats. Mr. Macan produces topographic, hydrologic, and other analytical maps using AutoCAD, AutoCAD Civil 3D, ESRI ArcGIS Pro, and QGIS software. He produces and uses GIS data to provide geographical information for a diverse spectrum of tasks and creates illustrations and charts for company presentations; archives graphic files; and helps maintain the file structure of all NRCE maps, drawings, images, and GIS datasets.

EMPLOYMENT HISTORY

GIS/CAD Operator August 1992 – Present

Natural Resources Consulting Engineers, Inc. – Fort Collins, CO

- Creates engineering and graphical drawings using AutoCAD MAP 3D, Civil 3D, and ArcView, including:
 - Topographical, hydrologic, and various analytical maps.
 - Construction and design drawings.
 - Graphical and presentation figures.
- Uses the most current releases of AutoCAD Civil 3D, ArcGIS Pro, and QGIS software to import, export, manage, and create GIS coverages and resulting maps, drawings, and figures.
- Scans and georectifies aerial photos and other graphical data sources.
- Converts scanned raster images to vector for various engineering analyses.
- Postprocesses GNSS/GPS satellite data and creates GIS data and map outputs from results.
- Creates graphs, charts, and illustrations for reports and meetings.
- Aids in maintaining all archives and drawing files.

Drafting Technician February 1986 – May 1986

Computer Sciences Corporation, National Space Technology Laboratories – John C. Stennis Space Center, MS

- Contracted to continue working for the US Geological Survey through the Computer Sciences Corporation.

EDUCATION

AAS Drafting and Design Technology

Mississippi Gulf Coast Community College
Perkinston, MS 1987

RELEVANT SKILLS

GIS/Graphics Software

AutoCAD Civil 3D, AutoDesk ReCAP, ESRI ArcGIS Pro, QGIS

RELEVANT TRAINING

Mapping Evapotranspiration at High Resolution and using Internalized Calibration (METRIC™) Training,

Fort Collins, CO with University of Idaho, August 2002

Drafting Technician June 1985 – February 1986

US Geological Survey, National Space Technology Laboratories – John C. Stennis Space Center, MS

- Prepared finished engineering drawings from prototype models, sketches, or layouts using ink on Mylar or a CAD station. These drawings included various water testing instruments, booms, and stream gaging equipment and supplies.
- Prepared graphs, charts, and illustrations for various USGS hydrologic publications.

EXAMPLE PROJECTS

Hualapai Indian Reservation Water Supply – Mr. Macan created design drawings for proposed freshwater pipeline and related components such as bore holes for pipeline, pumping stations, delivery, and storage options from the Colorado River to the Hualapai Hilltop Development area.

Zuni Basin Hydrographical Survey – Mr. Macan calculated stock pond volumes and overflows at various heights from ground-based LiDAR elevation data for court settlement litigation for State water rights.

Uinta and Ouray Indian Reservation – Mr. Macan helped locate and design various dam axis locations for multiple freshwater storage reservoirs from storage volumes of 1,000 acre-feet to 125,000 acre-feet. He also calculated volumes of water storage, dam site materials, and borrow pit locations for various cost and time estimates.

Moody Farms (Warm Springs Indian Reservation) – Mr. Macan created design construction drawings for pulling water from DOW Sensitive Deschutes River and irrigating several hundred acres through a pump/pipe irrigation system.

Ute Tribal Enterprises, Ute Oilfield Water Services – Mr. Macan created a construction drawing packet of Water Supply Facility locations and infrastructure for supplying and delivering water to new oil and gas drill sites.

ZACH BARR

SENIOR ASSOCIATE



📍 Denver, Colorado

✉ ZBarr@kearnswest.com

📞 415.697.0576

EXPERTISE

- Stakeholder Engagement
- Issue and Policy Research
- Project Management and Support
- Social Media
- Event Planning/Coordination
- Water
- Air Quality
- Energy
- Transportation
- GIS
- Land Use Planning
- Database Management

EDUCATION & CERTIFICATIONS

BS, Energy Resource Management and Development Concentrating on Professional Land Management and a Concurrent BS in Environment and Natural Resources
2016 | University of Wyoming | Laramie, Wyoming

Essential Facilitation Training
Interaction Associates | Boston, Massachusetts

Collaboration in Natural Resources
University of Wyoming Ruckelshaus Institute

SUMMARY OF QUALIFICATIONS

Zach Barr is a Senior Associate at Kearns & West where his collaborative solutions practice focuses on the water, energy environment, and land use sectors. Since joining in the firm as an intern in 2016, Zach has built upon his experience and skillset in research, project management, outreach planning and implementation, stakeholder engagement and facilitation, event planning, and material development.

Zach holds a Bachelor of Science in Energy Resource Management and Development, concentrating on Professional Land Management, and holds a concurrent Bachelor of Science in Environment and Natural Resources, both from the University of Wyoming. He recently realized a long-term goal of returning to the Rocky Mountain Region since completing college. Zach loves the pioneer spirit of the Rocky Mountains and as part of his studies became educated on the complex natural resource issues facing the area. With this move to the Denver region, Zach looks forward to applying his holistic problem-solving and facilitation expertise to help clients and communities reach collaborative solutions in the challenging areas of water resources, energy, and transportation.

RELEVANT EXPERIENCE

United States Bureau of Reclamation (USBR) – Collaborative Action and Dispute Resolution Support Services for the Technical Teams

Facilitator and 508 Compliance Lead | 2018 to Present
Kearns & West provides coordination, problem solving, design assistance, facilitation, assessments, collaborative communication, and conflict management and consultation services for the Technical Teams convened by USBR in coordination with supporting agencies. These interagency groups meet periodically to discuss and plan real time operations to support the growth of fish stocks in the Northern California river basins. Zach facilitates the Clear Creek Technical Team focused on coordinating restoration efforts through the Clear Creek in compliance with proposed. Additionally, Kearns & West supports the facilitation of the annual reporting process. Zach ensures reports and weekly summary notes, assessments, and outlooks are visually conforming and compliant with Section 508 of the Americans with Disabilities Act.

U.S. Bureau of Reclamation – San Joaquin River Restoration Program

Deputy Project Manager and Section 508 Compliance Manager | 2018 to 2022
Kearns and West supports the U.S. Bureau of Reclamation San Joaquin River Restoration program, focusing on public involvement, public outreach, stakeholder coordination, and communication systems management. The role of Kearns & West is to educate key stakeholders, third parties, and other public interests on the process, create an open and visible process for monitoring Program activities and progress, and provide venues for public participation. Kearns & West also supports the program's compliance with Section 508 of the Americans with Disabilities Act and manages stakeholder communications systems such as email distribution contact lists and the program's website.

California State Water Resources Control Board – Lower Fresno River Water Rights Settlement Negotiation

Facilitation Support | 2019 to 2020

In 2018, the California State Water Resources Control Board received a petition from the Madera Irrigation District to conduct an official water rights adjudication on riparian and appropriative rights on the Lower Fresno River past the Hidden Dam. The State Board issued a resolution in September 2019 outlining goals, schedule, and milestones for an alternative negotiation process with the hope to avoid the official water rights adjudication process. Kearns & West was hired to conduct a conflict assessment of the known parties on the Lower Fresno River, including the U.S. Bureau of Reclamation and the California Department of Fish and Wildlife, to inform the development and eventual implementation of a mediated negotiation. Zach is part of a two-person team and conducts all scheduling, outreach, meeting preparation, reporting, and summary requirements for the project.

California Department of Water Resources – Tisdale Weir Bypass Facilitation Support

Facilitation Support | 2018 to 2020

The California Department of Water Resources (DWR) identified the Tisdale Weir as a critical piece of infrastructure for rehabilitation to increase flood management and control as well as increase fish passage on the Sacramento River. In 2018, DWR convened a group of stakeholders and permitting agencies to collaboratively design the new weir. Zach supported the effort by taking notes and developing meeting summaries.

California Water Commission – Public Involvement and Support for the Water Storage Investment Program

Facilitation Support | 2017 to 2019

Zach provides support to the Kearns & West team that assists the California Water Commission's (CWC) Water Storage Investment Program—an ambitious State effort to invest 2.7 billion dollars in water storage funding through a groundbreaking transparent and competitive process. Throughout the competitive process, Kearns & West has provided public process design, meeting facilitation, documentation, webcasting, and collateral design to support a high level of Commission-directed transparency. In addition, Zach has provided facilitation support to the Commission staff for design of commission meetings and meeting materials to encourage fair and transparent decision-making around funding allocation during a politically contentious and high profile process. Finally, the Kearns & West team provides ongoing facilitation and process support to the CWC working group focused on interagency agreements around public benefits.

Colorado Department of Transportation – Front Range Passenger Rail Service Development Plan

Deputy Project Manager and Strategic Communications Lead | 2022 to 2023

With the passing of SB21-238 Colorado developed the Front Range Passenger Rail District signifying an important next step to realizing commuter rail across the front range. Kearns & West was selected as strategic communications and stakeholder engagement lead for the development of a Service Development Plan (SDP). The SDP is a critical step in analyzing potential options and understanding how commuter rail could be implemented. Zach helps manage Kearns & West tasks and budget as well as leads the development of key messages in support of developing the SDP.

City of Colorado Springs, Colorado – ConnectCOS

Deputy Project Manager and Facilitation Support | 2021 to 2023

Colorado Springs has launched a citywide visionary transportation study, ConnectCOS to help create a transportation plan that reflects the evolving needs of the community. The city has changed a lot since the last update to the It's major transportation plan (the *Intermodal Transportation Plan*) almost 20 years ago. Kearns & West supports the city and It's technical consultants by facilitating and engaging the public outreach process. Zach acts as deputy project manager and facilitation support for the Community Advisory Committee.

U.S. Bureau of Land Management – Fort Morgan Trespass Resolution

Title Researcher and Mapping Expert | 2017 to 2018 | 2021 to 2022

The Southeastern States District Office (SSDO), Bureau of Land Management (BLM), owns several tracts of land on the Gulf Shores of Alabama bordering state, federal, and private landowners. In 2017, Kearns & West was hired to help identify stakeholders that owned property bordering BLM-owned land and easements tied to their land. Zach conducted, compiled, and shared research findings, recommendations, and maps related to BLM's request.

After a brief deliberation period, BLM hired Kearns & West to develop and implement a stakeholder engagement plan to resolve the trespasses identified during title research. This includes the management, analysis, and development of geographic information and maps to communicate and engage trespassing parties. In this current phase of work, Zach acts as strategic mapping coordinator and property advisor to the Kearns & West team.

ANGELA JO WOOLCOTT

VICE PRESIDENT



📍 Denver, Colorado
✉️ awoolcott@kearnswest.com
☎️ 303.895.8108

EXPERTISE

- Facilitation
- Stakeholder Engagement
- Conflict Resolution
- Strategic Communications
- Mediation

EDUCATION & CERTIFICATIONS

B.A., Sociology

University of Colorado at Boulder |
Boulder, CO

M.A., Conflict Resolution

University of Denver | Denver, CO

Professional Mediation Certification

University of Denver | Denver, CO

Collaborative Technology Certification

John S. McCain III National Center for
Environmental Conflict Resolution |
Washington, D.C.

Certified Trainer for the Federal Highway Administration

National Highway Institute and
National Transit Institute

SUMMARY OF QUALIFICATIONS

Angela brings over 25 years of experience in integrated communications, strategic planning, and collaborative efforts such as public involvement and stakeholder engagement. Angela's natural inclination to enhance communication and creative problem solve around complex issues is evidenced by her ability to reach resolution in a highly efficient and meaningful manner. Angela is well-versed in designing and leading strategic planning efforts and facilitating large-scale multilateral stakeholder meetings. She has deep procedural experience in leading natural resource, community regional planning, and water infrastructure related efforts working closely with Colorado's public and private sectors, across multiple municipalities. She holds her M.A. in Conflict Resolution and certification in professional mediation from the University of Denver.

RELEVANT EXPERIENCE

The Bureau of Reclamation, Strategic Plan Project Lead and Lead Facilitator

The Bureau of Reclamation's Upper Colorado Basin Region embarked on a strategic planning process to help the organization plan and position itself for the future. Reclamation has engaged Kearns & West to develop a five-year strategic work plan that will identify UCBR's mission, vision, goals, planning methods, emerging issues, constraints and challenges. The strategic plan will provide a roadmap and recommendations to enhance the UCBR's ability to anticipate and be resilient to future challenges, implement its strategic plan, and promote continuous improvement in its work.

City and County of Denver, Platte to Park Hill: Stormwater Systems Program-wide Public Involvement Lead

Angela was the day-to-day public involvement lead and strategic communications advisor on one of the City and County of Denver's largest and most complex water infrastructure planning efforts. The overall program involved an extensive array of infrastructure improvements in a fully developed urban area. The program spanned several of Denver's residential communities within the Montclair watershed, Denver's largest drainage basin. Specific projects within the broader program included: Globeville Landing Outfall, 39th Avenue Greenway and City Park Golf Course Redesign.

Fountain Creek Watershed District (FCWD) Project Director and Strategic Advisor

Angela is working closely with the FCWD Executive Director and Board of Directors to help them with their five year strategic plan and related stakeholder engagement efforts. To-date she has facilitated several Board meetings to gain consensus and alignment on near and long-term goals, has developed a five year strategic communications plan, conducted an audit of all current public facing materials and programs, is working with the District on their upcoming major annual State of the Watershed event, and is serving in an advisory capacity for the rollout of a highly anticipated mitigation bank.

Mile High Flood District (MHFD), Regional Watershed Plan and Mitigation Bank Strategic Advisor

Angela is currently working with United States Army Corps of Engineers and the Mile High Flood District on the regulatory approval process for establishing a mitigation approach to best replace lost function and services, identify

watershed projects that meet specific environmental and social needs in the Denver metropolitan region. The MHFD is developing a Regional Watershed Plan (RWP) that will help identify sites within the primary service area.

**National Renewable Energy Lab (NREL) and the Department of Energy, Geothermal Energy
Project Manager, Strategic Advisor and Lead Facilitator**

Angela was the lead advisor and facilitator on a renewable energy effort with NREL and the Geothermal Technologies Office (GTO) for the Department of Energy that consists of a series of interagency stakeholder task force meetings, and a series of special interest forums with industry, environmental and tribal leaders. The final themes served as input into a final report that highlights best practices and recommendations to enhance the regulatory and permitting process.

**City of Westminster, Water 2025
Stakeholder Engagement Lead**

Water 2025 is a long-term planning project to replace the city's aging Semper Water Treatment Facility by 2025 and ensure high-quality drinking water for the community. Angela was the day-to-day lead for engagement strategy and facilitation of their stakeholder advisory committee. The complex process included regular meetings and charettes to review and assess private and public land parcels to ultimately reach a final recommendation for where the future drinking water facility will be constructed.

**Denver Water, Lead Reduction Program
Strategic Communications, Community Outreach and Education (COE) Lead**

Angela was the lead strategic COE advisor for this unprecedented program that was approved in December 2019 by the Environmental Protection Agency and Colorado Department of Public Health and Environment. Daily Angela worked with Denver Water's leadership team, Board members and Distributors to seek regulatory approval to remove lead directly from the source to continue to provide safe and clean drinking water to more than 1.5 million customers.

**Denver Water, Citizen Advisory Committee Charter Review
Lead Facilitator**

Angela facilitated a charter review process for Denver Water's Citizens Advisory Committee, a 10-member volunteer committee that advises Denver Water staff and the Board of Water Commissioners on a variety of issues while encouraging and coordinating public participation in the water department's policy-making process. At the end of the process Angela helped the committee reach consensus on the revised chartering agreement.

**Denver Water, Fluoride Public Forum
Lead Facilitator**

After receiving concerns from the broader public about their fluoride treatment practices, the Denver Water Board asked Angela to design and facilitate a public forum that would bring together industry public health experts along with members of the public to review treatment standards at the local and national level. At the end of the process the final decision to follow industry standards went to unanimous vote approval by the Board in which public input was a critical part of the final decision-making process.

**Boulder County, Flood Recovery Program
Stakeholder Engagement Lead**

Following the catastrophic flooding in 2013, Angela worked closely with Boulder County, the Environmental Protection Agency, and the Federal Emergency Management Agency to rollout an emergency response plan to provide impacted community members with critical resources. In the days, weeks and months that followed, Angela facilitated ongoing stakeholder leadership planning meetings, communitywide townhalls and smaller workshops to ensure that everyone had access to up-to-date information and an opportunity to provide feedback to the post-flood mitigation plan.

**Denver Water, Citizen Advisory Committee Charter Review
Lead Facilitator**

Angela facilitated a charter review process for Denver Water's Citizens Advisory Committee, a 10-member volunteer committee that advises Denver Water staff and the Board of Water Commissioners on a variety of issues while encouraging and coordinating public participation in the water department's policy-making process. At the end of the process Angela helped the committee reach consensus on the revised chartering agreement.

**Environmental Protection Agency (EPA) Region 8, North Denver Commerce City (ND-CC) Environmental Justice
Collaborative
Project Manager, Strategic Advisor and Lead Facilitator**

Given Angela's local knowledge and experience working on complex environmental justice initiatives with community-based organizations and local agencies, she was hand selected to help design a collaborative meeting process with local community leaders in North Denver. Angela is currently facilitating listening sessions with these historically underserved communities to help identify opportunities for EPA R8 to advance community engagement in the context of their Collaborative Problem-Solving Model.

Environmental Protection Agency (EPA) Region 8, Eco District

Given Angela's local knowledge and experience working on complex community planning efforts, the Kearns & West team was a clear trusted facilitator in the recent eco district meeting process with the Denver Housing Authority and Sun Valley Residents. Angela worked with local community members and other key public agency stakeholders to help identify areas of concern and support for healthy living priorities in this historically underserved area of Denver.

National Park Service, Community Dialogue Process for Colorado National Monument

Outreach Lead and Co-Facilitator

NPS asked Angela to help them plan and conduct several public gatherings around this iconic park in Western Colorado. This area is unique because of its proximity to local communities, which both treasure its natural resources and depend on visitors' economic contributions. Concerns were raised about the impacts of possible designation of the Monument as a National Park as well as impacts of proposed events by a variety of user groups in the park. Angela conducted a series of interviews and focus groups in local communities over the course of this year long process to make a final recommendation to NPS that met the common interests of all involved. The process and outcomes were deemed successful to residents, tourists, special interest groups and NPS alike.

City of Aurora, Prairie Waters

Public Outreach Facilitator

Angela worked with the City of Aurora to help educate and inform the broader community on the potable reuse system that uses sustainable water and recaptured river water as a cornerstone to their water supply plan. In her role she advised on collaborative meeting facilitation strategies and served as a third-party neutral lead facilitator in several large community meetings.

TERRA ALPAUGH

SENIOR DIRECTOR/FACILITATOR



- Nevada City/Sacramento, CA
- talpaugh@kearnswest.com
- 626.222.8299

EXPERTISE

- Water Resource Management
- Climate Science, Mitigation, and Adaptation
- Facilitation, Mediation, & Interested Party Outreach
- Project Management and Logistics Planning
- Science Communications

EDUCATION

MESM, Environmental Science and Management, 2016
Bren School, University of California, Santa Barbara | Santa Barbara, CA

BA, History, 2009
Cornell University | Ithaca, NY

TRAINING

Mediation & Conflict Management
Program on Negotiation, Harvard Law School, Executive Education | Cambridge, MA

Essential Facilitation
Interaction Associates | San Francisco, CA

CEQA Policies, Procedures, and Practices
University of California, Los Angeles Extension | Los Angeles, CA

SUMMARY OF QUALIFICATIONS

Terra has designed and facilitated stakeholder processes related to water operations and supply, wastewater, flood risk, hydropower, water quality, and habitat restoration and endangered species issues at Kearns & West for eight years. She works with local, state, and federal agencies, both internally and in multi-agency contexts, and spearheads broad stakeholder outreach efforts, including the synthesis of large volumes of stakeholder input. Terra leverages sixteen years of project management and communications experience, along with subject matter expertise in water management and climate science, to support forums that foster meaningful dialogues between diverse parties. She specializes in helping those parties address challenging conflicts and collaboratively develop implementable, science-based solutions.

RELEVANT EXPERIENCE:

US Bureau of Reclamation — Engagement Support for the Klamath Basin Re-Initiation of Consultation and Klamath Project Real Time Operations
Project Manager & Facilitator | 2024 to Present

The US Bureau of Reclamation (USBR)'s Klamath Basin Area Office (KBAO) operates the Klamath Project, a series of dams, irrigation canals, and related facilities delivering water to Project irrigators across the Klamath Basin. Kearns & West supports KBAO's close coordination with other interested parties to ensure delivery of water and associated compliance with environmental laws. Real-time and annual operational planning require closely orchestrated and efficient communication across numerous interested parties, including agricultural districts, counties, two states, Tribes, and other federal agencies. Kearns & West staff provide a unique blend of engagement expertise and technical knowledge; their meeting support, documentation, and ability to address interested party questions and requests enable KBAO staff to focus their time on Project operations and water delivery. Terra acts as the project manager and lead facilitator in support of real-time operations and also served as the co-facilitator of the Management Team, a convening of federal, State, and Tribal leaders for information exchange during the 2023-25 ESA consultation.

Yolo County Flood Control and Water Control District – Willow Slough Watershed Restoration Collaboration,

Project Manager & Facilitator | 2025-2026

Yolo County Flood Control and Water Control District (District) is acting as a leader to encourage key public agencies, non-governmental organizations, growers, and rural property owners to plan for a collaborative effort to restore creeks and sloughs in the Willow Slough Watershed to reduce flood damage, increase groundwater recharge, and restore riparian habitat. Terra is leading a planning phase to help the District determine whether there is a shared understanding among interested parties of the watershed's water and land use challenges, the range of potential solutions, and the desirability of a comprehensive approach to addressing them. This includes an interested party assessment informed by interviews with stakeholders, which describes issue complexity, level of existing agreement and shared understanding, participant preferences, and ultimately, the likelihood of successful outcomes. These outcomes will guide Terra's recommendations on the formation and launch of a work group tasked with developing and implementing a strategy and individual projects.

U.S. Bureau of Reclamation — Technical Teams for Long-Term Operations of the Central Valley Project

Facilitator | 2020 to present

Under both the 2019 and 2025 Proposed Actions, Reclamation and the CA Department of Water Resources convened Watershed Monitoring Workgroups for each of the Sacramento, American, Delta, and Stanislaus watersheds to provide real-time synthesis of fisheries monitoring information and providing recommendations on scheduling specific volumes of water as specified in the Proposed Action. Terra provides facilitation, documentation, and logistical support, responding to their needs for accurate and swift information.

Sacramento Area Flood Control Agency & CA Department of Water Resources — Yolo Bypass Cache Slough Partnership
Project Manager & Facilitator | 2018 to Present

Kearns & West provides support for the Yolo Bypass Cache Slough Partnership, a collaboration of fifteen local, state, and federal agencies with interests and authorities in the Bypass and Cache Slough, including counties, water agencies, and reclamation districts. In 2015, the agencies signed an MOU committing to resolve policy and other barriers to the successful implementation of projects capable of delivering multiple benefits across the region; and in 2020 with Kearns & West support, they formalized a vision in which flood risk management, fisheries and wildlife habitat, water supply, water quality, agricultural land preservation, and recreation are all part of collaborative planning to deliver a vibrant future for the region's residents, businesses, and ecosystem. The agencies participate in the Partnership at policy, programmatic, and issue-specific levels. As the Partnership has evolved, Terra has helped the Partner agencies evaluate their changing governance needs and design a framework capable of delivering the Partnership vision while remaining sensitive to individual agency authorities and missions. Since 2018, Terra has acted as the Partnership's organizational nexus, providing facilitation and strategic support for a range of different meetings including the Executive and Steering Committees, and most recently, Projects and Strategic Planning Workgroups.

CA Department of Water Resources — Oroville Spillways Incident Response & Recovery, Oroville Dam Comprehensive Needs Assessment, and Oroville Citizens Advisory Commission

Project Manager | 2017 to 2020, 2023 to present

In response to the February 2017 Oroville spillways failures and the evacuation of 180,000 people, Kearns and West developed and executed an outreach and engagement strategy for DWR. The team developed stakeholder and issues assessments; planned and facilitated 12 public meetings; organized monthly calls for elected representatives to receive construction and operations updates; responded individually to stakeholder emails and phone calls related to the incident—more than 800 over two years; and sent out weekly email notifications to interested residents and stakeholders with construction, recreation, and other related updates. Terra also oversaw the planning of quarterly meetings for the Oroville Comprehensive Needs Assessment Ad Hoc Group, which provided input on DWR's multi-year assessment of potential infrastructure and operational additions to improve public safety. She now acts as project manager for the ongoing implementation of the Citizens Advisory Commission (CAC), a legislatively mandated oversight body, in which locally selected representatives act as liaisons from the communities surrounding Oroville Dam to provide public feedback and advice to State representatives and staff responsible for Dam operations.

U.S. Bureau of Reclamation — Glen Canyon Dam Adaptive Management Program (GCDAMP) Work Group (AMWG)

Facilitator | 2020 to 2025

Terra facilitated and provided meeting design support to the GCDAMP AMWG, a federal advisory committee chaired by a designee appointed by the Secretary of the Interior and comprised of representatives from each of the cooperating agencies, Colorado River Basin states, environmental groups, recreation interests, contractors for federal power from Glen Canyon Dam, and Native American Tribes. The AMP provides a process for cooperative adaptive management of dam operations, downstream resource protection and management along the Colorado River from the Glen Canyon forebay to the Lake Mead inflow, and monitoring and research in support of adaptive management. Within that framework, the AMWG evaluates relevant research and tradeoffs and ultimately, makes recommendations to the Secretary on operations intended to protect downstream resources in Glen and Grand Canyons and strike a wise balance between competing interests on the river. Terra provided the depth of experience in navigating complex, formal Federal decision-making rules and in long-term water resource planning needed to support the AMWG in achieving consensus on meaningful recommendations.

Inland Empire Utilities Agency (IEUA) — Sewage Contract Negotiations

Project Manager & Mediator | 2018 to 2023

IEUA and its six Contract Agencies, which include both cities and water districts, seek to reach agreement on a new Regional Sewage Service Contract for a 50-year term. Kearns & West met with IEUA and the Contract Agencies to identify issues with the existing contract and then developed a recommended schedule and process for contract negotiations. Key issues include the evolving role of recycled water and the appropriate governance framework to support equitable and prudent decision-making between the seven partner agencies. Terra acted as a facilitator and the project manager for the negotiations. As regional economic and political conditions changed over the course of negotiations, Terra also assisted the agencies in assessing how those changes would impact their potential path to agreement and implementation.

CA Natural Resource Agency (CNRA) — Bay Delta Voluntary Agreement Negotiations

Project Manager & Meeting Support | 2019 to 2020

Kearns & West supported a multi-stakeholder effort that included extensive water agency participation to reach voluntary agreements (VAs) to provide water and habitat to improve instream conditions for fisheries that would be accepted by the State Water Board as part of its Water Quality Control Plan update. Kearns & West designed and managed a fast-paced engagement process for the initial phase of the negotiations, including multiple transparent, accessible, and on-schedule forums with responsibility for discrete tasks related to assessing proposed assets, developing governance, science, and adaptive management structures, addressing key legal issues, and making key policy determinations. With Kearns & West support, the VA parties, more than 150 participants across 40 federal, state, local, and non-governmental organizations, successfully generated a Planning Agreement and Project Description and completed a complex modeling and evaluation effort to provide information to the State Water Board for assessment of the "sufficiency" of the proposed VAs. Terra served as the project manager for this process, which included facilitating work groups, providing strategic support, and coordinating schedule, logistics, and deliverables for all the parties. The broader stakeholder engagement phase was suspended early in 2020 due in part to the pandemic. The State pursued an agreement with a smaller set of stakeholders, which has been submitted to the State Board.

Proposal for RFQ 2025-06: WaterSMART Consultant



Prepared for: Town of Paonia



Swiftwater Solutions
Small Systems Engineering & Operations

Prepared by: Swiftwater Solutions, LLC

November 13, 2025

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1. Cover Letter and Submission Checklist

October 22, 2025

To:

Town of Paonia

Attn: Stefen Wynn – Town Administrator & Treasurer

From:

Joyce Huang, Owner / Principal Engineer

Swiftwater Solutions, LLC

PO Box 543

Ridgway, CO 81432

Ph: 904.610.8942

Re: Statement of Qualifications – RFQ 2025-06, WaterSMART Consultant

Dear Selection Committee,

Swiftwater Solutions, LLC (SWS) is honored to submit our qualifications in response to the Town of Paonia's RFQ 2025-06 for a WaterSMART Consultant. We recognize how critical this project is—not only for regulatory compliance under the Bureau of Reclamation's WaterSMART program, but also for ensuring that Paonia's residents, growers, and businesses have access to resilient, sustainable, and affordable water resources for decades to come.

At SWS, our mission has always been to support small and rural communities facing the same challenges Paonia now confronts: stressed water systems, watershed vulnerabilities, and increasing demands on limited financial and technical capacity. We understand that the WaterSMART program requires more than technical analysis—it requires a trusted partner who can integrate hydrology, water rights, financial sustainability, and community engagement into a single, actionable Water Strategy.

We believe we are uniquely qualified to serve in this role. Our firm has:

- **Small Town Experience:** A proven track record with towns like Buena Vista, Hot Sulphur Springs, Ridgway, and Telluride, where we've guided infrastructure planning and sustainable development, secured federal and state funding, and managed complex water projects from concept through construction.
- **Innovation & Research:** Recognition by the National Science Foundation for advancing wastewater solutions in Hawai'i (RESSI Project) and developing new cesspool conversion technology (Honu Hub). These projects reflect our ability to

bring cutting-edge solutions to small communities while managing the requirements of federally funded programs.

- **Hands-On Leadership:** A lean, highly experienced team of engineers, public administrators, and financial specialists who have built their careers on helping communities like yours succeed—by delivering projects on time, within budget, and in compliance with state and federal requirements.

We view the Town of Paonia’s WaterSMART initiative as far more than a planning study—it is an opportunity to strengthen the community’s relationship with its watershed, enhance system resilience, and lay the foundation for long-term water security. Our approach is rooted in practicality: every technical recommendation will be carefully aligned with financial realities and the priorities of Paonia’s staff, board, and residents.

The principal contact for this project will be Joyce Huang, based in Ridgway, CO, less than 90 minutes from Paonia. Joyce has worked with small communities facing resource and staffing constraints, including Telluride and Ridgway, ensuring technical solutions were realistic, sustainable, and community-driven. Ms. Huang brings a personal connection to Paonia—having been married at Wisehart Springs Inn during the Harvest Festival, and frequently returning to enjoy music at Big B’s or riding the Jumbo Ridge trails. Joyce is personally motivated to help Paonia find sustainable solutions that will allow the Town to thrive well into the future. Ms. Huang and the SWS team aspire to build a long-term connection with the community—serving as one of Paonia’s go-to consultants for future water and wastewater challenges.

On behalf of the Swiftwater Solutions team, I thank you for this opportunity and look forward to the possibility of partnering with the Town of Paonia to deliver a Water Strategy that meets the high standards of the WaterSMART program and the values of your community.

Sincerely,

A handwritten signature in black ink, appearing to read 'JAH' with a stylized flourish at the end.

Joyce Huang, PE
Senior Engineer
Swiftwater Solutions, LLC

2. Firm Qualifications and Experience

Company History:

Swiftwater Solutions, LLC was founded in Buena Vista, CO in 2020. SWS expanded in 2021 to include an office in Strasburg and in 2022, an office in Ridgway. We use a stakeholder approach to help communities chart the course of their own destinies. Whether that's a new drinking water system; rehabilitating sanitation infrastructure; design review; process optimization; training and community development; or planning for the future, we are here to listen to your needs and exceed your expectations.

Company Profile

Swiftwater Solutions, LLC (SWS) is a small Colorado-based professional services firm dedicated to helping small and mid-sized municipalities address complex water and wastewater challenges. Unlike traditional engineering firms, we operate as trusted advisors and owners' representatives, combining technical expertise, financial guidance, and program management to ensure that infrastructure projects are delivered efficiently, transparently, and sustainably. Our portfolio includes work with Colorado municipalities and private entities, complemented by national experience through federally funded collaborations with universities, non-profits, and other partners—equipping us to deliver practical and forward-looking solutions.

Organizational Structure

Swiftwater Solutions operates with a lean, highly collaborative team of three equal principals. This flat structure ensures balanced leadership, efficient decision-making, and flexibility in assigning responsibilities. Each principal has the ability to directly lead project tasks and, when needed, engage subconsultants to expand our technical capabilities. This model allows us to remain efficient while drawing on specialized expertise as projects require.

Core Leadership Team (Equal Principals)

Al Smith, PE, CWP	Joyce Huang, PE, CWP	Paul Young, MPA
Founder and President	Principal Engineer and	Co-Founder and Vice
Strategic Direction &	Owner	President
Water Treatment	Project Manager &	Funding, Financial Analysis,
	Municipal Systems	and Public Administration

Our team will also integrate Steven Crisp as our Water Resources Engineer. His knowledge and experience make him an excellent fit for evaluating water rights, hydraulic modeling, watershed assessments, and field support.

Areas of Expertise

Water and Wastewater Engineering and Operations – Water and wastewater system design; water distribution and wastewater collection system design; permitting and compliance support; water, wastewater, distribution, and collection system operations.

Water Resources & System Planning – Hydrologic and hydraulic analyses of water collection and distribution systems, inflow and infiltration studies, and capital improvement planning.

Water Rights & Permitting/Institutional Analysis – Review of water rights, water demand forecasting, identifying deficiencies in water portfolio, and research into permitting and institutional requirements.

Stakeholder Engagement & Communication – Design and implementation of inclusive engagement strategies that are catered to the community. These include options such as public meetings, radio announcements (KVNF will be a great resource!), and working with local organizations and businesses to get word out or to acquire feedback.

Financial & Economic Evaluation – Rate studies, financial modeling of project alternatives, and identification of funding opportunities for long-term implementation.

Federal Funding & Compliance – Direct experience with federal reporting requirements and procurement standards with projects as state staff in Breckenridge.

Project Alternatives/Technical Analysis – Alternative analysis/project options for alleviating water scarcity issues. These assessments integrate capital costs, funding opportunities, compliance requirements, scheduling, and community preferences. In addition, we have experience with water monitoring and data collection services.

Relevant Project Experience

1. Project Name & Client

Water Conservation Plan (WCP): Town of Buena Vista, Colorado

Role / Relationship with Client

- SWS has served as the Town's Public Works contract engineering and project management consultant since 2020, with responsibility for on-call engineering support, owner's representation for water treatment plant upgrades, infiltration gallery expansions, and conservation planning.
- Served as primary consultant to the Town for the WCP
- Worked closely with staff, Water Advisory Board, and community stakeholders to align priorities and ensure regulatory compliance.

Scope of Work & Complexity

- Funded through the Colorado Water Conservation Board (CWCB) Water Plan Grant program.

- Identified and engaged key stakeholders by working with Town staff, Water Advisory Board, and the Community
- The implementation of the WCP involved surveys and public meetings to ensure proper outreach and communication was achieved
- Reviewed Town records and documents to evaluate water rights, water production, annual water use, growth rates, and future anticipated demand.
- Assessed water use categories, identified areas of highest gain if conservation measures were implemented, analyzed gaps in water portfolio, evaluation of additional water rights and potential expansion of infrastructure or treatment capacity.
- Aligned WCP with Colorado WaterWise Best Practices and the Colorado Water Conservation Board (CWCB) requirements.
- Evaluated funding opportunities to support increasing the Town's water availability.
- Developed recommendations for water billing, long-term planning, and resiliency

Relevance to Paonia WaterSMART Proposal

- Demonstrates the ability to deliver grant-funded projects.
- Directly aligns with proposed WaterSMART tasks: stakeholder identification and outreach, water rights evaluation, system demand analysis, identification of infrastructure needs, and development of long-term water strategies.

2. Project Name & Client

Water System PNA and Alternatives Analysis: Town of Hot Sulphur Springs

Role / Relationship with Client

- SWS served as the Town's consulting engineer, working directly with the Public Works Director and Town leadership to prepare a Drinking Water Project Needs Assessment (PNA) and Alternatives Analysis for submission to the CDPHE to secure funding through the State Revolving Fund program.
- Our role included coordinating with Town staff, regulatory agencies, and funding partners to ensure the project met CDPHE requirements and supported future financing opportunities.

Scope of Work & Complexity

- Evaluated vulnerabilities of the raw water intake system, including wildfire-driven turbidity and limited supply capacity
- Reviewed regulatory compliance against CDPHE Design Criteria and federal permitting considerations
- Developed, compared, and ranked alternatives such as intake replacement, infiltration galleries, and distribution upgrades
- Prepared cost estimates, operation and maintenance (O&M) projections, and financial planning strategies for each alternative

- Integrated water rights and permitting considerations into capital improvement planning

Relevance to Paonia WaterSMART Proposal

This project directly reflects the scope and intent of Paonia’s Water Strategy. Both towns face raw water system vulnerabilities, distribution limitations, and regulatory constraints in small mountain settings. Our work in Hot Sulphur Springs demonstrates SWS’s ability to:

- Assess source water risks linked to drought, wildfire, and watershed conditions
- Conduct alternatives analysis with financial and regulatory integration
- Develop prioritized capital improvement plans aligned with state and federal funding requirements
- Collaborate with small communities and regulatory agencies to deliver implementable, long-term strategies

The lessons learned in Hot Sulphur Springs — particularly around wildfire impacts, drought resiliency, and small-system planning — provide a strong foundation for guiding Paonia’s WaterSMART effort.

3. Project Name & Client

Water System Master Plan and Water System Upgrade Project: Trail West Association (Chaffee County, CO)

Role / Relationship with Client

- Our firm served as the Design Engineer and Project Manager for the Trail West Association, providing master planning, federal funding procurement support, water treatment and distribution system design, project management services, and construction administration services to complete the water distribution piping and water treatment plant upgrades.
- SWS worked closely with the Association’s board and residents in an advisory and technical capacity, ensuring their needs were addressed throughout planning and construction. Acting as a trusted partner, we facilitated communication with the State Revolving Fund (SRF) program and regulatory agencies while maintaining accountability between the client, contractors, and funding partners.

Scope of Work & Complexity

- Developed a water master plan and facilitated a \$3.5 million State Revolving Fund (SRF) loan.
- Designed and permitted a 25,000 linear foot water distribution system replacement and water treatment plant improvements project.
- Provided project management and compliance oversight during a full replacement of the distribution system and upgrades to the water treatment plant
- Acted as liaison between residents, contractors, and the funding agency to ensure accountability and transparency.

- Acted as the general contractor for the water treatment plant upgrade, personally performing the construction work.

Relevance to Paonia WaterSMART Proposal

The Trail West Association project directly aligns with WaterSMART program objectives through its emphasis on sustainable infrastructure planning, financial capacity building, and long-term water system resiliency. Key contributions included:

- Facilitation of regular communication between residents, contractors, and the funding agency, ensuring transparency, accountability, and public trust throughout the \$3.5 million distribution system replacement.
- Development of a comprehensive Water Master Plan that identified system deficiencies, prioritized improvements, and complied with state SRF funding requirements. Provided project management and compliance oversight during construction to ensure standards were met.
- Guided the Association in securing and managing SRF funding, strengthening the community's financial capacity to support future capital improvements. The full replacement of the distribution system significantly improved water supply reliability, system efficiency, and long-term operational sustainability.
- Integrated system planning with funding and regulatory frameworks, positioning the Association for future water rights evaluations and resource planning in alignment with WaterSMART's goals of enhancing resiliency and efficient water management.

4. Project Name & Client

NSF Convergence Accelerator Track K: Honu – Adaptive Decentralized Wastewater Infrastructure Solutions for Island Communities: National Science Foundation

Role / Relationship with Client

- SWS is a co-Principal Investigator and federally funded partner in the NSF Future Water Systems Convergence Accelerator
- The work is a collaboration between multiple entities including The University of

Scope of Work & Complexity

- This work focuses on addressing decentralized and onsite wastewater challenges in coastal and island communities, where failing onsite wastewater systems are degrading groundwater and reef ecosystems.
- SWS's primary role is to deliver applied engineering support, including navigation of regulatory and permitting requirements, system sizing and treatment process evaluations, pilot testing support, and assessment of potential site locations.
- In addition, SWS carries out the technical review of decentralized treatment technologies, financial modeling, and stakeholder engagement with communities and regulatory agencies.

- The target outcome of the project is a replicable framework for scaling innovative wastewater solutions in small, underserved, and environmentally sensitive communities.

Relevance to Paonia WaterSMART Proposal

- This project aligns with several WaterSmart tasks such as following the demands, needs, and schedules associated with a federally funded project.
- Strong stakeholder engagement, interviews, and integration of feedback is being carried out.
- Evaluations of regulatory compliance, existing sewer infrastructure and treatment challenges, and long-term planning.

3. Project Team and Key Personnel

Our project team and key staff are listed below:

Joyce Huang, PE, CWP – Principal Engineer (**Project Manager**)

Role: Primary lead for technical analysis, watershed and raw water collection system needs, project alternatives, water rights evaluation, and the water strategy document.

Allan (Al) Smith, PE, CWP – President / Technical Advisor

Role: Primary lead for decision support tool recommendations, technical support for all scope of work items, QA/QC of all work generated for this project.

Paul Young, MPA – Vice President / Project Manager

Role: Primary lead for outreach and partnership tasks and all financial and economic impact analysis items such as the rate study and future funding strategies.

Steven Crisp – Water Resources Engineer & Watershed Specialist

Role: Water rights analysis, hydraulic modeling, hydrology and watershed assessment, resiliency advisor.

Resumes of our proposed project team are found in **Appendix B**.

The staff availability and roles listed below ensure that the Town of Paonia receives dedicated support across all phases of the WaterSMART effort, with the ability to scale resources and adjust schedules as required by the Town or Bureau of Reclamation. Although Ms. Huang will be the primary contact and project manager, all members of the team will be engaged and available to support the various tasks to ensure all milestones are met.

Team Member	Role	Availability (2025-2027)	Flexibility / Backup
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Joyce Huang, PE, CWP	Project Manager & Technical Lead	Committed through full duration	Can reallocate workload internally or engage subs for support
Al Smith, PE, CWP	Strategic Advisor, Technical Support & QA/QC	Committed through full duration	Provides support during technical reviews and water strategy development
Paul Young, MPA	Program Management & Regulatory/Finance	Committed through full duration	Supports permitting, funding, and compliance; can step into a project manager role if needed
Steven Crisp	Water Resources Engineer & Watershed Specialist	Committed through full duration	Adds technical capacity in water resources, environmental compliance, and watershed analysis

As a lean team, we take on a select number of projects at any given time to ensure dedicated focus. This approach guarantees the Town of Paonia’s Water Strategy will receive continuous attention through final delivery.

SWS will utilize Nazarenus Stack & Wombacher, LLC (NSW) for water rights counseling and legal review due to their existing relationship with the Town.

4. Project Understanding and Approach

We understand that Paonia’s Water Strategy must address watershed vulnerabilities (wildfire risk, drought impacts, seasonal flow variability), system constraints (diversion and treatment capacity is less than available water rights, access challenges to spring collection boxes, and incomplete data), regulatory frameworks (coordination with BS Bureau of Reclamation, US Forest Service, Bureau of Land Management, and any other applicable state agencies), and stakeholder priorities (agricultural, residential, and environmental users).

Methodology

1. Outreach and Partnership Building

Swiftwater Solutions (SWS) recognizes that the success of Paonia’s Water Strategy will depend as much on people and partnerships as on technical analyses. Paonia is a small, agriculturally rooted town with strong community values, and a WaterSMART project must honor those values by building trust, encouraging transparency, and incorporating diverse voices into decision-making.

Our approach to outreach and partnerships is grounded in three principles: inclusive participation, proactive communication, and actionable outcomes.

A. Stakeholder Identification

- **Stakeholder Inventory:** Early in the project, SWS will work with Town staff to identify and categorize stakeholders, including residents, agricultural producers, ditch companies, watershed groups, conservation organizations, state and federal regulators (USBR, CDPHE, CWCB, BLM, USFS), and local nonprofits.
- **Stakeholder Engagement Plan:** We will develop a written Stakeholder Engagement Plan that details outreach methods, meeting formats, communication tools, and timelines. This plan will be approved by the Town before implementation, ensuring alignment with Paonia's capacity and community culture.

B. Outreach Plan Development: Public Workshops and Focus Groups

- **Community Workshops:** Host quarterly public meetings to introduce the project, share progress, and gather input. These sessions will be designed for accessibility, with plain-language presentations, translation services if needed, and structured opportunities for feedback.
- **Focus Groups:** Conduct small, issue-specific sessions with targeted groups (e.g., agricultural users, downtown businesses, environmental advocates) to dive deeper into concerns and needs.

C. Digital and Media Outreach

- **Project Website/Portal:** Utilize Town's website and established communication channels for hosting digital outreach and project information such as public meetings, documents, schedules, FAQs, and feedback forms.
- **Digital Surveys:** Conduct online surveys to capture broader community input beyond meeting attendees.
- **Regular Updates:** Use email newsletters, announcements on the local public radio (KVNF), and social media posts to maintain visibility and encourage ongoing participation.

D. Institutional Partnerships

- **Federal/State Agencies:** SWS will coordinate closely with the Bureau of Reclamation, ensuring compliance with WaterSMART program objectives, while engaging CDPHE for technical and funding alignment. If funding gaps remain, additional support may be pursued through State agencies such as the Colorado Water Conservation Board (CWCB) to supplement available funds.
- **Regional Organizations:** We will explore partnerships with watershed coalitions, conservation districts, and local irrigation companies to align strategies and leverage resources.

- **Adjacent Municipalities:** Where appropriate, we will reach out to neighboring communities facing similar challenges to explore shared learning and collaboration opportunities.

E. Documentation & Feedback Integration

- Every engagement activity will be documented with agendas, sign-in sheets, meeting minutes, and summaries of key themes.
- Feedback will be systematically tracked and categorized (e.g., cost concerns, water quality concerns, infrastructure needs).
- Summaries of public input and partnership outcomes will be incorporated into quarterly progress reports and ultimately into the final Water Strategy.

Outcome:

Paonia will benefit from a robust, transparent outreach program that builds trust, strengthens institutional relationships, and ensures that the Water Strategy is not a consultant-driven document but a community-owned roadmap. By capturing and integrating diverse perspectives, SWS will help the Town secure buy-in from regulators, funders, and—most importantly—its residents.

2. Scoping and Planning Activities

Swiftwater Solutions (SWS) will deliver a comprehensive set of technical analyses to form the backbone of Paonia’s Water Strategy. These analyses will not only provide quantitative data to guide decision-making but also highlight system vulnerabilities, regulatory requirements, and opportunities for cost-effective improvements.

A. Technical Analyses: Hydrological Investigation

- **Watershed Assessment:** Characterize the Paonia watershed, including precipitation patterns, runoff dynamics, groundwater-surface water interactions, and climate-related stressors such as prolonged drought and wildfire impacts.
- **Spring Collection Evaluation:** Assess flows, collection infrastructure conditions, and potential vulnerabilities of Paonia’s spring-fed system. This will include flow measurements and water quality sampling to evaluate seasonal variability and resilience.
- **Data Gap Analysis:** Identify missing hydrologic and water quality data and recommend monitoring strategies to close these gaps.

B. Hydraulic Modeling & System Capacity Analysis

- **Collection System Modeling:** Build or update a hydraulic model of the Town’s raw water collection system to evaluate system performance under current and future demand conditions.

- **Capacity Assessment:** Compare existing collection system and treatment plant capacity against projected demand scenarios, identifying thresholds where upgrades or operational changes will be necessary.

C. Watershed Vulnerability and Risk Assessment

- **Wildfire Risk:** Assess wildfire-prone areas in the watershed and their potential to cause post-fire flooding, debris flows, or water quality degradation.
- **Climate Stressors:** Incorporate climate projection data (temperature, snowpack, streamflow trends) to evaluate long-term reliability of source water.
- **Water Quality Risks:** Identify potential contaminant pathways and natural hazards that may impact Paonia's raw water supply.

D. System Infrastructure Survey (Scope can be modified by Town as this item integrates downstream infrastructure to encompass the entire water system, not just the collection lines)

- **Asset Inventory:** Develop or update a GIS-based inventory of raw water collection, treatment, and distribution assets.
- **Condition Assessment:** Document system conditions through field inspections and staff interviews, categorizing assets by useful life, maintenance needs, and vulnerability.
- **Integration:** Combine infrastructure and hydrological data to build a holistic picture of Paonia's system reliability.

E. Regulatory and Compliance Review

- **CDPHE Standards:** Evaluate the Town's compliance with CDPHE standards for water supply and treatment.
- **Bureau of Reclamation Requirements:** Ensure that all analyses align with WaterSMART expectations for system vulnerability assessments and decision support.
- **Cross-Jurisdictional Considerations:** Identify where U.S. Forest Service (USFS), Bureau of Land Management (BLM), or other agencies may influence infrastructure planning and permitting.

F. Deliverables from Technical Analyses

- **Hydrological Report:** Detailing watershed characteristics, climate stressors, and spring system vulnerabilities.
- **Hydraulic Model & Simulations:** Digital model files and summary report with graphics illustrating current vs. projected performance.

- **Risk Assessment Report:** Identification of top risks to system reliability with recommended monitoring and mitigation strategies.
- **Updated Asset Inventory:** GIS-based deliverable integrated with the Town's existing mapping resources.

Outcome:

The technical analyses will provide Paonia with a **science-based foundation** for decision-making. By integrating hydrology, hydraulics, risk, and infrastructure assessments, SWS will ensure that the Water Strategy reflects both the realities of Paonia's natural watershed and the operational constraints of its municipal water system. This will allow the Town to prioritize investments, pursue grant funding, and justify policy decisions with robust, defensible data.

3. Water Strategy Document

Water rights are central to Paonia's long-term water security. Swiftwater Solutions (SWS) understands that the Town's ability to meet future demand, maintain compliance, and withstand climate variability will depend heavily on how its adjudicated rights are verified, managed, and integrated into the Water Strategy. Our approach is designed to provide clarity, transparency, and actionable recommendations for both immediate use and long-term planning.

A. Comprehensive Water Rights Inventory

- **Portfolio Review:** Compile and verify Paonia's existing decreed water rights, including type, priority, source, and allowable uses.
- **Historical Records:** Conduct archival research to confirm the chain of title, review past changes of use, and identify potential encumbrances.
- **Quantification of Rights:** Summarize consumptive use and diversion entitlements in a clear tabular format for reference by staff and decision-makers.

B. Legal and Regulatory Verification (Task Supported by the Town's Water Rights Attorney)

- **Decree Verification:** Ensure that all adjudicated rights are active, enforceable, and free from abandonment or diminishment risks.
- **Change of Use Opportunities:** Identify if any rights may be converted to provide greater operational flexibility.
- **Interagency Coordination:** Confirm alignment with state databases (e.g., CDWR HydroBase) and coordinate with legal counsel as appropriate.

C. Integration with System Operations

- **Demand Matching:** Compare existing rights with current and projected demands under multiple growth and climate scenarios.
- **Gap Analysis:** Identify potential shortfalls where water rights may not fully meet future needs.

D. Economic and Institutional Analysis

- **Rate Study Linkages:** Tie water rights strategy to financial sustainability by evaluating costs of acquiring, leasing, or developing additional water supplies.
- **Marketing and Sharing Opportunities:** Assess the feasibility of water leasing, interruptible supply agreements, or cooperative sharing with agricultural or neighboring entities.

E. Deliverables from Water Rights Analysis

- **Water Rights Portfolio Report:** Comprehensive summary of all adjudicated rights, priority dates, decrees, and uses.
- **Gap and Opportunities Matrix:** Clearly identifying where rights fall short of projected needs and where additional acquisition or flexibility may be warranted.
- **Integration Memorandum:** Recommendations for how water rights strategy should be embedded into the WaterSMART Water Strategy and long-term capital planning.

Outcome:

This analysis will provide Paonia with a clear, defensible understanding of its water rights portfolio and a roadmap for how those rights can be optimized in the face of climate variability, system growth, and regulatory constraints. By linking rights to both system operations and financial strategies, SWS will ensure that the Town has the institutional strength and foresight to manage its most valuable resource.

4. Decision Support Tools

Paonia's Water Strategy must be built on reliable data and modern decision-support systems that allow staff and leadership to make informed choices in real time. Swiftwater Solutions (SWS) will evaluate and recommend tools that improve data collection, monitoring, and decision-making capacity while remaining cost-effective for a community of Paonia's size.

A. Instrumentation and Controls (I&C): System Evaluation and Optimization

- **Existing Conditions Assessment:** Review Paonia's existing Supervisory Control and Data Acquisition (SCADA) capabilities, identifying gaps in functionality, data integration, and reliability.

- **Enhancement Opportunities:** Recommend upgrades or expansions to allow real-time monitoring of source water flows, treatment performance, storage levels, and distribution system pressures.
- **User Training:** Ensure Town operators are fully trained on SCADA interfaces, alarm protocols, and reporting functions.

B. Metering and Monitoring Improvements

- **Source Water Monitoring:** Deploy additional metering or flow measurement devices at spring sources to track seasonal and climate-related variability.
- **Distribution System Metering:** Evaluate the feasibility of advanced metering infrastructure or targeted district metering to improve leak detection, demand analysis, and conservation strategies.
- **Water Quality Monitoring:** Recommend continuous monitoring equipment for turbidity, temperature, and other parameters critical to watershed and treatment plant performance.

C. Data Integration and Analytics

- **Centralized Database:** Establish a single platform for storing hydrological, operational, and financial data in an accessible format.
- **Decision Dashboards:** Create visualization dashboards for Town staff and Trustees to view key indicators (e.g., demand trends, storage levels, compliance status) at a glance.
- **Predictive Analytics:** Explore tools for simulating future demand, drought scenarios, or wildfire impacts to support long-term planning.

E. Deliverables from Decision Support Tools Evaluation

- **Instrumentation and Controls Assessment Report:** Documenting current system capabilities, deficiencies, and recommended improvements for various SCADA control systems.
- **Metering & Monitoring Plan:** Identifying priority installations and technology options for both source water and distribution systems.

Outcome:

Paonia will be equipped with practical, scalable decision support systems that allow staff to move from reactive operations to proactive management. By modernizing SCADA, expanding monitoring, and integrating predictive models, SWS will help the Town anticipate challenges, respond more effectively to emergencies, and build confidence in decision-making among both staff and the community.

5. Alternatives Evaluation

The purpose of the Alternatives Evaluation is to provide Paonia with a structured decision-making framework that balances technical feasibility, cost, resilience, and community values. SWS will use a transparent, criteria-driven approach to evaluate potential strategies and ensure that final recommendations reflect both technical realities and stakeholder priorities.

A. Identification of Alternatives

- **Supply-Side Options:** Evaluate opportunities to secure additional water through acquisition, storage development, or improved collection efficiencies.
- **Demand-Side Options:** Assess conservation programs, advanced metering, tiered rate structures, and leak reduction strategies.
- **Operational Enhancements:** Consider treatment process improvements, redundancy measures, and interconnections with neighboring systems.
- **Watershed Protection Measures:** Analyze wildfire risk mitigation, erosion control, and upstream land management partnerships.

B. Screening and Feasibility Analysis

- **Technical Feasibility:** Determine whether each alternative is physically and operationally compatible with Paonia's system.
- **Regulatory Viability:** Confirm alignment with CDPHE, USBR, and state water law requirements.
- **Financial Feasibility:** Estimate planning-level costs (capital, O&M, life-cycle) and assess potential funding sources.
- **Community Acceptance:** Gauge stakeholder support and potential barriers identified during outreach activities.

C. Decision Matrix Development

- **Criteria Definition:** Collaborate with Town staff and Trustees to define evaluation criteria (e.g., cost-effectiveness, resiliency, regulatory compliance, ease of implementation, environmental benefit).
- **Weighted Scoring:** Apply a weighted scoring system to compare alternatives in a transparent and repeatable way.

D. Cost and Risk Analysis

- **Cost Projections:** Develop cost analysis to evaluate affordability of each option.
- **Risk Assessment:** Identify risks such as climate variability, regulatory shifts, or operational dependencies that could affect long-term performance.

E. Integration with Stakeholder Feedback

- **Public Input Incorporation:** Use feedback from workshops and surveys to refine evaluation criteria and weigh community priorities alongside technical ones.
- **Collaborative Ranking:** Facilitate working sessions with the Town Board and community representatives to discuss results and rank alternatives.

F. Deliverables from Alternatives Evaluation

- **Alternatives Matrix Report:** Comprehensive evaluation of all options with scoring results.
- **Life-Cycle Cost Comparison:** Tabular and graphical presentation of costs over time.
- **Preferred Alternatives Summary:** Clear documentation of recommended strategies and the rationale behind their selection.

Outcome:

By applying a rigorous, transparent alternatives evaluation process, SWS will provide Paonia with a defensible set of recommendations that balance affordability, resilience, and community values. This process ensures that the final Water Strategy is not just a technical document but a roadmap built with and for the community.

6. Water Strategy Deliverable

The culmination of this effort will be a comprehensive Water Strategy that synthesizes outreach findings, technical analyses, water rights evaluations, decision support tools, and alternatives analysis into a single actionable plan.

A. Structure of the Water Strategy

- **Executive Summary:** Concise overview of key findings, preferred alternatives, and recommendations, written for policymakers and the public.
- **Community Needs Statement:** Documentation of stakeholder input, highlighting community values, concerns, and priorities.
- **Technical Basis:** Summaries of hydrological, hydraulic, and risk assessments that establish the foundation for recommendations.
- **Water Rights Portfolio:** Clear presentation of Paonia's adjudicated rights, gaps, and opportunities.
- **Alternatives Evaluation:** Decision matrix and life-cycle cost comparisons showing how alternatives were considered and selected.
- **Implementation Roadmap:** Step-by-step plan identifying priority projects, timelines, responsibilities, and potential funding sources.

- **Lessons Learned:** Reflections on process challenges, community input, and data limitations, providing guidance for future efforts.

B. Regulatory and Funding Alignment

- **USBR WaterSMART Requirements:** Ensure the Water Strategy meets all reporting and documentation requirements of the Bureau of Reclamation grant.
- **State and Federal Funding Readiness:** Align recommendations with eligibility criteria for SRF, DOLA, CWCBC, USDA, and other potential funding programs.

C. Accessibility and Transparency

- **Public-Friendly Format:** Incorporate graphics, charts, and plain-language summaries so that residents can clearly understand findings and recommendations.
- **Presentations:** Deliver formal presentations to the Town Board, staff, and community groups to ensure clarity and transparency of results.

D. Deliverables

- **Draft Water Strategy:** For review and feedback by Town staff, USBR, and stakeholders.
- **Final Water Strategy:** Incorporating comments and finalized for adoption.
- **Supporting Technical Appendices:** Full documentation of analyses, models, and data sources.
- **Final Presentation:** A public-facing presentation summarizing findings, preferred alternatives, and the implementation plan.

Outcome:

The Water Strategy will serve as a living roadmap that guides Paonia's decisions for the next 20–30 years. By integrating community voices, technical rigor, and funding alignment, the Strategy will position the Town to make confident, defensible decisions that safeguard its water future while honoring the values of its residents

5. Quality Assurance and Compliance

SWS maintains internal QA/QC processes to ensure accuracy and completeness in deliverables. We have federally funded projects that have reporting requirements and federal procurement standards. Our established experience managing compliance for federally and state-funded projects ensures we are well positioned to meet the Bureau of Reclamation's WaterSMART reporting requirements and federal procurement standards.

Our QA/QC protocols include peer-review of technical work such as documents, calculations, legal research and financial assessments. If assumptions are made, these are

validated and fact-checked to ensure accuracy. Early collaboration with regulatory agencies allows us to meet compliance targets, ensure completeness of deliverables, and maintain schedules.

6. Schedule and Availability

Our team is fully staffed to meet the late 2025 – September 2027 project timeline as outlined in the RFQ. We will provide monthly reporting aligned with USBR milestone tracking and maintain flexibility to adjust to federal requirements as the Bureau finalizes the schedule.

Swiftwater Solutions offers a unique advantage: the senior staff you meet in this proposal will be the same staff completing the work. This direct involvement of experienced professionals provides assurance of quality and responsiveness not always available from larger firms.

The primary leads for each milestone are shown below however all principals will remain actively engaged through 2027. SWS's flat structure allows tasks to be reassigned quickly among staff or supplemented with subconsultants. This ensures continuity of leadership, coverage for each milestone, and adaptability to revised Bureau of Reclamation schedules.

Draft & Final Water Strategy, Implementation Strategies, Lessons Learned (2026 - 2027)	Joyce Huang
Project alternatives evaluation & final project list (2026 - 2027)	Joyce Huang / Al Smith
Decision support tools (2026 - 2027 (as needed))	Al Smith
Legal & institutional requirements research (2026)	Joyce Huang / Steven Crisp
Water rights analysis (Apr - Aug 2026)	Steven Crisp
Technical analyses (hydrology, hydraulics, modeling, watershed) (Apr - Aug 2026)	Joyce Huang / Steven Crisp
Brush clearing & field activities (Apr - Aug 2026)	Steven Crisp
Stakeholder review & input (Throughout 2026 - 2027)	Paul Young
Communication plan & stakeholder outreach (Mar - May 2026)	Paul Young
Environmental & cultural compliance (Nov 2025 - Mar 2026)	Steven Crisp

Legend:

- Joyce Huang
- Paul Young
- Al Smith
- Steven Crisp
- Joyce Huang / Steven Crisp
- Joyce Huang / Al Smith

7. References

Reference 1

Name & Title: Shawn Williams, Public Works Director
 Organization: Town of Buena Vista
 Phone: 719-395-6898
 Email: swilliams@buenavistaco.gov

Associated Project

Project Name & Location: Town Engineer, Buena Vista, Colorado

Project Description: Provides ongoing engineering, financial, and owner's representation services to support the Town of Buena Vista's critical water infrastructure needs.

Scope of Services Provided

- On-call engineering and operations assistance.
- Assistance with grant and/or loan applications.
- Development review and long term infrastructure planning.
- Financial assistance with capital planning and rate/funding strategies.
- Implementation of conservation programs to ensure long term water supply and system resiliency.

Outcomes Achieved

- Ensured development projects complied with Town engineering standards while protecting system integrity.
- Delivered financial and funding strategies that secured external resources and supported long-term affordability of major capital improvements.
- Represented the Town's interests during design and construction of critical infrastructure projects, resulting in on-budget project delivery.
- Supported water main replacements and upgrades that improved system reliability, reduced water loss, and extended asset life.
- Advanced conservation and efficiency measures that reduced per-capita demand, improved regulatory compliance, and extended the useful life of existing water supplies.

Reference 2

Name & Title: Karen Guglielmone, Environmental & Engineering Division Manager

Organization: Town of Telluride

Phone: 970-729-1015

Email: NA – recently retired

Associated Project

Project Name & Location: Town Engineer Services – Telluride, CO

Project Description: Provides ongoing Town Engineer services, supporting water and wastewater planning, regulatory compliance, and infrastructure oversight for a small mountain community with significant seasonal demands.

Scope of Services Provided

- Regulatory compliance and permitting support with CDPHE and federal agencies
- Oversight of water and wastewater system planning and operations
- Capital improvement planning and prioritization

- Coordination with Town leadership to align infrastructure needs with budget and community priorities

Outcomes Achieved

- Ensured compliance with state and federal regulatory requirements
- Developed prioritized infrastructure improvement strategies aligned with limited resources
- Strengthened system resiliency for a high-demand, high-variability mountain community
- Provided budgets and capital improvement schedules, determined funding gaps

Reference 3

Name & Title: Michael Gramm, Public Works Supervisor

Organization: Town of Hot Sulphur Springs

Phone: (970) 509-9870

Email: operator@townofhss.com

Associated Project

Project Name & Location: Water System Improvements Project Needs Assessment

Project Description: Supported the Town of Hot Sulphur Springs in advancing both water and wastewater infrastructure planning and improvements. Services included project needs assessments, design and construction oversight of water treatment plant upgrades, financial capacity evaluations, and strategic grant writing to secure funding for critical capital improvements.

Scope of Services Provided

- Prepared multiple Project Needs Assessments (PNAs) for the Town's water and wastewater systems, identifying regulatory compliance requirements and long-term infrastructure priorities.
- Designed and managed improvements at the water treatment plant, including the installation of a Boll filter to enhance treatment performance and operational reliability.
- Conducted financial capacity evaluations to assess the Town's ability to support large-scale capital improvement projects, including debt service and rate impact analyses.
- Assisted with grant writing and funding applications, preparing competitive submissions aligned with project needs.
- Performed grant opportunity analyses to identify programs with the highest funding probability and alignment with the Town's strategic objectives.

Outcomes Achieved

- Delivered PNAs that positioned the Town for future funding and regulatory compliance while providing a roadmap for system improvements.
- Completed successful installation of a Boll filter at the water treatment plant, improving water quality and operational reliability.

- Provided the Town with a clear understanding of financial capacity and rate implications to guide decision-making for major projects.
- Secured funding opportunities through competitive grant applications, reducing local cost burden and accelerating project implementation.
- Built a strong funding strategy tailored to the Town's needs, increasing the likelihood of project approvals and successful financing.

8. Required Attachments

- Attachment A: Signed Submission Checklist (RFQ Attachment B).
- Attachment B: Staff resumes – Joyce Huang, Paul Young, Al Smith, Steven Crisp
- Attachment C: Certificate of Insurance

ATTACHMENT A

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

All proposals must be complete, well-organized, and submitted in accordance with the requirements of this RFQ. Proposers shall use this checklist to confirm that their submission includes all required components. Incomplete proposals may be deemed non-responsive.

Proposal submissions must include the following:

1. Cover Letter

- ☒ Firm name, address, and principal contact information
- ☒ Signed statement of interest in the project
- ☒ Confirmation of proposal validity

2. Firm Qualifications and Experience

- ☒ Description of firm's history, size, and organizational structure
- ☒ Examples of at least three (3) successfully completed projects of similar scope and complexity
- ☒ Demonstrated experience with water resources planning, hydrological analyses, water rights evaluation, and federally funded projects

3. Project Team and Key Personnel

- ☒ Identification of proposed project manager and key technical staff
- ☒ Resumes highlighting relevant certifications, qualifications, and experience
- ☒ Statement of staff availability and assigned responsibilities

4. Project Understanding and Approach

- ☒ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions
- ☒ Proposed methodology for technical analyses, stakeholder outreach, and strategy development
- ☒ Alignment of approach with USBR Scope of Work and project milestones

5. Quality Assurance and Compliance

☒ Description of internal quality control processes

☒ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☒ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

☒ Confirmation of ability to meet milestones pending Bureau of Reclamation schedule update

7. References

☒ Contact information for at least three (3) client references from similar projects

☒ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☒ Proof of insurance meeting minimum Town and federal requirements

☒ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: Joyce Huang

Title: Principal Engineer

Signature:  Date: 11/10/2025

ATTACHMENT B



Swiftwater Solutions

Small Systems Engineering & Operations

JOYCE HUANG, PE, CWP
PRINCIPAL ENGINEER

EDUCATION

Masters of Science in Environmental Engineering – Cum Laude

University of Colorado at Boulder – 2012

Bachelor of Science in Environmental Engineering – Magna Cum Laude

University of Florida – 2009

- Engineering Dean's Scholarship – 2009
- University Scholars – 2009
- Dean's List for the College of Engineering – 2006 to 2009
- Florida Bright Futures Scholarship – 2006 to 2009

PROFESSIONAL LICENSES/CERTIFICATIONS

- Registered Professional Engineering Certification – Hawaii and Colorado
- Colorado Class B Wastewater Treatment Operator License
- Colorado Class B Water Treatment Operator License
- Colorado Class II Drinking Water Distribution System Operator License
- Colorado Class II Wastewater Collection System Operator License

PROFESSIONAL EXPERIENCE

Principal Engineer

Swiftwater Solutions, LLC

July 2022 to Present

Ridgway, CO

- Lead engineer for water and wastewater system evaluations, regulatory compliance, and infrastructure planning for rural Colorado municipalities.
- Projects tied to funding include project needs assessments (PNA) and Alternative Analysis (AA) to qualify for SRF funds
- Design, evaluate, and optimize drinking water and wastewater systems.
 - Includes budgets, capital improvement planning, and permitting.
 - Development of RFPs/RFQs, contractor interviews, contractor selection
 - Equipment/vendor reviews and selection
- Design Review services
 - Public infrastructure review to ensure compliance with local and state standards
- Contract Town Engineer and Owner's Representative services

Town Engineer

Town of Telluride

January 2018 to July 2022

Telluride, CO

- Oversaw capital projects including raw water intake upgrades, pipeline rehabilitation, and distribution system improvements.
- Managed I&I study and sewer rehabilitation program, developing capital improvement priorities and alternatives.
- Assisted Public Works Director with water rights evaluations, budgeting, and permitting.

- Coordinated closely with contractors, consultants, and CDPHE to ensure compliance with regulatory standards.
- Assist the Public Works Director with asset management of water and sewer utilities, budgets for capital improvement projects, reviewing easement agreements, and drafting and executing contracts.

**Process Application Engineer/Product Manager
Silver Bullet Water Treatment**

**October 2016 to December 2017
Denver, CO**

- Product Manager Tasks include creating and updating product launch schedules and tasks using Gantt charts, verifying progress and percent completion of tasks, addressing scheduling conflicts and coordinating responsibilities between the various departments involved.
- Staff and department management responsibilities included management of the interns working for the science and engineering division. This included regular check-in meetings to discuss projects, schedules, tasks, and professional development goals.
- Engineering tasks include design and optimization of small-scale water treatment systems which included oxidation treatments, UV disinfection, distribution piping and pump selection.
- Review product and technology specifications and create process flow diagrams and construction drawings for field personnel and clients

**Water Resources Engineer
ARCADIS**

**October 2012 to October 2016
Raleigh, NC and Denver, CO**

- Assisted with wide spectrum of engineering work including water distribution and collection systems, pump selection, pipeline design, watershed analysis, storm water/green infrastructure design, water and wastewater treatment and process optimization studies.
- Project management skills include creating, updating, and maintaining project schedules, delegating tasks, meeting with clients, assisting with budgets and basic cost estimates, preparing reports and presenting results.
- Engineering experience includes compiling permit applications, updating and reviewing drawings, creating technical specifications and engineering calculations, preparing technical and scientific reports, and presenting results to clients.
- Specific project descriptions and experience are listed below:
 - City of Greensboro Force Main Improvements – Design of new force main to meet future water demands.
 - DC Water Piney Branch – Buried infrastructure evaluation and rehabilitation recommendations through sewer video inspection and use of TRIAD.
 - City of Greensboro Young’s Mill Outfall – Design of new gravity sewer line and creation of a sedimentation and erosion plan.
 - Philadelphia Water Department Green Infrastructure Design – Stormwater infiltration trench and curb extension design to reduce runoff within the City.
 - Miramar WTP Improvements- Update and expand the existing drinking water treatment facility which included new pumps, piping, and infrastructure.
 - City of Greensboro Hilltop LS Study – Analyze existing sewer shed for potential location of new lift station and abandonment of surrounding smaller lift stations to meet 2050 flow demand.

**Research Assistant/Intern
Metro Wastewater Reclamation District**

**August 2011 to December 2011
Denver, CO**

- Studied sidestream nitrification performance while using the minimum theoretical SRT which provided steady effluent ammonia concentrations and reduced aeration costs
- Investigated the ammonia fluctuations occurring in the sidestream bioreactor
- Tested various parameters such as pH and dissolved oxygen concentration and analyzed their effects on the nitrification process
- Modeled the secondary treatment system using Biowin
- Assessed optimal conditions for steady nitrification performance while minimizing aeration costs

Engineer I

Environmental Engineering & Technology, Inc.

January 2010 to August 2010

Newport News, VA

- Researched assigned topics such as greenhouse materials, CO2 capture, lime recovery, and magnesium recovery
- Performed data entry, analysis, graphing, and costing inquiries
- Assisted with lab work which included total solids, calcium hardness and total hardness testing
- Carried out bench testing studies which included:
 - Time-to-Filter Analysis – testing various cationic, anionic, and non-ionic polymers to determine which would enhance the stability of the solids and result in faster filter sedimentation times.
 - Carbonating Sludge – carbonated drinking water sludge using 20% CO2 to dissolve magnesium hydroxide at various flow rates and percent solids. Testing was carried out to analyze the highest percent solids sludge that still allowed the magnesium hydroxide to dissolve for lime processing and recovery.

Research Assistant

University of Florida

January 2009 to Dec 2009

Gainesville, FL

- Basic operation of ion chromatograph
- Literary research on emissions and metal aerosols released from welding
- Construction of aerosol fume hood
- Filter sampling and digestion

Intern

Water & Air Research, Inc.

May 2008 to August 2009

Gainesville, FL

- Data entry and analysis and Excel graphing
- Instrument calibration
- Field work such as collecting soil samples, water samples and rainfall gauge analysis.
- Fieldwork projects include:
 - USACE, Cape Canaveral Water and Sediment Sampling- Collected water and sediment samples from specified locations of a local canal. Samples were analyzed for contaminants to determine feasibility of dredging the canal and sending the excess soil to the landfill.
 - Gate Petroleum Water Testing - Collected water samples at petroleum sites. Samples were tested for pH and BTEX.

PROFESSIONAL ORGANIZATIONS

- Water Environment & Technology – 2014 to Present
- American Water Works Association- 2012 to 2020



Swiftwater Solutions

Small Systems Engineering & Operations

PAUL YOUNG
VICE PRESIDENT

EDUCATION

Masters of Public Administration

American Military University – 2023

Bachelor of Arts in Environmental Science

University of Denver – 2014

PROFESSIONAL LICENSES/CERTIFICATIONS

- 40 hour HAZWOPER
- U.S. Army Certified Instructor for 12H and 42A Advanced Leadership Courses

PROFESSIONAL EXPERIENCE

Vice President

Swiftwater Solutions

2020 -Present

Elizabeth, CO

- Research and development of policy and economic needs of small systems and non-profit organizations.
- Developed and implemented systems, which included operations, management, administration, accounting, marketing, improving client experience, and ensuring client needs were always at the forefront of all operations.
- Analyzed financial statements, negotiated contracts, and wrote project manuals to implement capital improvement projects successfully.
- Produced feasibility and compliance documents for delivery to clients and government regulators to help with capital planning, construction, and development of small systems.
- Conducted financial and rate analyses to issue financial recommendations to implement large capital improvement projects.
- Led stakeholder engagement, presenting findings and recommendations to boards, councils, and elected officials for capital improvement planning, development, and construction.
- Developed structured rate recommendations to comply with rate covenants associated with capital improvement financing.
- Developed emergency response plans for communities to comply with EPA-mandated program requirements for drinking water systems.
- Directed multi-disciplinary project teams through all phases of capital improvement projects, ensuring coordination between engineers, contractors, regulators, and funding agencies.
- Developed and monitored project schedules with critical path milestones, proactively identifying risks and implementing mitigation strategies to keep projects on time and within budget.
- Served as Owner's Representative for municipalities, providing contract administration, reviewing submittals, managing RFIs, and negotiating change orders to protect client interests.

**HHD Commander/ Site Lead / Instructor/ Engineer
United States Army Reserves**

**2009 - Present
Phoenix, AZ**

- Facilitate leadership training and professional development at NCO Professional Military Education Schools
- Coach, mentor, and advise seniors, peers, and subordinates on career management and professional development
- Assist engineering officer in construction planning, scheduling, and material estimating
- Assist in the preparation of operation orders, standing operating procedures, and contingency plans; coordinate with staff agencies for engineer operational and tactical support;
- Inspects construction sites and enforces job specification and safety standards; collects, interprets, analyzes, evaluates, and disseminates intelligence data; provides staff supervision and principal noncommissioned officer direction to units performing engineering missions; inspects construction and training activities.
- Employed basic carpentry and masonry skills; assisted in building layout, framing, sheathing, fabrication and roofing structures; assisted in erection of rough timber structures; reads and interprets drawings, plans and specifications; repairs and renovates all types of structures and erects prefabricated buildings; constructs concrete form work for slabs, walls, and columns.
- Interprets construction drawings and blueprints; prepares building layout; constructs wooden or concrete foundation and erects building framework; installs flooring, walls, partitions, siding, roofing, doors, windows, stairs, and interior finishing; erects prefabricated and pre-engineered metal structures; and applies proper concrete curing methods.

**Unit Manager
Colorado Department of Public Health and Environment**

**2019 - 2020
Glendale, CO**

- Unit manager for the Disease Control and Public Health Response Division. Division contact for organizing and developing internal procedures to comply with the Department's contract monitoring goals.
- Developed and implemented contracting process and procedure changes for the entire Division (formerly Disease Control and Environmental Epidemiology and now Disease Control and Public Health Response). This includes the development of several internal policies to hold staff accountable for.
- Successfully managed a team of six personnel with an aggregate of 186 contracts across six different operational branches within the Division, totaling over \$100M in state and federal dollars.
- Interfaced with Local Public Health Agencies across the state for grants within the STI/HIV programs, Immunization programs, Environmental Epidemiology programs, and Communicable Disease programs.
- Maintained positive relationships with stakeholders during a transitional period that included significant cuts to existing budgets.
- Reviewed projects to align with the organization's goals and priorities and comply with state and federal funding requirements.
- Developed and adhered to unit-specific budgets for personnel, travel, and professional development expenses.

**Program Manager /Community and Economic Development Specialist
Colorado Department of Local Affairs**

**2018 - 2019
Denver, CO**

- Program manager for the State Revolving Fund at the Department. Departmental liaison for coordinating State Revolving Fund efforts between the Department of Public Health and Environment and the Colorado Water Resources and Power Development Authority.
- Reviewed existing regulations and laws as they pertain to the program to ensure compliance with federal, state, and local requirements.
- Implemented changes to the program due to new legislation and direction by the EPA.
- Completed financial affordability and feasibility analysis for local governments and non-profits applying for State Revolving Fund grants and low-interest loans, including writing credit reports for the Colorado Water Resources and Power Development Authority Board to approve.
- Conducted site visits and provided additional technical assistance to local governments preparing for capital improvement planning and construction.
- Developed and implemented a small and rural community assistance program.
- Developed and adhered to an annual budget in accordance with Department, Division, and Section goals.
- Managed several sub-committees to identify necessary changes to the program that would create the best experience for stakeholders and distribute grant funding to as many recipients as possible.
- Conducted outreach and education training events throughout the year to market the State Revolving Fund program and educate water and sewer service providers on changes to the program and regulations related to water quality.
- Emergency Response Coordinator for the Department – participated in monthly trainings and exercises, and represented the Department when the State Emergency Operations Center activated to level III and higher during a disaster.
- Completed housing needs assessments within the confines of small rural communities

**Project Manager
Colorado Department of Public Health and Environment**

**2016 - 2018
Glendale, CO**

- Project manager for water and wastewater infrastructure improvement projects throughout the state with local governments. Adhered to specific project budgets and ensured all components remained compliant with state and federal regulations.
- Managed capital improvement projects throughout the State from planning to completion following project management best practices.
- Administered new and current state contracts including drafting contract documents, budget activities, amendments, performance evaluations, and performance improvement plans; monitored deliverables and contract closeout.
- Monitored monthly project schedules to ensure timely execution of compliance schedules in accordance with state permits and construction schedules.
- Developed and implemented enhanced procedures to maximize daily operations for the Grants and Loans Unit Project Managers.
- Managed capital construction projects ranging from \$100k - \$58M.
- Performed internal audits on projects and state grants to ensure federal and state compliance.
- Coordinated with state municipalities on contract and procurement requirements to comply with state and federal guidelines.

**Consultant/Associate/Technician
TechLaw Inc.**

**2010 - 2016
Golden, CO**

- Researched assigned topics such as water quality due to non-point source pollutants, environmental assessments, and data inclusion for listing sites on the National Priorities List, and soil contaminants due to mining.
- Performed data entry, analysis, graphing, and costing inquiries
- Conducted lab analysis with a variety of instruments for water, air and soils analysis using Transmission Electron Microscope, Polarized Light Microscope,
- Certified in EPA Method 200.8 and 200.7 for trace element analysis in water.
- Conducted in-situ water sampling and analysis for conductivity, temperature and alkalinity.
- Certified in asbestos analysis on TEM and PLM for all six mineral compositions including site specific minerals in Libby MT.
- Developed methods and standard operating procedures for compliance with, and attainment of laboratory certification and accreditations.
- Performed emergency response support for Dimmick PA and the Gold King Mine, CO.



Swiftwater Solutions

Small Systems Engineering & Operations

AL SMITH, PE, CWP
PRESIDENT / PRINCIPAL ENGINEER

EDUCATION

Master of Science in Civil Engineering

University of Colorado at Boulder – 2013

- Mortenson Center for Global Engineering: Engineering for Developing Communities Certificate Program

Bachelor of Science in Chemical Engineering

University of Florida – 2009

PROFESSIONAL LICENSES/CERTIFICATIONS

- Colorado Registered Professional Engineering Certification
- Colorado Class A Water Treatment Operator License
- Colorado Class II Drinking Water Distribution System Operator License

PROFESSIONAL EXPERIENCE

Owner / Engineer

Swiftwater Solutions, LLC

September 2020 to Present

Buena Vista, CO

- Small System and Rural Community Development Engineering
- Water and Wastewater Design and Construction Management

Town Engineer

Town of Buena Vista

January 2020 to Sept 2020

Buena Vista, CO

- Development Review
- Operator in Responsible Charge
- Water Treatment and Distribution System Operations
- Project Management
- Civil Engineering Design and Construction Management
- Treatment Plant Process Optimization
- Water Treatment Data Analysis
- Regulatory Compliance

Water Operations Supervisor

Town of Buena Vista

January 2020 to Sept 2020

Buena Vista, CO

- Operator in Responsible Charge
- Water Treatment and Distribution System Operations
- Employee Supervision
- Treatment Plant Process Optimization
- Water Treatment Data Analysis
- Project Management

- Regulatory Compliance
- Equipment Maintenance

**Process Specialist
City of Aurora**

**October 2015 to Sept 2017
Aurora, CO**

- Treatment Plant Process Optimization
- Water Treatment Data Analysis
- Project Management
- Regulatory Compliance
- Equipment Maintenance
- Plant Startup

**Design Engineer
JVA Consulting Engineers**

**July 2014 to October 2015
Boulder, CO**

- Project/Design Engineer for water and wastewater treatment projects
- Regulatory Compliance
- Pilot Plant Operation and Evaluation
- Creation of preliminary engineering reports and process design reports
- Proposal development and project budget management
- Client management
- Water and wastewater data analysis

**Water Quality Intern
City of Longmont**

**July 2013 to July 2014
Longmont, CO**

- Project Manager for a Biological Nutrient Removal Study for Capital Improvement Projects
- Developer of the City of Longmont's Water Quality Index for the Watershed Monitoring Program
- Data Analyst for the St. Vrain Creek Temperature Monitoring program
- Inventory Control Manager for the City of Longmont Water Quality Laboratory
- Assistance in implementation of new Laboratory Information Management System



Swiftwater Solutions

Small Systems Engineering & Operations

STEVEN CRISP, EIT
Water Resources Engineer

EDUCATION

Master of Science in Civil Engineering

University of Colorado at Boulder – 2015

- Quantifying long-term geomorphology of Antarctic streams. Thesis 2015.

Bachelor of Science in Environmental Engineering

University of Colorado at Boulder – 2010

PROFESSIONAL EXPERIENCE

Water Resources Engineer

2022 to 2025

Buckhorn Engineering

Montrose, CO

- Designed 100-acre-foot alpine embankment dam, including breach modeling, climatological studies, and construction observation.
- Developed stormwater detention basins for commercial, residential, and municipal projects following Mile High Flood District standards.
- Conducted advanced hydrologic modeling (HEC-RAS 1D/2D, debris flow, bridge scour).
- Replaced deteriorating canals and flumes with hydraulically modeled pipeline systems.

Water Resources Engineer

2019 to 2021

Wright Water Engineers

Durango, CO

- Managed water rights projects, well permitting, and Substitute Water Supply Plans.
- Designed municipal drinking water systems for small communities under drought conditions.
- Implemented nutrient/sediment BMPs for agricultural runoff into rivers.
- Designed river monitoring systems for wastewater facilities.
- Applied climate models to evaluate future water availability.

Water Resources Engineer

2018 to 2019

Prairie Monarch

Laramie, WY

- Developed automated irrigation systems with remote canal headgates for efficient water use.

Research Scientist

2009 to 2018

University of Colorado, University of New Mexico, McMurdo Station

- Led field research on hydrology, stream monitoring, and climate impacts in Antarctica and the Western U.S.
- Published research on streamflow, carbon/water/energy flux, and hydrologic monitoring methods.

ATTACHMENT C



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/26/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hiscox Inc. 5 Concourse Parkway Suite 2150 Atlanta GA, 30328	CONTACT NAME: PHONE (A/C. No. Ext): (888) 202-3007 E-MAIL ADDRESS: contact@hiscox.com FAX (A/C. No):
INSURED Swiftwater Solutions 241 North Sangre de Cristo Ave Buena Vista, CO 81211	INSURER(S) AFFORDING COVERAGE INSURER A: Hiscox Insurance Company Inc INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 10200

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			P100.644.943.6	10/10/2024	10/10/2025	EACH OCCURRENCE \$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000				
			MED EXP (Any one person) \$ 5,000				
			PERSONAL & ADV INJURY \$ 1,000,000				
						GENERAL AGGREGATE \$ 2,000,000	
						PRODUCTS - COMP/OP AGG \$ S/T Gen. Agg.	
							\$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ HIRED AUTOS ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB EXCESS LIAB DED RETENTION \$						EACH OCCURRENCE \$
							AGGREGATE \$
							\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	☒ Y ☐ N	N/A				PER STATUTE OTH-ER \$
							E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/26/2024

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PRODUCER Hiscox Inc. 5 Concourse Parkway Suite 2150 Atlanta GA, 30328	CONTACT NAME: PHONE (A/C, No, Ext): (888) 202-3007 E-MAIL ADDRESS: contact@hiscox.com FAX (A/C, No): INSURER(S) AFFORDING COVERAGE INSURER A: Hiscox Insurance Company Inc INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	NAIC # 10200
INSURED Swiftwater Solutions 241 North Sangre de Cristo Ave Buena Vista, CO 81211		

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ☐ NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			P100.644.090.6	10/10/2024	10/10/2025	Each Claim: \$ 1,000,000 Aggregate: \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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November 13, 2025

Town of Paonia
Board of Trustees
Attn: Stefen Wynn,
Town Administrator
214 Grand Avenue
Paonia, CO 81428

RE: Statement of Qualifications for WaterSMART Consultant Prepared for the Town of Paonia

Dear Mr. Wynn and Members of the Board of Trustees:

RESPEC Engineering and BBA Water Consultants, Inc. are pleased to submit this joint Statement of Qualifications (SOQ) to assist the Town of Paonia in developing a comprehensive Water Strategy under the Bureau of Reclamation's WaterSMART Grant Agreement R24AP00466. We understand that the purpose of this effort is to establish a structured planning process to evaluate the Town's spring complexes, assess infrastructure needs, and identify strategies to integrate these resources into the municipal water system to enhance resiliency and reliability.

Since 2020, RESPEC has supported the Town of Paonia through comprehensive water system evaluations encompassing water rights, raw water spring collection, treatment, storage, distribution infrastructure, operations and asset management strategies. RESPEC developed a dynamic InfoWater model of the Town's distribution system and assisted staff in conceptualizing Capital Improvement Plan (CIP) – Phase I, focused on infrastructure critical to sustaining reliable water service. Building on that foundation, RESPEC began preliminary design, environmental and cultural investigations, and funding coordination through Colorado's Drinking Water Revolving Fund (DWRP) in 2023. This collaboration secured an engineering grant and a low-interest loan with principal forgiveness that funds the entirety of CIP Phase I - supporting raw water spring metering improvements, upgrades to the finished water storage tank, and nearly two miles of distribution infrastructure. RESPEC also completed a 20-year rate study to plan for future CIP needs and supported solicitation of a hydrogeological study to address financial and technical risks associated with future improvements.

We are excited to partner with BBA Water Consultants, a Colorado-based water resources firm specializing in hydrogeology, hydrology, and water rights. This partnership is further strengthened by the addition of Marshall Haworth, who played a key role in Paonia's Hydrogeological Study and joined BBA in March 2025. Marshall's direct knowledge of the Town's springs and water rights provides valuable continuity and technical insight for this effort. BBA brings extensive experience addressing the complex hydrogeologic challenges of spring systems and groundwater supplies and is widely recognized across Colorado for its expertise in water rights matters and coordination with municipal water attorneys.

Our partnership ensures that the institutional knowledge developed through the CIP Phases is preserved and leveraged to develop practical and feasible solutions. RESPEC's established understanding of Paonia's water infrastructure, combined with BBA's hydrogeologic and water rights expertise, offers the Town a highly capable and cohesive project team committed to a sustainable and resilient water system.

Together, RESPEC and BBA bring unparalleled institutional knowledge of Paonia's water resources and a shared commitment to long-term, sustainable water management. Our project team includes professionals who have supported the Town in previous planning efforts and who are recognized experts in water rights, hydrology, and water supply planning. Doug Schwenke, P.E. (RESPEC, Colorado Springs) and Chris Sanchez, P.G. (BBA, Englewood) will serve as principals and co-project managers for this project.

The RESPEC–BBA team is uniquely positioned to support the Town's WaterSMART initiative. Paonia's water supply challenges are complex and multi-dimensional, requiring both technical expertise and strong local understanding. Our team is

committed to helping the Town protect its legal water rights, optimize its raw water collection system, enhance transmission infrastructure, improve data management, and deliver a clear, actionable roadmap for a resilient and sustainable water future. The RESPEC-BBA team confirms that this proposal shall remain valid for 90 days from the date of submission and may be extended at the Town's request.

We appreciate the opportunity to present our qualifications for this important project and look forward to continuing our partnership with the Town of Paonia.

Sincerely,

Douglas Schwenke

Doug Schwenke, PE
Principal-In-Charge

5540 TECH CENTER DRIVE
SUITE 100
COLORADO SPRINGS, CO 80919
719.227.0072

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

All proposals must be complete, well-organized, and submitted in accordance with the requirements of this RFQ. Proposers shall use this checklist to confirm that their submission includes all required components. Incomplete proposals may be deemed non-responsive.

Proposal submissions must include the following:

1. Cover Letter

☒ Firm name, address, and principal contact information

☒ Signed statement of interest in the project

☒ Confirmation of proposal validity

2. Firm Qualifications and Experience

☒ Description of firm's history, size, and organizational structure

☒ Examples of at least three (3) successfully completed projects of similar scope and complexity

☒ Demonstrated experience with water resources planning, hydrological analyses, water rights evaluation, and federally funded projects

3. Project Team and Key Personnel

☒ Identification of proposed project manager and key technical staff

☒ Resumes highlighting relevant certifications, qualifications, and experience

☒ Statement of staff availability and assigned responsibilities

4. Project Understanding and Approach

☒ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions

☒ Proposed methodology for technical analyses, stakeholder outreach, and strategy development

☒ Alignment of approach with USBR Scope of Work and project milestones

5. Quality Assurance and Compliance

☒ Description of internal quality control processes

☒ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☒ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

☒ Confirmation of ability to meet milestones pending Bureau of Reclamation schedule update

7. References

☒ Contact information for at least three (3) client references from similar projects

☒ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☒ Proof of insurance meeting minimum Town and federal requirements

☒ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: Doug Schwenke, PE

Title: Principal

Signature: *Douglas Schwenke* Date: 11/13/2025

Town of Paonia

Project: RFQ 2025-06 WaterSMART Consultant

Proposer: _____

Evaluator: _____

Each criterion should be scored on a scale of **0 to 5 points**, where:

- **0 = Inadequate / Not Addressed**
- **1 = Poor**
- **2 = Fair**
- **3 = Satisfactory**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be multiplied by the weighting factor to determine the total weighted score. The maximum possible score is **500 points**.

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Firm Qualifications and Relevant Experience			
• Demonstrated experience with water resources planning, hydrological analyses, and water rights evaluations. • Successful completion of similar federally funded planning projects, particularly under USBR or comparable programs. • Experience working with rural communities and water systems.	x25		
Project Team and Key Personnel			
• Qualifications, certifications, and professional experience of the proposed project manager and key staff. • Availability of personnel throughout the duration of the project. • Depth of expertise in hydrology, water rights, financial and economic analysis, stakeholder engagement, and federal compliance.	x20		

Evaluation Criteria	Weighting Factor	Raw Score (0-5)	Weighted Score
Project Understanding and Approach			
Demonstrated understanding of Paonia's water system challenges, drought vulnerabilities, and watershed conditions.			
Clarity, feasibility, and effectiveness of proposed methodology for conducting analyses, outreach, and development of the Water Strategy.	x25		
Alignment of the approach with the approved USBR Scope of Work and project milestones.			
Community Engagement and Coordination			
Demonstrated ability to design and implement inclusive engagement strategies with agricultural producers, residents, water districts, public land managers, and community organizations.	x15		
Experience ensuring equitable stakeholder participation and integrating input into technical planning.			
Quality Assurance and Compliance			
Proven ability to ensure adherence to federal program requirements, including WaterSMART reporting, permitting, and compliance standards.	x10		
Internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.			
References and Past Performance			
Quality of references and prior client satisfaction.	x5		
History of successful collaboration with small municipalities, state agencies, and federal programs.			

Maximum Score Possible: 500

Evaluator's Total Score: _____

Comments / Notes:



TOWN OF PAONIA

WATERSMART CONSULTANT

PAONIA, COLORADO

PREPARED BY

RESPEC Company, LLC
5540 Tech Center Drive, Suite 100
Colorado Springs, Colorado 80919

PREPARED FOR

Town of Paonia
214 Grand Avenue
Paonia, CO 81428

NOVEMBER 2025

TOWN OF PAONIA RFQ 2025-06

FIRM QUALIFICATIONS AND EXPERIENCE

RESPEC Company, LLC (RESPEC) has served the Town of Paonia with passion and commitment since 2020. Our history of working with the Town of Paonia and with other Colorado mountain towns makes us feel especially qualified to deliver an implementable Water Strategy that serves for decades to come.

Established in 1969, RESPEC provides client-focused consulting services, delivering client-oriented solutions to complex challenges for private and public clients. RESPEC has over 125 Professional Engineers (PEs), a team of scientists, and a robust design and technical support staff. Our collaborative approach fuels the inspiration and innovation that drive our projects.

RESPEC has grown to include 700+ employees and seven market sectors: Water, Data & Technology Solutions, Mining & Energy, Land Development Services, Facilities, Transportation, and Solid Waste Management. These dynamic teams are intentionally integrated, promoting creativity and accountability.

RESPEC’s presence extends across Colorado with offices in Grand Junction, Ouray, Loveland, Denver, and Colorado Springs. Over the past 30 years, our Colorado Municipal Water and Wastewater Group has successfully completed more than 1,500 projects in water resources and watershed planning, modeling and management, and water and wastewater infrastructure planning, design, and construction. Our group is eager to continue to provide these services for the Town of Paonia.

Project Team: This Project will be managed out of our Colorado Springs office with Principal Engineer Doug Schwenke serving as the Town’s Principal point of contact. In addition to technical expertise, RESPEC is intentional on how project teams are assembled to ensure project success. Ensuring project success in the event any personnel are unavailable because, well, life happens is critical. Our project teams are built around redundancy at all levels of responsibility and intentionally match project team members with complimenting skillsets. This approach is especially valuable on longer-term projects where institutional knowledge is paramount.

Project Partnership: RESPEC proposes to partner with BBA Water Consultants, Inc. (BBA), Mountain Peak Controls, and Roop Construction. RESPEC’s client-focused approach allows it to welcome partnerships with other firms where outside expertise best serves the project and client. RESPEC does not lead with ego; it leads with curiosity and a commitment to technically sound and financially sustainable solutions.

The Town of Paonia can rely on RESPEC to provide a clear, strategic plan that ensures its water systems remain reliable, efficient, and compliant. RESPEC affirms that there are no pending plans or intentions to sell, merge, or otherwise alter the company’s ownership structure. RESPEC remains committed to maintaining its current corporate status and operational continuity for the foreseeable future.

WHY RESPEC?

- ✓ **4+ Years working with Town of Paonia:** Institutional knowledge of existing water systems including ongoing GIS database management, CIP Phase I development and preliminary CIP Phases II and III conceptual planning.
- ✓ **30+ Years in Colorado:** Proven track record working in the state’s most challenging and remote environments.
- ✓ **Specialized Water Expertise:** Decades of experience in mountain terrain watershed management, cold-climate collections and distribution including arctic pipe design.
- ✓ **Strong AHJ Relationships:** Deep familiarity with EPA, USACE, FEMA, DWR, and CDPHE permitting and compliance pathways.
- ✓ **Local Presence:** Engineers across five Colorado offices, able to provide rapid response and on-the-ground support.
- ✓ **Employee-Owned Commitment:** 100% employee-owned, ensuring accountability and dedication to client success.
- ✓ **PACT Core Values:** Passion, Accountability, Caring, and Teamwork drive how we deliver every project.

RESPEC WATER & WASTEWATER



Water Rights



Master Planning



Water Storage



System Modeling



Water Pumping



Wastewater Treatment



Wastewater Collection & Pumping



Regulatory and Compliance



Grants & Funding



Construction Management

FIRM QUALIFICATIONS AND EXPERIENCE

RESPEC offers the following example projects in support of its qualifications and experience. RESPEC has navigated a variety of state and federal permitting agencies and funding mechanisms to see these projects through to completion. This includes support for the Town of Paonia's successful application for a WaterSMART grant.

1. Town of Paonia, Paonia, CO. 2020-Current
Capital Improvement Plan – Phase I
Nicki Poulos, Public Works Director, 970.527.4101

RESPEC partnered with the Town of Paonia in 2020 on a wholistic water system evaluation. This comprehensive effort included delving into the Town's water rights, raw water spring collection system, water treatment, storage, and distribution infrastructure as well as operations and asset management strategies. In addition to near-term recommendations to support operations and maintenance, RESPEC developed a dynamic InfoWater Pro model of the Town's water distribution system and began working with Town Staff in conceptualizing Capital Improvement Plan (CIP) – Phase I, which addresses infrastructure improvements most critical to sustaining water service to the existing service area. In October 2023, RESPEC began working on preliminary design, environmental and cultural investigations, and project funding from the Colorado's Drinking Water Revolving Fund (DWRf). RESPEC helped secure a \$300,000 design and engineering grant through the DWRf and a low-interest loan with principal forgiveness that funds the entirety of CIP-Phase I.

CIP-Phase I funding supports raw water spring metering improvements, improvements to an existing 2.0-million gallon (MG) finished water storage tank and almost two miles of critical water distribution infrastructure. A 20-year rate study accounted not only for CIP-Phase I improvements but future CIP efforts that have been given preliminary prioritization based on the results of the 2020 Water System Evaluation and ongoing general engineering support. Moreover, RESPEC helped solicit engineering services for a hydrogeological study of the Town's complex raw water spring collection system, understanding that future CIP efforts will be especially challenged by financial limitations and a variety of risks that warranted more detailed investigation. RESPEC's partnership with WWE preserves institutional knowledge of the hydrogeological study and facilitates effective collaboration to develop practical solutions. RESPEC has built an intimate understanding of the Town's existing water infrastructure, established relationships with Town staff and are committed to developing a sustainable water system for the Town of Paonia.

2. City of Gunnison, Gunnison, CO. 2021
Water System Master Plan
Peter Rice, Public Works Director, 970.641.8322

RESPEC was entrusted with completing a comprehensive water system master plan for the City of Gunnison, Colorado. This ambitious effort encompassed the evaluation of all supply sources, in-depth modeling of the water storage and distribution system, and assessing future City needs, including identifying a new water supply source. To facilitate this complex modeling effort, RESPEC used InfoWater Pro, an advanced GIS-based network modeling system. The distribution modeling component of the project involved a range of analyses, including comprehensive fire-flow analysis, water-age, and chlorine-degradation analysis, along with a diurnal system evaluation. These analyses provided valuable insights into the performance and efficiency of the water distribution system, enabling the City to make informed decisions regarding system improvements.

One notable outcome of the project was a substantial water accountability analysis, which revealed that accountability issues were primarily related to metering and measurement rather than leakage. Armed with this knowledge, the City of Gunnison initiated a program to address accountability concerns, ensuring accurate measurement, and billing practices. RESPEC's involvement in the City of Gunnison's Water System Master Plan extends beyond the initial assessment. RESPEC prepared the Project Needs Assessment (PNA) for planning and funding a new water source. RESPEC also designed the raw water source infrastructure, further solidifying its commitment to supporting the City's long-term water supply needs. The City's Water System Master Plan exemplifies RESPEC's dedication to delivering sustainable

and innovative solutions for water management. By providing comprehensive modeling, analysis, and planning services, RESPEC contributed to the City of Gunnison's efforts to ensure a reliable and efficient water supply for its residents and future generations. RESPEC continues to serve the City of Gunnison with on-call engineering services.

3. DOLA, Town of Crawford, Crawford, CO. 2022

Bruce Bair, Public Works Director, 970.921.4725, crawfordpublicworks@gmail.com

RESPEC provides technical assistance to small communities through the DOLA Small Communities Water and Wastewater Project Development program. Through this program, RESPEC has been able to assist small communities (i.e., populations of 10,000 or less) by providing 3rd party evaluations of engineering design documents, planning documents, engineering evaluations, or master plans associated with water and wastewater infrastructure. In addition, RESPEC has assisted similar municipalities by providing prioritization of Capital Improvements Projects, planning assistance in developing master plans, evaluation of utility rate studies, and developing opinions or recommendations of engineering principals to help move forward planning efforts.

In the case of the Town of Crawford, a neighboring community to the Town of Paonia, the request centered around its only raw water source, Wiley Spring. The Spring was producing significantly lower flows and had become a significant risk to the Town. The Town of Crawford has asked RESPEC to evaluate reasons for the diminished discharge from the spring, propose alternatives to improve flows from the spring, and then suggest potential alternative supply sources to the spring. RESPEC completed a financially efficient and technically thorough analysis on alternatives to return the Spring to its original production and alternative water sources for the Town that must be considered.

4. Pueblo West Metropolitan District, Pueblo, Colorado. 1986-current.

On-Call Water Rights and Water Resources Services

Jim Blasing, Director of Water & Wastewater Utilities, 719.547.5047, jblasing@pueblowestmetro.us

RESPEC's water rights engineering services include water resources planning, protecting the District's existing water rights, analyzing the value of potential water-rights purchases, and providing technical support for change-of-use cases involving acquired water rights. RESPEC developed a water reuse and exchange plan to maximize use of the District's reusable water rights. This project included evaluating lawn-watering practices, returning flow quantification from various potable and non-potable (wastewater and On-site Wastewater Treatment Systems) uses, and developing a plan for water accounting. RESPEC also managed the District's acquisition of water rights associated with the Hill Ranch in Chaffee County, Colorado. The Hill Ranch water-rights portfolio was evaluated for acquiring and recommending purchase prices. Once acquired, RESPEC led the historic consumptive use and stream depletion evaluation and supported the District's legal counsel through the Water Court process. The final decree provides the District with an average annual yield of over 1,900 acre-feet (AF) of fully consumable water.

5. City of Victor, Victor, CO 2025

Raw Water Supply Line Replacement Project

Nathan Henderson, Public Works Director, 254.640.3421 nhenderson@cityofvictor.com

RESPEC is leading the planning and design for replacement of the City of Victor's century-old raw water transmission system, which conveys supply from the historic Bison Reservoirs to the City's treatment facilities. The project includes detailed field investigations, environmental and archaeological assessments, and evaluation of multiple alignment alternatives across rugged mountain terrain and sensitive wetland environments. The new 12-inch raw water main will enhance system reliability, protect critical source water delivery to the City and Cripple Creek & Victor Gold Mine, and ensure long-term sustainability for this high-elevation community.

6. Arapahoe County Water and Wastewater Authority (ACWWA), Arapahoe County, Colorado. 1989-current

Water and Wastewater Authority Engineering Services

Steve Witter, General Manager, 720.645.1403, switter@acwwa.com

RESPEC currently serves as the authority engineer for the ACWWA. In this role, RESPEC provides engineering support for their water and wastewater activities, including planning, design, and constructing Capital Improvement Projects as well as advising the Board of Directors on engineering matters. RESPEC also supports ACWWA's Water Resources Engineer in planning and management of ACWWA's portfolio of water rights. RESPEC managed the due diligence activities for reviewing a proposed water-rights portfolio comprised of shares and water rights in over 15 ditch and reservoir companies on over 30 farms, which, in aggregate, would yield an average of 4,400-AF of fully consumable water for the ACWWA. This activity extended over a period of several years and included consumptive use and stream depletions analyses; a review of diversion records, aerial photographs, and farming records; and the verification of expected water yield to make recommendations on the suitability of including the water rights in ACWWA's water portfolio. RESPEC also provided technical oversight and evaluation of surface water models and results provided by others to ACWWA. RESPEC also provides ACWWA's Planning Projections for Build-out Water Demands and Growth for ACWWA's Water Court applications and diligence activities.

7. Town of Morrison, Morrison, Colorado.1985-current

On-Call Water Right Engineering Services

Mallory Nassau, Town Manager, 303.697.8749, mnassau@morrissonco.us

The Town of Morrison maintains multiple shared water rights and storage reservoirs that require ongoing tracking and analyzing water use/water rights, including the protection of their existing rights. RESPEC provides ongoing water-rights engineering services that include preparing water court applications, change of water rights, and engineering services to protect the Town's water rights from proposed changes on the stream system. RESPEC manages the Town's portfolio of water rights and advises the Town on their long-term water supply availability and requirements. RESPEC has prepared several water supply models to advise the Town on the yield of the Town's water rights portfolio under changing climate and water right administrative conditions.

8. Town of Lochbuie, Lochbuie, Colorado.1996-current

Water Right Engineering Services

AJ Euckert, Town Manager, 303.990.5785, ajeuckert@lochbuie.org

BBA Water has supported the Town of Lochbuie since 1996 with the development, operation, and management of its alluvial groundwater supply system, as well as with water rights administration, agreements, and accounting. The firm coordinates closely with the Town, system operators, and legal counsel to monitor aquifer conditions and optimize well operations. Currently, BBA Water is leading a comprehensive master planning effort that evaluates Lochbuie's physical water supplies, demands, and water rights capacity. While Lochbuie's primary source is the Beebe Draw alluvial aquifer, additional non-tributary Denver Basin supplies from the Bell Mountain Ranch area are managed in coordination with the Town of Castle Rock, including an active monitoring program to track aquifer performance and long-term water level trends. Ongoing work includes siting and developing a new onsite Laramie-Fox Hills well and identifying the preferred location for a new alluvial well, with consideration of water rights, property access, and aquifer conditions as part of Lochbuie's broader water supply planning efforts.

9. Woodmoor Water and Sanitation District No. 1, Monument, Colorado.1990-current

Water Right Engineering Services and Water Supply Planning

Jessie S, Manager, 719.488.2525 x 14, jessies@woodmoorwater.com

Since 1990, BBA Water has partnered with the Woodmoor Water and Sanitation District No. 1 to develop and manage its Denver Basin groundwater supplies, including the siting, permitting, construction, and testing of 14 wells in the Dawson, Denver, and Arapahoe aquifers. BBA Water also established and maintains Woodmoor's groundwater level monitoring program, which tracks aquifer trends and informs maintenance and well development decisions. To support long-term planning, BBA Water developed and operates an analytical

model that simulates well field performance, evaluates well interference, and guides pumping strategies and future well siting. Through ongoing aquifer testing and collaboration with RockWare, Inc., BBA Water has refined the analytical model and created a three-dimensional visualization of the aquifers, enhancing Woodmoor's ability to understand regional hydrogeologic conditions, optimize production, and plan sustainable resource development.

10. Town of Holly, Holly, Colorado. 2025-current

Water Right Engineering Services

Nick Marcotte, Element Engineering, 303.378.2969, nmarcotte@elementengineering.net

The Town of Holly, located in Prowers County, recently received Federal funding that will be used to implement a new water supply well. The Town received USDA funding for the project. BBA was recently engaged in this project to assist with the new water supply well, including water rights, well design, and construction.

11. Greatrock North Water and Sanitation District, Morrison, Colorado. 2009-current

Water Right Engineering Services

Lisa Johnson, District Manager, 303.439.6029, Lisa.Johnson@claconnect.com

Since 2009, BBA Water has supported the Greatrock North Water and Sanitation District in developing and managing its groundwater supplies from the alluvial, Upper Arapahoe, and Laramie-Fox Hills aquifers. This work includes water rights accounting, source classification, well performance review, and long-term water supply planning. In 2020, BBA Water assisted Greatrock in evaluating three potential alluvial well sites by overseeing the drilling of test wells, analyzing water quality, and assessing aquifer conditions to determine the most favorable location for a future production well.

PROJECT TEAM AND KEY PERSONNEL

The Town of Paonia will be supported by a highly qualified and experienced project team from RESPEC and BBA Water Consultants, Inc. Together, the firms bring complementary expertise in water resource engineering, hydrogeology, water rights, and stakeholder engagement. The proposed team is structured to provide clear leadership, efficient communication, and strong technical delivery throughout the WaterSMART project.

Staff Availability: The longer-term nature of the WaterSMART project means individual staff involvement will vary depending on the nature of the project. Both RESPEC and BBA will ensure relevant staff availability of between 10-90% based on negotiated contract allowances and schedule.

Complete résumés for each key staff members are included in **Appendix A**. Our management team's experience is summarized below.

DOUG SCHWENKE, PE (RESPEC) | PRINCIPAL CONSULTANT / CO-PROJECT MANAGER

Doug Schwenke brings more than 30 years of experience in civil engineering, focusing on water and wastewater systems for small and rural communities. His background includes analysis and design of water-impoundment, diversion, monitoring structures, water and wastewater systems, water resource planning, water rights analysis, H&H analysis, concrete and steel design and analysis, water and wastewater distribution design, wastewater treatment plant design, and construction observation and management. Much of Doug's experience in working with small rural communities is focused on securing alternative means of funding to finance water and wastewater projects, through programs such as the State Revolving Fund (SRF), Colorado Water Conservation Board, Energy Impact and Assistance Fund, United States Department of Agriculture Rural Development, and other state, local, and federal programs. Doug has also served as project manager for the Colorado Department of Local Affairs Small Communities Water and Wastewater Project Planning Program since 2019.

CHRISTOPHER SANCHEZ, PG (BBA) | PRINCIPAL CONSULTANT / CO-PROJECT MANAGER

Chris Sanchez has over 30 years of experience in Colorado groundwater and surface water hydrology, water rights, and water supply development. His expertise includes water rights evaluations, hydrologic investigations, and well design and construction. He has provided expert testimony in civil and water court proceedings and before state and county hearings. Appointed in 2018 by Governor Hickenlooper, Chris serves on the Colorado Board of Examiners of Water Well Construction and Pump Installation Contractors, where he reviews licenses and contributes to rulemaking. He is past President of the Colorado Section of the American Water Resources Association and an active member of multiple professional organizations, including the National Ground Water Association and Colorado Groundwater Association. Chris earned a B.A. in Geology from Colorado College and has completed graduate coursework at the Colorado School of Mines and the University of Colorado Denver. He is a registered Professional Geologist in Wyoming and Utah.

AUSTIN MALOTTE, PE (BBA) | PRINCIPAL / WATER RESOURCES ENGINEER

Austin brings broad experience in both water resources engineering and civil engineering. His expertise includes historical use investigations, augmentation plan and substitute water supply plan (SWSP) development, water rights evaluations and acquisitions, and engineering support for water court proceedings. He has also designed and managed hydraulic control and conveyance structures, stormwater management systems, and reservoir development projects. Austin holds a B.S. in Civil Engineering from Colorado State University, is a licensed Professional Engineer in Colorado, and is an active member of the Colorado Water Congress, American Water Resources Association, and the American Society of Civil Engineers.

MARSHALL HAWORTH, PH (BBA) | HYDROGEOLOGIST

Marshall specializes in groundwater, surface water, and water rights projects. His experience includes spring system evaluations, geophysical survey field work, geophysical and geological interpretations, well drilling, design, and completion oversight; aquifer testing; well rehabilitation; groundwater modeling; and evaluation of groundwater-surface water interactions. He also provides technical support for water rights applications, augmentation plans, and substitute supply plans. Additionally, Marshall is skilled in water quality evaluations and contamination studies. He holds a B.S. in Watershed Science from Colorado State University and is a registered Professional

Hydrologist, specialization in groundwater with the American Institute of Hydrology. He is a member of the Colorado Section of the American Water Resources Association and the Colorado Groundwater Association.

ALAN LEAK, PE (RESPEC) | PRINCIPAL CONSULTANT

Alan Leak has 43 years of extensive and comprehensive experience in all aspects of water resources engineering, including water supply transmission and distribution, wastewater collection, expert water rights engineering services, and stormwater management and flood control. His responsibilities include business development, project management, and leading teams of RESPEC employees in solving critical water resource engineering problems. Alan's experience in water and wastewater infrastructure includes project management, water and wastewater master planning, capital improvements planning and management, reuse plans and substitute water supply plans, planning and designing water transmission and distribution lines, wastewater collection and interception lines, pump stations, and well, and water and wastewater system management. Alan has also provided expert testimony before the Colorado Water Quality Control Commission regarding municipal water quality issues. Alan has a strong historical knowledge of the City of Gunnison's water rights because of his work with WRC Engineering (later acquired by RESPEC).

BJ ELKINS, PE (RESPEC) | SENIOR ENGINEER

BJ Elkins is a civil engineer with more than 7 years of experience focused on water system planning and design, permitting, and analysis for rural communities. He draws on a strong record of alternatives analyses and system evaluation for small utilities based on infrastructure condition assessments, asset inventory, and hydrogeological investigations. His skill set includes using Civil3D, ArcGIS Pro and InfoWater Pro modeling software for design solutions. BJ is dedicated to open communication and works closely with operators and owners to ensure project recommendations are practical and tailored to each client. He serves communities with a passion to drive forward sustainable infrastructure solutions.

REBECCA NORTON, PE (RESPEC) | SENIOR ENGINEER

Rebecca Norton is a professional civil engineer, project manager, and GIS analyst who specializes in water, wastewater, and stormwater utilities. She has worked in both the public and private sectors, providing her with utility experience that extends from the initial planning and feasibility phases through design, construction, and long-term operations. Rebecca's combined experience in engineering and GIS gives her an understanding of project management, model development, data analysis, Capital Improvement Planning, master plan development, customized GIS data and mapping solutions, and asset management.

JAMES STARNES, PE (RESPEC) | SENIOR ENGINEER

James Starnes has more than 15 years of experience in civil and environmental engineering and related fields, including 2 years in research, 3 years in construction, and 10 years in permitting and design. James serves as a process engineering technical manager and senior project manager. James has proved exceptionally proficient in supporting clients and operations staff in developing practical asset management strategies, rate study analyses, and developing viable Capital Improvement Plans. He is also proficient with complex hydraulic systems, including pump system design and controls for water and wastewater applications often in rugged and difficult terrain. James excels in helping multidisciplinary teams work together and communicate to complete complex projects for public consumption. James, with support from RESPEC's DTS team, will support community outreach and Town of Paonia data management strategies.

SARAH ITZ (RESPEC) | ENVIRONMENTAL SPECIALIST

Sarah Itz is an environmental specialist with 17 years of experience supporting water, wastewater, transportation, and land development projects for public sector clients. Her expertise includes project management, National Environmental Policy Act (NEPA) compliance, wetland delineation, Section 404 permitting, threatened and endangered species habitat assessments, and agency consultation. Sarah has supported small and rural utilities with environmental documentation, State Historic Preservation Office (SHPO) cultural resources data requests, regulatory coordination, and alternatives analysis to minimize resource impacts and ensure compliance. Sarah collaborates closely with regulatory agencies and client teams, delivering clear guidance and comprehensive support throughout project development.

PROJECT UNDERSTANDING AND APPROACH

The complexity of the Town of Paonia's raw water resources poses unique challenges not only technically but also financially. The sprawling and rugged nature of its raw water resources paired with the relatively small population served means every dollar spent ought to be well vetted and intentional. Since 2020, RESPEC has partnered with the Town of Paonia to inventory, model and better understand its water systems from source to distribution. This partnership garnered support for increasing Public Works staffing and developing a three-phase Capital Improvement Plan (CIP). The first phase is currently being implemented. RESPEC proposes the Water Strategy include:

- / **Capital Improvement Plan - Phase II:** A well-defined CIP - Phase II plan that leverages and builds upon institutional knowledge of existing water system infrastructure. CIP-Phase II will clearly delineate legal, regulatory, and institutional requirements for future implementation of proposed projects. RESPEC has previously conducted some of the most detailed field investigations of not only the Town's spring complexes, but raw water collection infrastructure. RESPEC would include Roop Construction in its cost-estimating efforts to provide more accurate construction costs in what is rugged and difficult terrain to construct in. Combining RESPEC's technical expertise with contractor estimating support is most likely to result in a financially viable CIP-Phase II.
- / **Request for Proposal (RFP)** ready documents for CIP-Phase II with updated Rate Study Analysis to support water infrastructure improvement goals.
- / **Source Water Protection Plan (SWPP)** updates that leverage existing and further understanding of the Town's spring complexes and ongoing Wildfire Risk Assessment Portal (WRAP) efforts.
- / **Water Rights Analysis** to clearly define limitations and identify risks associated with the Town's diverse water rights portfolio. RESPEC and BBA will leverage the Town's recently engaged law firm to vet and confirm their conclusions.
- / **Asset Management Plan (AMP)** for raw water infrastructure that leverages and builds upon the Town's existing GIS library. This would also include means to manage, communicate, and leverage action data collected throughout the Town's water system. RESPEC water and data technology teams have partnered across North America to build customized tools for monitoring water supply and even develop risk scenarios that can be used to proactively respond to changes in supply.
- / **Capital Tools** for Town Staff to map and maintain and monitor their assets. This includes new GPS hardware, tools to sustain operations on the mountain, weather monitoring stations, and additional flow monitoring equipment. RESPEC believes its history with the Town will allow it to efficiently address many of the requirements of the Water Strategy document and maximize funding available for furthering hydrogeological investigations of spring complexes and provide an allowance for some capital investment allowed by WaterSMART funding.
- / **Public Outreach:** RESPEC will work with Town Staff and further its relationship within the community that has developed since 2020. This includes in-person public meetings, virtual updates, and supporting the Town in its development of a website that communicates project intentions, public investment, timelines and outcomes.

The sum of the above is ambitious with the funding available, but RESPEC believes it is achievable by building upon its existing efforts and understanding of the Town's water system. It is our understanding that delivering the designs for CIP-Phase II projects is not the objective. The objective is to work in the best interest of the Town and ensure a Water Strategy that encompasses all the above and meets the requirements set forth by WaterSmart funding.

Perhaps most critically, the Water Strategy must include a thorough analysis of how to optimize the Town of Paonia's water resources. RESPEC and BBA propose a targeted approach focused on the Town's highest-priority spring complexes, including **German Creek Springs (Upper, Middle, Lower), Lake Fork, Old Original, and Reynolds**. Additional complexes, such as Pole Patch and Upper Reynolds, will be addressed as secondary priorities, with potential extensions to Bell Creek Basin springs (Mays, Gilwick, Clark, and other springs) as appropriate.

The approach combines **community engagement, technical analysis, compliance review, and strategic planning** to ensure the WaterSMART project meets the Town's goals for resilience, reliability, and long-term sustainability. RESPEC's specific Project Involvement will include the following:

1. Outreach and Partnership Building

Community engagement is essential for a successful Water Strategy. RESPEC and BBA will reach these perspectives from residents, agricultural users, business groups, water districts, and public land managers and incorporate into the planning process. Our proposed engagement follows a three-step process:

- Kickoff Meeting – Identify stakeholders, introduce the project, and gather initial feedback on water supply challenges and priorities.
- Draft Review – Present draft strategies, demonstrate how stakeholder input has been incorporated, and confirm alignment with community expectations.
- Final Review – Resolve outstanding comments and ensure the final plan reflects community needs.

Outreach will be supported by a project website and local media, including the Town's newspaper and radio station, to maximize participation and build broad support for implementation.

2. Technical Analysis

The technical analysis builds on prior studies of Paonia's water system while incorporating updated data and confirming critical assumptions. Key studies informing our approach include:

- / Minion Hydrologic (1994): Initial Water Rights Analysis Report
- / Consolidated Consulting Services (1995): Reconnaissance Assessment of Raw Water Supply
- / GEI Consultants, Inc. (2000): Comprehensive Water Supply Study
- / W.W. Wheeler and Associates, Inc. (2004): Water Supply Study

The Town's most recent Hydrogeological Study is not yet publicly available; some tasks will be refined based on information obtained from the unredacted report. Our approach is to:

1. Leverage prior work to avoid duplication and maximize value
2. Identify data gaps and areas for additional analysis
3. Prepare a comprehensive WaterSMART planning document aligned with U.S. Bureau of Reclamation (USBR) requirements

2.1 Hydrological Investigation of the Watershed

Understanding Paonia's spring complexes and mountain hydrology is essential to determining groundwater flow paths, raw water capture potential, and connection to physical distribution. The Hydrogeological Study utilized two-dimensional resistivity (2DR) surveys to evaluate subsurface geology and potential groundwater flow dynamics. A key finding from the study indicates the possible presence of radial fracture zones or lineaments at German Creek, Old Original, and Lake Fork. These fracture zones may occur as (1) horizontal fracture planes parallel to stream channels (e.g., German Creek) and (2) near-vertical fractures located near spring headwaters (e.g., Old Original). In either case, drilling or excavations near these spring features could alter or seal groundwater flow paths, so a cautious approach is recommended before undertaking exploratory excavation or drilling to confirm geophysical interpretations. Although additional 2DR surveys are not included in the Town's WaterSMART RFQ, they should be considered prior to spring box redevelopment or exploration at other spring locations (e.g., Pole Patch). If the Town elects to pursue further 2DR investigations as part of the WaterSMART effort, RESPEC and BBA will collaborate with an experienced geophysicist familiar with Paonia to provide the necessary geophysical and consultative support.

Investigational activities include:

- / Inventory and classification of spring complexes to the respective type of spring or combination type.
- / Delineation of local groundwater recharges into a more regional geological structure pattern, as groundwater flow can be independent from local topography drainage basins of surficial watershed areas.

- / Continued monitoring seasonal and temporal variations in spring system observations.
- / Identification of climate monitoring and possible stream gauge locations.
- / Development of additional spring flow monitoring plans.

Results may inform intrusive work to confirm geophysical survey results such as test pit(s), small-diameter test hole(s), monitoring well(s) installation, and aquifer testing with submersible pumping equipment. All intrusive work will comply with USFS Categorical Exclusions (Cat Ex) under USBR grant requirements.

2.2 Perform a Survey of the Raw Water Collection System

A comprehensive survey of the Town's raw water collection system is essential to fully understand the location, condition, and connectivity of individual springs, abandoned structures, and the associated pipeline network. The system consists of a gravity-fed pipeline made of metal and plastic sections, some of which are corroded or partially buried, extending across the mountain front. While previous work, including the Hydrogeological Study, has provided partial documentation, mapping remains incomplete due to challenging terrain, dense vegetation, and extensive coverage of scrub oak and trees, which limits aerial survey capabilities.

We recommend a detailed, field-based survey to GPS for all components of the raw water system. This survey should cover every spring, pipeline segment, and associated structure along the network. High-resolution ortho mosaic imagery from prior studies can support this effort, but substantial on-foot reconnaissance will be necessary. Ideally, Town staff equipped with field-grade GPS units would conduct the survey, ensuring accurate mapping and seamless integration into the Town's GIS system.

Accurate spatial data from this survey will provide multiple benefits, including:

- / Supporting the North Fork Wildfire Ready Action Plan (WRAP)
- / Facilitating forest management and mitigation projects led by the USFS
- / Providing a reliable foundation for planning, maintenance, and potential infrastructure improvements

Although labor-intensive, this effort will yield critical information that enhances long-term management, operational efficiency, and informed decision-making for the Town's water system.

2.3 Metering and Monitoring Evaluation

RESPEC and BBA will evaluate the Town's metering and monitoring infrastructure and identify additional locations needed to understand water system performance, data collection, and operational reliability.

2.4 Conduct Water Modeling to Support Long-Range Town Planning

This task involves developing a comprehensive water system model to support the Town's long-term planning and decision-making. The model will assess the legal availability of existing water rights, quantify current and projected Town demands, and identify thresholds required to lift the existing tap moratorium. Key considerations include evaluating available spring sources, determining the feasibility of conveying additional spring water to the Upper Treatment Plant, and addressing current limitations in storage capacity.

The model will integrate these elements into a single framework that accounts for seasonal variations, hydrologic uncertainty, and system losses. By simulating various supply and demand scenarios, the model will serve as an intuitive decision-support tool, guiding Town leadership in prioritizing capital improvements and ensuring a reliable, sustainable water supply for future growth and community needs.

2.5 Assess Watershed Degradation and Recommend Restoration and Climate Adaptation Measures

This task will evaluate current watershed conditions and identify strategies to protect and strengthen the Town's raw water sources. The assessment will build upon existing work, including the North Fork Wildfire Ready Action Plan (WRAP) being prepared by Matrix Design Group, and will be closely coordinated with partner organizations to ensure alignment with the Town's Raw Water Protection Plan.

From a technical perspective, the evaluation will address indicators of watershed degradation, including erosion, sediment yield, vegetation loss, and wildfire risk. The analysis will also account for projected climate impacts, such as changes in snowpack, runoff timing, and increased variability in seasonal flows. Nature-based solutions will be emphasized, including strategic thinning to reduce overgrowth at spring locations and stabilization of disturbed soils to minimize sediment transport during construction activities.

Practical activities will include:

- / Identifying and prioritizing enclosure areas and protective improvements around the Town's springs to mitigate potential sources of potential water contamination.
- / Coordinating with the USFS on mastication and fuel reduction projects around spring sources and transmission pipelines to lower wildfire risk.
- / Reviewing, evaluating, and integrating relevant recommendations from the North Fork WRAP to develop locally tailored strategies.

The outcome of this task will be a set of actionable, science-based restoration and adaptation measures that are feasible for the Town. These measures will enhance long-term water quality and supply reliability, reduce wildfire and climate-related risks, and strengthen the resilience of the Town's water system.

2.6 Water Marketing and Rights Analyses

A well-executed water rate study is essential for the Town's utility to recover the full cost of service while maintaining fair and affordable rates. It supports long-term system reliability, secures funding for future capital investments, and builds public trust in the utility's financial management. RESPEC has previously prepared cost estimates for the Town's Capital Improvement Projects, and we will build that work to deliver a preliminary rate study that promotes financial sustainability, equity, and regulatory compliance.

The Town holds a portfolio of senior water rights, which are a critical component of its long-term water supply. However, many of these rights are not fully utilized, accurately tracked, or maintained in accordance with their decreed conditions, creating risks of abandonment or administrative limitation. The Town's last comprehensive review, the Initial Water Rights Analysis Report (Minion Hydrologic, 1994), identified several issues that remain unresolved nearly 30 years later.

Our team will compile and verify all legally decreed water rights, update the 1994 report, and work directly with the Town's water rights attorney to ensure these rights are protected and secured for future use. Key tasks will include:

- / Verifying decreed versus physical locations of spring diversion points, to ensure compliance with state requirements; the decreed spring sites within 500 feet are considered compliant. Proposed locations for the spring development plan will be confirmed with the Town's water attorney.
- / Evaluating the Town's water rights—including German Creek Springs, Lake Fork, Old Original, Todd Reservoir, Beaver Dam Ditch, Reynolds, Upper Reynolds, Pole Patch, and others—to confirm their legal viability and decreed rates. The assessment will identify limitations to spring complexes that will need to be considered when prioritizing spring redevelopment or development projects.
- / Resolving discrepancies and addressing potentially unused or underutilized spring sources will require confirming decreed rights. This process involves close coordination with the Town's water attorney to appropriately address water court actions. The review will identify the need for clarification to the extent of decreed amounts and ownership of several water rights, as well as potential corrections within the decrees.
- / Implementing an accurate water accounting plan to track diversions and safeguarding senior rights under stricter administration.

This effort will provide the Town with a clear, legally defensible plan for managing its water rights portfolio, addressing risks of abandonment, filings of due diligence, and ensuring that the legal foundation of the Town's water supply aligns with operational planning, and future system needs.

2.7 Legal and Institutional Requirements

For potential implementation projects, the Town must ensure that all permitting, environmental compliance, and institutional requirements are clearly understood and addressed. This includes evaluating whether proposed activities could trigger additional federal, state, or local reviews under NEPA (e.g., Categorical Exclusions, Environmental Assessments, or Environmental Impact Statements) and confirming whether any work extends beyond existing approvals.

To clarify and address these requirements, we recommend close coordination with the USFS Paonia Ranger District to:

- / Review and confirm permit requirements and compliance obligations, noting where work has already been completed.
- / Identify any aspects of the current scope of work that may require additional Categorical Exclusions or NEPA review.
- / Develop a plan for engaging specialized partners, such as Alpine Archaeology, to address cultural resources and related compliance needs.

2.8 Support Tools

This task involves evaluating existing monitoring and data collection systems, including supervisory control and data acquisition (SCADA) software and metering infrastructure, and recommending improvements to optimize system performance. Current progress, data gaps, and next steps will be assessed in collaboration with RESPEC to ensure actionable guidance and alignment with the Town's operational and planning needs.

2.9 Project Prioritization and Decision Matrix Development

We will develop a comprehensive decision matrix or multiple criteria decision analysis (MCDA) to evaluate and compare system needs and potential project alternatives based on weighted criteria developed with Town Staff and project stakeholders. Each option will be assessed using the following key criteria:

- / **Compliance Requirements** – Define and incorporate applicable federal, state, and county regulatory requirements to ensure that all proposed projects meet current legal and permitting standards.
- / **Technical Feasibility** – Assess the practicality, constructability, and long-term sustainability of key infrastructure improvements, including:
 - **Spring Box Development or Redevelopment:** Evaluate feasibility, provide planning guidance, and leverage additional funding opportunities for additional geophysical surveys to enhance subsurface geologic interpretations. Further characterization of the Town's spring complexes to better evaluate spring redevelopment plan and conduct feasibility guidance on investigation work to confirm geologic interpretations. A spring redevelopment plan would rely upon accurate hydrogeologic yield data, site accessibility, constructability, geotechnical stability, and potential environmental impacts.
 - **Pipeline Replacement:** Continued field documentation and assessment of the raw water collection pipelines. Evaluate both hydraulic capacity and infrastructure condition to identify current limitations, identify full replacement sections of the pipeline, and delineate critical pipeline protection areas.
 - **Distribution System Improvements:** Consider the Town's ability to support looping, redundancy, and pressure regulation, as well as potential service disruptions during construction.
 - **Water Treatment Facility Impacts:** Ensure compatibility with the Upper Treatment Plant, including capacity, operational requirements (staffing, chemicals), and treatment performance.
 - **Current Storage Availability:** Assess whether existing treated water storage can support future peak demands, emergency reserves, and fire flow requirements, while integrating hydraulically with the broader distribution system.

- / **Schedule and Implementation Timelines** – Align the decision matrix with ongoing phased CIP projects, which modernize aging water infrastructure. Coordination with the Town’s water department will confirm that project prioritization aligns with the CIP schedule, available resources, and realistic phasing for timely execution.
- / **Financial Impact** – Provide qualitative financial assessments to guide decision-making, recognizing that detailed cost estimates may not be feasible at this early stage due to variable factors such as material pricing, labor availability, and permitting. Detailed cost estimates can be developed in subsequent design and implementation phases.

3. Water Strategy Document

The Water Strategy Document, developed by RESPEC and BBA, will consolidate the Town’s technical studies and stakeholder engagement efforts into a unified planning resource. This document will serve as a strategic guide for managing the Town’s water resources, supporting long-term reliability, sustainable operations, and resilience in the face of future challenges.

Key components of the Water Strategy Document include:

- / **Outreach Summary** – Document engagement with stakeholders, including agricultural users, community organizations, water districts, public land managers, and residents. Summarize input received and describe how stakeholder feedback was incorporated into the planning process.
- / **Statement of Problems and Needs** – Compile findings from technical analyses of Paonia’s watershed, hydrogeological investigations, raw water collection system, hydraulic capacity, water rights portfolio, and metering and monitoring systems to identify system deficiencies, operational challenges, and address future needs.
- / **Project Opportunities and Alternatives** – Identify potential water projects and initiatives, prioritize based on technical feasibility, community benefits, and implementation of practicality, and summarize findings. While full cost–benefit comparisons may not be feasible at this stage due to variable factors, the analysis will highlight relative benefits and trade-offs of different options.
- / **Implementation Strategy** – Provide recommendations for advancing selected projects, addressing barriers to implementation, and outlining next steps for design and engineering, permitting and compliance requirements, financing considerations, water rights management, and monitoring metrics.
- / **Lessons Learned** – Summarize insights gained through the Water Strategy development process, including improvements to planning approaches, stakeholder engagement, and technical analyses, and provide feedback to the Bureau of Reclamation for future program efforts.

Additional items noted in this section will be included as attachments to the Water Strategy document. The project is currently scheduled to begin in late 2025 and continue through September 2027. RESPEC and BBA will deliver final products that fully achieve the scope of work and comply with all program requirements. Both firms bring the experience, expertise, and capacity to initiate work promptly and complete the project within the proposed schedule.

Through this structured process, the Water Strategy will provide the Town with a clear, actionable framework for prioritizing infrastructure investments, enhancing drought resiliency, and maintaining reliable, sustainable water service. RESPEC and BBA appreciate the opportunity to support the Town of Paonia in achieving the goals of the WaterSMART project.

QUALITY ASSURANCE AND COMPLIANCE

RESPEC recognizes that effective project control is foundational to delivering successful outcomes—on time and within budget—especially for complex municipal projects. We will develop a customized Project Management Plan (PMP) with input from the Town of Paonia and relevant stakeholders. We will present the PMP, including project goals, milestones, deliverables, and any identified opportunities or challenges at the project kickoff meeting. This includes compliance with WaterSMART milestone reporting requirements (approximately 10) and deferral procurement standards. The development of this plan, with input from the Town, helps guide the project schedule and budget to keep the team focused on the defined project tasks and schedule throughout design.

SCOPE PROGRESS MEASUREMENT AND REPORTING

The development and execution of the PMP will include a Scope Management Plan. This portion of the PMP will finalize the defined scope management approach and processes, as well as the roles and responsibilities of the project team members participating in those processes. The Scope Management Plan will describe how the project team will define the project scope, create the work breakdown, validate the scope, verify the completion of project deliverables, control the scope baseline, and handle scope changes.

RESPEC project managers review project budgets every month (at a minimum). Project accounting information is available at any time for each project manager. Our project managers continuously monitor the scopes of work and discuss them with the project team. Our Project Manager, Doug Schwenke, will discuss out-of-scope items immediately with the Town's project team and support them in writing documentation.

SCHEDULE MEASUREMENT AND REPORTING

The development and execution of the PMP will include a Schedule Management Plan. This portion of the PMP will define how the project schedule is managed throughout the project's life cycle. The Schedule Management Plan provides guidance and sets expectations for project schedule policies and procedures for planning, developing, managing, executing, and controlling the project schedule. As the project schedule is the tool that communicates what work needs to be performed, which resources will perform the work, and the times in which that work needs to be performed, it will reflect all the work associated with delivering the project on time.

The project status will be reviewed during weekly internal meetings, and updates will be communicated to the Town via progress reports and regular coordination meetings. Milestones will be communicated to the team using calendar meetings to ensure everyone is aware of the expected schedule and allow time for QA reviews before sharing any deliverables with the Town.

If, during any of the status meetings or checks, it is determined that the schedule is slipping, Amy will confirm with the team the root cause of the deviation and develop a plan to correct the schedule. Resource leveling or task reprioritization may bring the schedule back on track.

STAFF TEAM MANAGEMENT

This portion of the PMP will identify the processes and procedures used to manage staff throughout the project life cycle. We will define the responsibilities assigned to each team member and capture how staff resources will be managed for the project's duration.

Effective communication is the very foundation of our business. Organizations with effective and efficient communication methods are more likely to stay within scope, budget, and schedule and meet client expectations. We establish a Communication Plan at the beginning of each project, regardless of project size. Managers hold regular meetings to review project workload, budgets, resources, and schedules. Project managers review upcoming project tasks, match personnel to project needs, and adjust the internal team interaction to fit the size and complexity of the project. Project managers will hold team meetings to address issues and ensure that all team members know the project goals and deliverables. Project managers are also responsible for checking in with staff during production and working one-on-one as the project develops.

TOOLS FOR PROJECT MANAGEMENT

RESPEC project managers discuss project schedules and resources weekly during team meetings. Microsoft Project is available to project managers for scheduling and tracking. Project budgets and schedules for this project use Microsoft Project and BST Cost Plus. The RESPEC project managers will notify the Town if budgets, schedules, or project deliverables appear out of line.

RESPEC upholds a rigorous project management structure to keep our clients “in the know,” ensuring that projects stay on schedule, within budget, and aligned with the project and client goals.

QUALITY ASSURANCE AND QUALITY CONTROL

The PMP also includes the Quality Assurance and Quality Control (QA/QC) Plan. The QA/QC Plan is the working document that enables all the project team members and the Town of Paonia to maintain awareness of the status of our quality management practices. Specific project reviews are scheduled and recorded. RESPEC’s QA/QC program is tailored to each client and project objective. Our QA/QC procedures are applied to all projects, regardless of size. Fundamental features include standard operating practices, staff training, and project checklists.

Adhering to the QA/QC program is an integral function of all managers and technical leaders. Several levels of technical review are applied to preparing designs, calculations, drawings, details, specifications, quantities, cost opinions, and reports through qualified staff, and checklists, and reviews are performed by similarly qualified staff. Each level of technical and legal analysis will be vetted by peer project partners as part of our overall QA/QC Plan. Proper project oversight, conscientious documentation, and record-keeping are also components of our QA/QC program. The Project Manager assumes responsibility for all staff members and project quality.

COST CONTROL

The plans outlined above for project control and management are key to ensuring the project remains on budget. In addition to the scope plan, team plan, and schedule plan, RESPEC also exercises cost control by establishing a detailed work breakdown schedule and utilizing that to monitor progress throughout the project. Using that plan to review the current project cost, status, and invoices ensures that the budget is regularly reviewed and any deviations are captured early in the project instead of at the end. Any requests for deviation from the agreed-upon scope undergo multi-level review and approval, with clear documentation provided to the Town.

PROJECT PERFORMANCE

RESPEC is committed to transparency regarding project performance. Across our extensive municipal and utilities portfolio, delays have been rare, however, in the isolated instances where design projects exceeded the originally projected schedule, root causes included third-party permitting delays or unforeseen owner-directed scope changes. In all such situations, RESPEC took the following corrective actions:

- » **Enhanced Permitting Coordination:** Designating a Permitting Lead responsible for targeted agency coordination to preempt approval bottlenecks
- » **Integrated Change Management:** Incorporating scope changes into the schedule and budget, with immediate notification to the client and updated delivery timelines
- » **Strengthened Risk Management:** Instituting more frequent risk assessment workshops and early warning indicators on project dashboards

These improvements have mitigated recurrences of schedule issues and bolstered our confidence in delivering an implementable Town of Paonia Water Strategy on time. Our ongoing commitment to lean project delivery and digital collaboration ensures continuous refinement of project control processes.

SCHEDULE AND AVAILABILITY

RESPEC confirms staffing and capacity to ensure timely completion of project milestones from late 2025 through 2027 or based on a revised schedule pending approval by the Town and USBR. Our staffing plan includes redundancy at all levels to ensure availability based on the final contracted scope of work and deliverable timelines. RESPEC will be engaged in ongoing Capital Improvement Work with the Town of Paonia. The extension of these efforts is represented by the proposed Water Strategy document.

Project Milestones (Pending USBR Schedule Update)

- **Environmental and cultural compliance for field activities:** Nov 2025 – Mar 2026
- **Communication plan and stakeholder outreach:** Mar 2026 – May 2026
- **Brush clearing and field activities:** Apr 2026 – Aug 2026
- **Technical analyses (hydrology, hydraulics, water modeling, watershed assessment):** Apr 2026 – Aug 2026
- **Water rights analyses:** Mar 2026 – Jun 2026
- **Legal and institutional requirements research:** Mar 2026 – Aug 2026
- **Decision support tools analysis:** Jul 2026 – Aug 2026
- **Comparison of project alternatives and final project list:** Sep 2026 – Dec 2026
- **Stakeholder review and input:** Jan 2027 – Mar 2027
- **Draft Water Strategy submitted to Reclamation:** Jan 2027 – Mar 2027
- **Final Water Strategy document:** Apr 2027 – Sep 2027

REFERENCES

References are provided above with Project Examples in Firm Qualifications and Experience

INSURANCE AND ADDITIONAL INFORMATION

RESPEC and BBA are committed to meeting all Town and federal requirements for the WaterSMART project. In addition to demonstrating technical expertise and project experience, we provide the following supporting information:

- **Proof of Insurance:** Both firms carry insurance coverage that meets or exceeds the minimum Town and federal requirements, including general liability, professional liability, and workers' compensation. Certificates of insurance can be provided upon request.
- **Compliance with Federal Requirements:** RESPEC and BBA are experienced in complying with Bureau of Reclamation (USBR) grant requirements, U.S. Forest Service (USFS) regulations, and NEPA-related processes. Our team ensures all work aligns with federal, state, and local regulations, including permitting, environmental compliance, and reporting obligations.
- **Capacity and Resources:** Both firms have sufficient staffing, technical expertise, and project management resources to complete the WaterSMART project within the proposed schedule. Our team structure allows for flexibility to adjust to evolving project needs and timelines while maintaining high-quality deliverables.
- **Additional Supporting Information:** RESPEC and BBA have established procedures for quality assurance, internal review, and documentation to ensure accurate, defensible, and actionable project outcomes. We maintain long-term relationships with local stakeholders, federal agencies, and regulatory authorities, facilitating effective collaboration throughout project execution.



Project Management Institute (PMI): Five Phases of Project Management

Resumes



DOUGLAS E. SCHWENKE, PE

PROJECT MANAGER

OVERVIEW

Doug Schwenke has more than 30 years of civil engineering experience in the design and analysis of civil engineering projects, including water and wastewater systems planning and design; wastewater treatment plant (WWTP) design; water treatment plant design; concrete and steel design and analysis; analysis and design of water-impoundment, diversion, and monitoring structures; water and wastewater distribution design; water resources engineering; and construction observation and management.

PROJECT EXPERIENCE

Victor Reservoir No. 2, Outlet Tower Replacement Project, Victor, Colorado. Doug is the project manager overseeing the permitting and design of valve tower replacement for Victor Reservoir #2 for the City of Victor. The outlet valve tower replacement will be replaced by a traditional sloped outlet structure, complete with dual slide gates, stems, stem guides, and a pedestal operator. The design will also feature a full-scale inlet control box, cast-in-place pipe lining of the 20-inch mud line and 12-inch supply line, and bubbler lines for water elevation measurements.

Colorado Department of Local Affairs (DOLA) Small Communities Water and Wastewater Technical Assistance Program, Denver, Colorado. Doug has been the project manager for this technical assistance program for DOLA since 2019. Doug has provided water and wastewater technical assistance to more than 30 communities in Colorado's Front Range, Eastern Plains, and Western Slopes through this program. Technical assistance includes third-party reviews of project needs assessments, preliminary engineering reports, master plans, construction cost estimates, capital improvement plans, asset management plans, WWTP discharge permits, well monitoring plans, water infrastructure, wastewater infrastructure, spring structures, and other planning assessments.

2023 Distribution System Improvements, Beulah Water Works District, Beulah, Colorado. Doug was the project manager overseeing the design and construction of removing or abandoning existing water lines in Beulah Water Works District's distribution system, and replacing them with 12,600 linear feet (LF) of PVC or HDPE water lines. Work also included replacing service lines, meters, and meter pits; and installing hydrants. Provisioning of a new Automatic Drive-By meter reading system was also included with this work. Construction is slated for substantial completion in May 2025.

Wells C1, C2, and C3 Air Stripper Facility, Widefield Water and Sanitation District (WWSD), Fountain, Colorado. Doug was the project engineer responsible for the Colorado Department of Public Health and Environment (CDPHE) permitting, City of Fountain Permitting, planning, design, and construction observation of a dual Air Stripper Facility designed to remove PCEs from wells C1, C2, and C3 for the WWSD. Doug was specifically responsible for the design of the disinfection system, underground chlorine contact tank and building foundation, distribution booster pumps, site plan, HVAC design, and superstructure design.

Wastewater Treatment Plant Expansion – Structural Design, WWSD, Fountain, Colorado. Doug was the structural engineer responsible for the structural design of cast-in-place foundation slabs and spread footings, reinforced concrete masonry unit superstructures, reinforced concrete tanks, and double tee roof structures for the WWSD WWTP expansion. Facilities that were structurally designed were the new headworks facility, return-activated sludge/waste-activated sludge pump station, digester facility, and aerated sludge holdings tanks.

TECHNICAL EXPERTISE

- / Dam Design and Permitting
- / Water Treatment and Distribution Design
- / Design of Open Channel Diversion and Measuring Structures
- / Water Resources Engineering
- / Structural Design and Analysis
- / Wastewater Treatment Plant Design and Process Analysis
- / Wastewater Lift Station and Collections System Design
- / Construction Observation and Management

EDUCATION

- / BS in Engineering (Specialty Civil), Colorado School of Mines, Golden, CO (1994)

REGISTRATIONS & LICENSES

- / Professional Engineer in Montana
pending
- / Professional Engineer in Colorado –
PE No. 35711

PROFESSIONAL MEMBERSHIPS

- / American Water Works Association
- / Colorado Rural Water Association
- / American Concrete Institute
- / Water Environment Federation

CERTIFICATIONS & TRAINING

- / Special Inspector, State of Colorado Flood Response Team (2013)

HONORS & AWARDS

- / H₂O Project Award, Colorado Contractors Association, WWTP Nutrients and Dewatering Improvements (2019)
- / Flood Response Award, Colorado Department of Natural Resources, Dam Safety Branch (2013)

WORK HISTORY

- / RESPEC (2021–Present)
- / JDS-Hydro Consultants (2002–2021)
- / Kiowa Engineering, Inc. (1998–2002)
- / ECI (1994–1998)

Water Quality Management Plan and 9-Element Watershed Plan, Pueblo Area Council of Governments (PACOG), Pueblo, Colorado. Doug has been the project manager overseeing the development and update of PACOG's Water Quality Management Plan since 2019. The Water Quality Management Plan is responsible for establishing water quality parameters, background data, wastewater projections, contaminants of constituents in Pueblo County receiving streams, and background data for the eight wastewater treatment entities in Pueblo County. PACOG's 9-Element Watershed Plan is being developed according to the EPA's 9-point standard for protecting stream resources from non-point pollution sources. Specifically, this 9-Element Watershed Plan is being developed to protect the St. Charles River from non-point contamination by septic system failures, such as phosphorus, nitrogen, and other contaminants consistent with septic system failures.

Eastonville Road Design, Meridian Service Metropolitan District, Falcon, Colorado. Doug was the project manager for the design of approximately 2,700 LF of municipal street for the Meridian Service Metropolitan District. Design for Eastonville Road included pavement design, road grading, curb and gutter, storm drain, and street subgrade design.

Elevated Tank Repair, Strasburg Sanitation and Water District (SSWD), Strasburg, Colorado. Doug is the project manager overseeing the design of repairs to the 75,000-gallon elevated water tank for SSWD. Repairs include removal and abatement of existing lead-based coating system, design of Occupational Safety and Health Administration (OSHA) standard improvements to the tanks, such as new safety railing, access ladder, and cell phone antennae corral, and recoating of elevated tank and associated support superstructure.

Highland Lakes Water District – Groundwater Under the Direct Influence (GWUDI) Treatment Addition, Divide, Colorado. Doug was the project manager responsible for overseeing the planning, funding, design, permitting, bidding, and construction of a water treatment plant addition featuring ultrafiltration to enable the facility to meet GWUDI Surface Water. The project has been funded by an Energy Impact and Assistance Fund (EIAF) grant and Drinking Water Revolving Fund (DWRF) loan and was permitted through the CDPHE.

Teller County Water and Sanitation District No. 1, Radium Removal Addition, Woodland Park, Colorado. Doug is the project manager responsible for overseeing the planning, funding, design, permitting, bidding, and construction of a water treatment plant addition featuring ion exchange meant to enable the facility to remove radium from the District's source water. The project has been funded by an EIAF grant and DWRF loan and was permitted through CDPHE.

Town of Kit Carson, Wastewater Treatment Plant Lagoon Conversion, Kit Carson, Colorado. Doug is the project manager responsible for overseeing, planning, funding, and permitting the conversion of a facultative lagoon to an evaporative non-discharging lagoon. The project is currently in the design phase, preparing a process design report, technical specifications, construction drawings, and other associated permitting documents. The project has been funded by an EIAF grant and DWRF loan and was permitted through CDPHE.

Denver Basin Water Resources Engineering; Monson, Cummins, Shohet, and Farr, LLC; El Paso County, Colorado. Doug has provided water resources engineering services to support the development of Denver Basin Augmentation Plans and Replacement Plans for clients served by Monson, Cummins, Shohet, and Farr, LLC. Work includes estimates of Denver Basin Aquifer Allocations, estimates of indoor and outdoor water demands, estimates of not-nontributary depletions to the alluvium, and calculation of lagged depletions, as necessary

WWTP Technological Improvements, WWSD, Fountain, Colorado. Doug was the project manager providing construction engineering services for the construction of \$5.5 million in improvements to meet Regulation No. 85 requirements for the WWSD WWTP. Improvements included the addition of a new anoxic zone and internal recycle pumps for the biological removal of nitrogen, an anaerobic basin for the luxury update removal of phosphorus, a chemical building to dose alum and caustic soda for the chemical precipitation of phosphorus and control of alkalinity, and provision of two screw presses to accommodate the additional production of sludge caused by the biological and chemical removal of nitrogen and phosphorus.

Wagons West Lift Station, ProTerra Properties, Monument, Colorado. Doug was the project manager responsible for preparing a site application for constructing a new lift station for ProTerra Properties at the new Wagons West development. The new lift station site application and design will ultimately be used to convey wastewater from the Wagons West development into the Monument Sanitation District collections system. The site application will be developed to meet Pikes Peak Area Council of Governments 208 Plan requirements.



ALAN J. LEAK, PE

TECHNICAL ADVISOR/QAQC

TECHNICAL EXPERTISE

- / Water and Wastewater Infrastructure
- / Water Rights
- / Stormwater Management

EDUCATION

- / BS in Civil Engineering, Colorado State University, Fort Collins, Colorado (1981)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado and Nevada

PROFESSIONAL MEMBERSHIPS

- / American Council of Engineering Companies (ACEC)
- / Colorado Association of Stormwater and Floodplain Managers (CASFM)
- / Colorado Water Congress (CWC)

WORK HISTORY

- / RESPEC (2013–Present)
- / WRC Engineering, Inc. (1981–2013)

OVERVIEW

Before joining RESPEC in 2013, Alan Leak served as the President of WRC Engineering, Inc. (WRC) in Denver, Colorado, and other roles for WRC since 1981. Alan has 43 years of extensive and comprehensive experience in all aspects of water resources engineering including water supply transmission and distribution, and wastewater collection; expert water-rights engineering services; and stormwater management and flood control. His responsibilities include business development, project management, and leading teams of RESPEC employees in solving critical water-resource engineering problems.

TECHNICAL EXPERIENCE

Water and Wastewater Infrastructure. Alan's experience in water and wastewater infrastructure includes project management; water and wastewater master planning; capital improvements planning and management; reuse plans and substitute water supply plans; planning and designing water transmission and distribution lines, wastewater collection and interception lines, pump stations, and wells; and water and wastewater systems management. Alan has also provided expert testimony before the Colorado Water Quality Control Commission regarding municipal water quality issues.

Water Rights. Alan's experience with water rights includes evaluating and analyzing water rights, water-rights accounting, preparing augmentation plans, preparing comprehensive plans for acquisition, and implementing water rights for raw and treated water supplies. Alan has also served as an expert witness in several water-related court proceedings. These water-rights support services have included investigating claims and determining facts; engineering analyses; producing expert reports; preparing and answering discovery requests, including interrogatories and document production, strategy preparation, and assistance to council; giving depositions; exhibit and trial preparation; participating in settlement negotiations; and providing expert testimony at hearings and trials.

Stormwater Management. Alan's stormwater management responsibilities include project management, stormwater master planning, floodplain management, and drainage facility design and construction. His stormwater master planning projects have included major drainageway and outfall systems planning, and alternatives analyses. Alan's floodplain management experience includes hydrologic and hydraulic analyses, floodplain modeling, floodplain delineation, and Federal Emergency Management Agency (FEMA) map revision processing. He has provided expert testimony before the Colorado Water Quality Control Commission regarding municipal water quality issues. He has authored and coauthored over 25 stormwater, floodplain, and water quality manuals throughout the United States.

PROJECT EXPERIENCE

Water Rights Engineering Seminar for the Urban Watersheds Research Institute, Colorado. Alan was the lead instructor for this seminar, which provided engineering professionals in the water resources field with an overview of Colorado water rights, including basic concepts, water administration, water measurement, and services commonly required by clients (e.g., water rights protection, consumptive use analysis, accounting, and Water Court change case applications).

On-Call Water Rights and Water Resources Services, Pueblo West Metropolitan District, Pueblo West, Colorado. Alan is the project manager who oversees the full spectrum of services for the Pueblo West Metropolitan District's water rights and water resources needs. The services include protecting existing water rights, analyzing the value of potential water-rights purchases, and providing technical support for change-of-use cases involving acquired water rights. Alan developed a water reuse and exchange plan to maximize using the Pueblo West Metropolitan District's water rights. This project included evaluating

lawn-watering practices, returning flow quantification from various potable and non-potable (wastewater) uses, developing a plan for water accounting/allocation, and provided engineering services connected to the Pueblo West Metropolitan District's application for plan approval for reuse and exchange. His work also included modeling the surface water and groundwater systems, determining impacts on other vested rights and approved exchanges near the project, and developing plans for alleviating potential injury to other water rights. Alan also managed the Pueblo West Metropolitan District's acquisition of water rights associated with the Hill Ranch in Chaffee County, Colorado. The Hill Ranch water-rights portfolio was evaluated for acquiring and recommending purchase prices. Once acquired, Alan led the historic consumptive use and stream depletions evaluation and supported the Pueblo West Metropolitan District's legal counsel through the Water Court process. The final decree provides the Pueblo West Metropolitan District with an average annual yield of over 1,900 acre-feet of fully consumable water. Alan designed water measurement structures on the Willowdale Ditch and the Pioneer Ditch using 24" Parshall flumes and telemetry tied into the State of Colorado satellite monitoring system. Alan also provides support for Pueblo West's Metropolitan District's water rights accounting including exchange and storage operations.

On-Call Water Right Services, Town of Morrison, Morrison, Colorado. The Town of Morrison maintains multiple shared water rights and storage reservoirs that require ongoing tracking and analyzing water use/water rights, including the protection of their existing rights. Alan provides ongoing water-rights services that include preparing Water Court applications, change of water rights to Quarry Reservoirs No. 1 and No. 2, and engineering services to protect the town's water rights from proposed changes on the stream system. Alan also served as project manager and coordinated the physical and regulatory process of bringing the town's new raw water storage reservoirs online.

City of Greeley Boyd Freeman Ditch Measurement Structure, City of Greeley, Colorado. Alan was the principal in charge of the design of a new measurement structure for the Boyd Freeman Ditch. The existing measurement structure became useless and unreliable due to continuous silting of the underground pipe measurement structure. The new measurement structure consisted of the installation of a 36" prefabricated Parshall flume with upstream and downstream ditch grading to comply with the required flume flow regimes for accurate flow measurement.

Water and Wastewater Authority Engineering Services, ACWWA, Arapahoe County, Colorado. Alan currently serves as the authority engineer for the ACWWA. In this role, Alan provides engineering support for their water and wastewater activities, including planning, design, and constructing capital improvement projects as well as advising the Board of Directors on engineering matters. Alan also supports ACWWA's Water Resources Engineer in managing the portfolio of water rights. In this role, Alan managed the due diligence activities for reviewing a proposed water-rights portfolio comprised of shares and water rights in over 15 ditch and reservoir companies on over 30 farms, which, in aggregate, would yield an average of 4,400 acre-feet of fully consumable water for the ACWWA. This diligence activity extended over a period of several years and included consumptive use and stream depletions analyses; a review of diversion records, aerial photographs, and farming records; and the verification of expected water yield to make recommendations on the suitability of including the water rights into ACWWA's water portfolio. Alan also provided technical oversight and evaluation of surface water models and results provided by others to ACWWA.

Water Rights Engineer, FHMD, Jefferson County, Colorado. Alan currently serves as the FHMD's water-rights engineer and monitors and oversees their water-rights accounting. Alan developed and provided the engineering support for the FHMD's water augmentation plan and prepared technical input and expert testimony in support of the application filed in the Water Court of Water Division 1 for the plan's approval. Alan also provided engineering design management for installing and operating the water supply system, the water distribution system, and the wastewater collection and treatment facilities.

Chatfield Arboretum Wetlands Plan of Augmentation and Exchange, Colorado Department of Transportation, Littleton, Colorado. Alan prepared an analysis of the replacement water requirements for mitigation wetlands for the Chatfield Arboretum Wetlands project. This included preparing a plan of exchange to provide replacement water from reusable return flows from the Town of Castle Rock for surface diversions to the wetlands from Deer Creek. Alan assisted in preparing a Water Court application and provided engineering support to the State of Colorado Attorney General's office.

Powder Ridge Development, Mesa County, Colorado. Alan developed a water supply plan using both surface and groundwater sources for the proposed Powder Ridge Development. He also assessed water rights available to the proposed development and developed a water augmentation plan to protect vested rights on the stream system.



BRIAN L. ELKINS JR., PE

PROJECT MANAGER

TECHNICAL EXPERTISE

- / Water and Wastewater Systems Master Planning
- / Water and Wastewater System Infrastructure Design
- / Conceptual Master Planning Project Management

EDUCATION

- / MS in Civil Engineering, Colorado State University, Fort Collins, CO (2020)
- / BS in Civil Engineering, Louisiana Tech University, Ruston, LA (2018)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado (No.0062955)
- / Professional Engineer in Louisiana (No. 0048048)
- / Professional Civil Engineer in Alaska (No. 24214)

PROFESSIONAL MEMBERSHIPS

- / American Society of Civil Engineers (ASCE)
- / National Society of Professional Engineers (NSPE)

WORK HISTORY

- / RESPEC (2023–Present)
- / Engineering Ministries International (EMI), Colorado Springs, CO (2021–2023)
- / Landmark EPC (2020–2021)
- / DeForest Engineering (2016–2019)

OVERVIEW

Brian Elkins is a water/wastewater engineer experienced in the analysis, concept design, and master planning design of various water and wastewater facilities, including well sources, water distribution systems, wastewater collection facilities, groundwater systems, pumping and lift stations, raw and potable water storage, and rural water systems. Brian's role as a water/wastewater engineer involves conducting detailed analyses to assess project needs, evaluating existing infrastructure, conducting feasibility studies, and developing comprehensive plans to design and implement water and wastewater facilities.

SELECTED PROJECT EXPERIENCE

Water and Wastewater Improvements, Mueller State Park, Colorado Parks & Wildlife, Colorado. As the project manager, Brian has completed an evaluation study with asset inventory, is developing a capital improvement plan, and is managing the design of a dump station, wastewater facility improvements, a 4,800-lineal-foot pipe waterline, and a new SCADA system for the water treatment systems Mueller State Park. The analysis and design includes using ArcGIS Pro software, management of construction documentation, and coordination with the Park, Teller county and CDPHE.

Distribution System Improvements, Paonia, Colorado. As the project engineer, Brian has designed a \$5M 12-inch PVC waterline to replace an existing 8,000-lineal-foot, 8-inch steel pipe waterline with associated appurtenance improvements for fire flow protection. The analysis includes using InfoWater Pro hydraulic modeling software, management of construction documentation, and coordination with the Town, Delta county and CDPHE.

Distribution System Improvements, Paonia, Colorado. As the project engineer, Brian is managing the design of a \$5M 12-inch PVC waterline to replace an existing 8,000-lineal-foot, 8-inch steel pipe waterline with associated appurtenance improvements for fire flow protection. The analysis includes using InfoWater Pro hydraulic modeling software, management of construction documentation, and coordination with the Town, Delta county and CDPHE.

Source Water Improvements Project Needs Assessment (PNA), Cheyenne Wells, Colorado. As the project engineer, Brian developed a PNA for the Town of Cheyenne Wells to improve the source water quality of the town. It included the conceptual design of an ion-exchange water treatment plant for nitrate removal, new well, and blending vault. The PNA has been submitted to CDPHE and is pending approval.

Department of Local Affairs (DOLA) PNA Review, Holly, Colorado. As the project engineer, Brian evaluated a PNA by a third-party engineering company through the Colorado DOLA Small Communities Water and Wastewater Project Development program for the Town of Holly. The proposed alternative contained in the PNA report is estimated to cost \$9.9 million. The purpose of the PNA is to reduce radium levels of the drinking water supply below the Maximum Contaminant Level (MCL), increase drinking water storage supply, and improve the distribution system.

Water and Wastewater System Evaluation, Lost Valley Ranch, Sedalia, Colorado. As the project engineer, Brian evaluated a private water and wastewater system for Lost Valley Ranch. The analysis included mapping the system to QL-B standards, performing hydraulic modeling of the water distribution and sewer collection systems, prioritizing future repairs and replacements of major water and wastewater infrastructure, and implementation of an asset management program. The deliverables included utility maps of the campus, an asset repair and replacement prioritization report, and future improvement recommendations.



New Distribution System, Falcon Heights Property Owners Association (POA), Colorado Springs, Colorado. As the project engineer, Brian designed and drafted an 8-inch waterline for the Falcon Heights POA. The purpose of the waterline was to meet fire-flow requirements for the FOA that was previously undersized.

Water and Wastewater Infrastructure Engineering Assessment, Norton Sound Region, Alaska. With a previous employer, Brian was an engineer on the team for the assessment of all water and sewer systems for the Norton Sound region in northwest Alaska. The project included documentation of all water and sewer infrastructure parts and deficiencies, implementation of asset management software, establishing standardization for the region, and establishing a Community Utility Assistance Program (CUAP) over the region.

Gravity Flow System Design in Bundibugyo, Uganda. While with a previous employer, Brian was an engineer on the team for a Preliminary Engineering Report (PER) regarding the gravity flow system design for the Town of Bundibugyo. The civil design emphasized providing recommendations for three gravity flow water systems (North, Central, and South Ridges), including stream collection, treatment, storage, and distribution. Brian designed and modeled the North Ridge system using EPANET software to determine pipe sizing, BPT spacing, and pipe layout.

Conceptual Master Plan, Maranatha Hospital, Fort Portal, Uganda. While with a previous employer, Brian was the co-project leader of the 8-acre conceptual masterplan project for Maranatha Hospital in Uganda. He co-led a multinational/multidisciplinary team of engineers and architects to conduct a design charrette for a master plan and conceptual building design for the first two-phase buildings. He designed the potable water system, onsite wastewater treatment system, and site grading.

Conceptual Master Plan, Tenwek Hospital, Bomet, Kenya. While with a previous employer, Brian was an engineer on the team for the 8-acre conceptual masterplan project for Maranatha Hospital in Uganda. He co-led a multinational/multidisciplinary team of engineers and architects to perform a design charrette for a master plan and conceptual building design for the first two-phase buildings. He designed the potable water system, onsite wastewater treatment system, and site grading.

Conceptual Master Plan, ICM School and Church, Dominican Republic. With a previous employer, Brian was the deputy project leader for the 3-acre conceptual masterplan project for ICM School and Church in the Dominican Republic. He co-led, alongside a licensed P.E., a multinational/multidisciplinary team of engineers, architects, and a surveyor to conduct a design charrette for a master plan and conceptual building design for the first two-phase buildings. He designed the potable water system, wastewater collection system with a lift station, porous pavement parking area with an underdrain, and a bioretention rain garden for stormwater volume reduction.

Piped Water and Sewer PER, Town of Wales, Alaska. With a previous employer, Brian was an engineer on the team for the design of a piped water and sewer system for the town of Wales, Alaska. The project included designing and analyzing five alternatives and selecting an alternative using life-cycle analysis. The selected alternative consisted of an infiltration gallery, a 2 MG tank, both above- and below-ground water distribution, a vacuum sewer collection system, and a subcontracted wastewater treatment package plant.

Conceptual Master Plan, Bongolo Hospital, Gabon. With a previous employer, Brian was an engineer on the team to design a water and wastewater treatment system for the conceptual master plan for Bongolo Hospital in Gabon. Brian conducted in-situ water quality and soil percolation tests to determine the suitability of the existing water treatment and the soil for on-site wastewater treatment. He designed the water storage tanks, estimated submersible well pump size, utility layout, and conceptual water treatment schematic.

Tanyard Creek Land Development Design, Ruston, Louisiana. With a previous employer, Brian was an engineer on the team that provided the civil engineering documents required to construct the Tanyard Creek development, an 80-acre property in Ruston, Louisiana, featuring over one hundred 8th-acre residential lots. He used the rational method and modeling software (AutoCAD Civil 3D and Hydraflow Storm Sewers) to design the underground drainage infrastructure and detention ponds sized to handle runoff from a 100-year storm, following Louisiana standards. He also designed the site grading and calculated the required cut/fill quantities. The subdivision has now been successfully constructed.



REBECCA E. NORTON, PE

MODELING AND WATER DISTRIBUTION LEAD

TECHNICAL EXPERTISE

- / Project Management
- / Water, Wastewater, and Stormwater Modeling
- / Utilities Master Planning and Design
- / ArcGIS Enterprise/Portal and ArcGIS Online
- / Asset Management

EDUCATION

- / BS in Civil Engineering, University of Kansas, Lawrence, KS (2001)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado

PROFESSIONAL MEMBERSHIPS

- / American Society of Civil Engineers (ASCE)
- / American Water Works Association (AWWA)

WORK HISTORY

- / RESPEC (2022–Present)
- / InVision GIS, LLC (2014–2022)
- / Civil Resources, LLC (2013–2014)
- / City of Loveland (2010–2013)
- / Civil Resources, LLC (2010)
- / TST, Inc. Consulting Engineers (2006–2009)
- / Tetra Tech RMC, Inc. (2003–2006)
- / Kansas Department of Transportation, Bureau of Traffic Engineering (2002–2003)
- / Phelps Engineering, Inc. (2001–2002)

OVERVIEW

Rebecca Norton is a professional civil engineer, project manager, and GIS analyst specializing in water, wastewater, and stormwater utilities. She has 23 years of experience in engineering design, modeling, and GIS. Rebecca has worked in both the public and private sectors, providing her with utilities experience that extends from the initial planning and feasibility phases through design, construction, and long-term operations. Rebecca's combined experience in engineering and GIS gives her an understanding of project management, model development, data analysis, capital improvement planning, master plan development, customized GIS data and mapping solutions, and asset management.

PROJECT EXPERIENCE

WATER

Southwest Link 30-Inch Ductile Iron Transmission Main, Fountain, Colorado. As the project manager, Rebecca led the pipeline design process, which included alignment selection, subsurface utility engineering (SUE) investigation, pipeline materials selection, easement acquisition, and preparation of final construction drawings and specifications. The 6,600-linear-foot pipeline includes a welded connection to an existing steel tank, a 470-foot-long bore under I-25, and the BNSF railroad. She managed the project through bidding, and it is currently under construction.

Waterline Replacements, Beulah, Colorado. Rebecca is currently managing a waterline replacement project consisting of over 10,000 linear feet of replacements. The existing water system is undersized and experiencing significant water loss. The selected construction solution includes installing the new waterlines while leaving the existing lines in place to serve customers. Eventually, the existing system will be abandoned. The design process includes geotechnical analysis, SUE, easement acquisition, bid document preparation, and construction sequencing. The project is currently under construction and is scheduled for completion in 2025.

Northern Delivery System (NDS) Transient Analysis and Mitigation Design, El Paso County, Colorado. Rebecca performed the transient analysis for the NDS booster pump station for Triview Metropolitan District using Bentley OpenFlows HAMMER software. The NDS booster pump station consists of three 350-hp pumps discharging a total of 2,780 gallons per minute. She worked with the design team to develop the proposed mitigation strategies for the booster pump station, which included a hydropneumatic bladder tank, air-vac valves, pump station control valves, and variable frequency drives.

Town of Estes Park, Water Model Manager, Estes Park, Colorado. Rebecca converted the Town's Water model from Water GEMS to InfoWater in 2014 and then upgraded the model to InfoWater Pro in 2019. She provided ongoing maintenance, updates, and water model analyses for future projects. Rebecca delivered modeling results in a GIS mapping format for the Town to forward to the developer or project design engineers.

Saint Charles Mesa Water District, Water Model Update, Pueblo, Colorado. Rebecca updated the District's water model using WaterCAD software. The previous model was more than 10 years old and was not maintained. She presented different water modeling software options and helped select the best option for the District. The pipes, nodes, control valves, pump stations, and tanks were updated based on new GIS data. System demands were updated based on current meter and water plant production data. The model was calibrated based on SCADA and fire hydrant testing data. Rebecca provided ongoing modeling support by performing specific modeling requests for the district as needed.



City of Loveland, Water Model Manager, Loveland, Colorado. As a City employee, Rebecca managed the water model for existing and future planning conditions. She worked with the engineering consultant to update the water model and performed fire flow simulations for new developments.

Moraine Avenue Water Main Upgrade, Estes Park, Colorado. Rebecca prepared the design plans for a water main upgrade project, ranging between 12 and 24 inches. The water project occurred simultaneously with a bridge replacement project over Fall River in downtown Estes Park. Rebecca also coordinated electrical conduit placement for the Town's Electric Division.

Morning Drive Alternate 36-Inch Steel Water Main, Loveland, Colorado. Rebecca managed the 2,000-linear-foot steel pipeline project from conceptual/preliminary design through final design and construction. She performed the alignment alternatives and cost analyses, acquired easements, and obtained a 1041 permit through Larimer County. Rebecca managed the project through bidding and construction.

Highway 34 Emergency Waterline Replacement, Loveland, Colorado. Rebecca managed an emergency waterline replacement project in west Loveland, which replaced approximately 500 feet of 6-inch cast iron waterline with 6-inch PVC. The waterline was a dead-end line located under West Highway 34, resulting in challenges with rocky soils, vehicle traffic on the major highway, and water service to customers during construction.

Overland Pump Station for Fort Collins-Loveland Water District, Fort Collins, Colorado. As a project engineer, Rebecca analyzed the District's system to determine the required capacity of the station and prepared the construction plans and specifications. She administered the project through the City of Fort Collins development review process. Rebecca also assisted the District through the bidding and construction processes.

WASTEWATER

Highway 402 Corridor Planning, Loveland, Colorado. Rebecca worked on a multi-disciplinary team at the City of Loveland to provide long-term planning for a growing corridor of approximately 9 square miles of undeveloped land. Rebecca represented the water and wastewater utilities on a team that included representatives from planning, public works, stormwater utilities, electric utilities, and economic development. She provided conceptual design information, infrastructure sizing, and costs to support water and wastewater service to the area based on various land-use plans and development densities.

Liberty Gulch Trunkline, Saint Vrain Sanitation District, Weld County, Colorado. Rebecca performed the service area and alignment alternatives analysis for a 36-inch sanitary sewer trunkline. She helped acquire easements, prepared the construction plans and specifications, and managed the project through construction.

RAW WATER AND WATER RIGHTS

Raw Water Storage and Conveyance Feasibility Studies, United Water and Sanitation District, Colorado. Rebecca performed several feasibility studies to evaluate the District's raw water storage and conveyance projects. The analyses consisted of the conceptual design of storage reservoirs, raw water pump stations, pipelines, canals, and diversion structures. She performed conceptual-level cost estimates for the proposed infrastructure and calculated projected water delivery volumes versus operational costs over a 30-year timeframe.

Water Court Case No. 13CW029, Firestone, Colorado. Rebecca prepared the final engineering report to support a water rights change of use application. She performed the historic consumptive use analysis and determined historic return flows to Saint Vrain Creek.

Water Court Case No. 02CW404/03CW442, Adams & Weld Counties, Colorado. Rebecca prepared the final engineering report that evaluated the hydraulic capacity and operation of the proposed raw water diversion and delivery systems. The project included conceptual design, the feasibility of raw water delivery infrastructure, and estimated costs.

GIS PROJECTS

West River Regional Water and Wastewater Study, South Dakota. Rebecca organized the project GIS database, compiling data from twelve different water and wastewater utilities and districts for a regional study near Rapid City, South Dakota. She set up interactive maps for the engineering team to review and evaluate the data. She performed data analysis and summaries and prepared approximately 50 exhibits for the final report.



JAMES STARNES, PE

QA/QC

TECHNICAL EXPERTISE

- / Client Needs Analysis
- / Microsoft and Adobe Suite
- / Mechanical and Biological Treatment
- / Hydraulic Systems
- / BioWin, HEC-RAS, WaterCAD
- / Project Management
- / Process Performance and Optimization Analyses
- / Rate Study Analyses

EDUCATION

- / M.Sc. in Process and Environmental Engineering, University of Stuttgart, Stuttgart, Germany (2011)
- / BSE in Civil and Environmental Engineering, University of Michigan, Ann Arbor, MI (2007)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado

PROFESSIONAL MEMBERSHIPS

- / Water Environment Federation (WEF)
- / American Society of Civil Engineers (ASCE)
- / WASTE Club, Stuttgart, Germany

WORK HISTORY

- / RESPEC (2021–Present)
- / JDS-Hydro Consultants, Inc. (2015–2021)
- / Rain for Rent (2012–2015)
- / California Polytechnic University – San Luis Obispo (2011–2012)
- / Fraunhofer Institute – Stuttgart, Germany (2010)

**RESPEC acquired JDS-Hydro Consultants, Inc. in 2021.*

OVERVIEW

James Starnes has 15 years of experience in civil and environmental engineering and related fields, including 2 years in research, 3 years in construction, and 10 years in design. His professional focus is asset management and treatment system optimization. He is incredibly proficient with cost analyses and process technology evaluations. He is also proficient with complex hydraulic systems, including pump system design and controls for potable and wastewater applications. James process engineer for three biological nutrient removal (BNR) wastewater treatment facilities, combining his data analytics and EnviroSim BioWin modeling skillsets. He is also an adept project manager, overseeing permitting, design, schedule, and budgeting for various projects.

PROJECT EXPERIENCE

Water System Capital Improvement Plan – Phase I, Town of Paonia, Paonia, Colorado. James served as the project manager for the first phase of capital improvements to the Town's water system. Phase I includes improvements to water supply monitoring and finished-water storage, and replacement of approximately 9,500 feet of aging 8-inch steel water main with 12-inch C900 PVC, including two new pressure-reducing valve vaults.

Marshall Community Water Supply Evaluation, Colorado Division of Reclamation, Mining and Safety, Marshall, Colorado. James served as the project manager in support of a water supply evaluation in the Marshall community that arose because of water quality impact concerns caused by nearby mining activity. Multiple rounds of water quality testing were conducted, and a multivariate analysis was employed to first determine the impact and then the severity of the impact. The evaluation included budgetary estimates for water supply alternatives including in-home treatment, connections to nearby systems, and new wells. Community engagement was critical completing the evaluation.

Wastewater Treatment Facility (WWTF) Expansion Process Needs Assessment (PNA), Teller County, Divide, Colorado. James served as a senior project engineer in evaluating alternatives for expanding the existing 0.035-million-gallon-per-day (MGD) WWTF in four phases to an ultimate build-out of 0.480 MGD. The selected alternative was presented in the form of a PNA as part of the State Revolving Fund application process. The project was awarded a \$285,000 Design and Engineering grant to support the final design of the proposed alternative.

Water System Evaluation, Town of Paonia, Paonia, Colorado. James served as the senior project engineer responsible for evaluating the Town of Paonia's water supply and distribution systems. He supported the development of a water system distribution model of nine distinct pressure zones and initiated a multiple-phase capital improvement plan that addresses supply, treatment, storage, and distribution improvements.

District 70 WWTF Improvements, Pueblo County School District, Pueblo, Colorado. James is the project manager and technical manager for improvements to a WWTF, serving approximately 1,500 staff and students. The existing WWTF was undersized and unable to consistently meet total inorganic nitrogen and total coliform effluent limits. The new WWTF will incorporate additional equalization and expanded multiple-stage secondary treatment capacity. The design makes use of existing infrastructure and was contracted within the client's budget.



WWTF Expansion Planning, Widefield Water and Sanitation District (WWSD), Widefield, Colorado. James served as a senior project engineer in evaluating alternative aeration equipment to improve aeration efficiency at the existing facility while also planning for an increase in treatment capacity from 2.5 MGD to 5.0 MGD. Before selecting aeration equipment, the client requested a master plan for expanding to build-out capacity and improved treatment to meet stringent future effluent limitations. James supported the evaluation and estimating cost of four expansion alternatives. Expansion planning is proceeding in phases with the first phase to include improvements to headworks, aeration, disinfection, and solids handling.

WHMD Regional Water Reclamation Facility Expansion Planning, Woodmen Hills Metropolitan District, Falcon, Colorado. James served as the project engineer in evaluating the expansion of an existing WWTF and conversion from conventional treatment to a membrane bioreactor system followed by reverse osmosis and ultimately meet both surface water and groundwater discharge regulations. James leveraged EnviroSim BioWin modeling software to conceptually convert the existing facility and optimize treatment capacity. James also helped support interior equipment layout design and cost estimating for use in an intergovernmental agreement between the client and developers.

General Engineering Services, Town of Paonia, Paonia, Colorado. James serves as a project manager and project engineer in support of the Town of Paonia's water and wastewater infrastructure. Working with Town staff, James helps keep track of 15 to 30 projects, providing engineering technical support or administration support as needed.

Lagoon Aeration Replacement, Town of Paonia, Paonia, Colorado. James supported the Town of Paonia staff in soliciting proposals for new aeration equipment to replace failing equipment. The effort was urgent and resulted in an in-kind site location application of injection aeration equipment with Misco AERS equipment. While evaluating replacement alternatives, James also leveraged his operations network to identify short-term solutions to maintain operations while waiting for new permanent equipment to be installed.

Town of Paonia, WWTF Conditions Assessment. James conducted an inventory of the Town of Paonia's WWTF and applied American Water Works Association (AWWA) M28 to assess short- and long-term capital replacement needs. The effort was driven by a desire to better proactively manage existing assets while also supporting longer term finance planning.

Utility Master Planning, Lost Valley Ranch, Lost Valley Wilderness, Colorado. James served as a technical manager to help a long-term client kick start a multiphase improvement master plan for a historic property. Efforts included subsurface utility engineering, a conditions assessment, and preliminary planning for a new WWTF capable of meeting strict future effluent limitations.

WWTF Conditions Assessment, Lost Valley Ranch, Lost Valley Wilderness, Colorado. James supported the team as a technical manager in applying AWWA M28 to the existing WWTF. The resulting deliverable was used as a blueprint for making strategic investments to maintain the operation of the existing facility until a new facility can be designed and permitted.

Nuiqsut Septage Receiving Facility, UMIAQ Design, LLC, Nuiqsut, Alaska. James served as a senior project engineer for a new solids receiving facility on the north slope of Alaska. The project included an influent JWC Environmental Honey Monster® to screen rocks, trash, and larger solids; and two holding tanks to equalize loading into an existing WWTF. Spacing limitations required a compact design and relatively sophisticated controls to allow a single pump system to serve three purposes and the holding tanks to effectively function as sequencing batch reactors if required. An existing drum screen for the WWTF was replaced with a passive sidehill screen.

Flying J Ranch Augmentation Pond, Ramah in the Rockies, Lost Valley Wilderness, Colorado. James served as the project manager for a design and construction of a 5-AF augmentation pond that includes diversion and flow monitoring from Wigwam Creek. The design-build concept was introduced after initial project estimates were more than double the client's budget. Working with the client and selected contractor, the overall construction budget was reduced by approximately \$1 million and met client objectives.

Wastewater Treatment System Improvements – Phase II, City of Woodland Park, Woodland Park, Colorado. James completed a Basis of Design report and developed physical design and construction drawings and specifications for constructing a \$7.8-million expansion of the existing WWTF. The project included expanded biological treatment, installation of new blowers, a final clarifier, a screw press dewatering and composting facility, ultraviolet disinfection, and tertiary treatment for treated effluent reuse for golf-course irrigation. Value-engineering efforts delivered the project within budget. Construction responsibilities included submittal review and construction sequencing modeling to ensure continued compliance during construction.



Regional Water Reclamation Facility, Woodmen Hills Metropolitan District, Woodmen Hills, Colorado. James completed Site Location Application and Basis of Design reports for a new 1.2 MGD BNR water reclamation facility. His efforts included biological process modeling and the development of system hydraulics used as a basis for equipment specifications.

WWTF Paper Rerate, WWSO, Wadsworth, Colorado. James was a process engineer who evaluated existing infrastructure and assessed unit process capacity. This work included developing an as-built model of the existing anaerobic-anoxic-aerobic (A²O) biological process using EnviroSim BioWin software. A Site Location Amendment report was submitted to the Colorado Department of Public Health and Environment (CDPHE), outlining an increase in hydraulic and biological capacity without any necessary capital improvements.

Wastewater Treatment System Expansion, Ramah in the Rockies, Deckers, Colorado. James was the project manager and design engineer and provided master planning for wastewater demands and collections engineering for a recreational camp. He also designed and permitted a Moving Bed Biofilm Reactor expansion of a WWTF. The design incorporated multiple system components, reducing the overall project cost.

Wayward Wind Mobile Home Park WWTF – Plant Performance Evaluation and Process Instrumentation and Control Recommendations, Ute Pass, LLC, Fort Morgan, Colorado. James was the project engineer for this project. He developed a plant performance evaluation and made process instrumentation and control recommendations for the Wayward Wind Mobile Home Park WWTF, bringing the facility back into compliance with CDPHE discharge requirements. His efforts also included working with the CDPHE on alternative permit requirements.

District 70 WWTF Evaluation, Pueblo County Public Schools, Pueblo, Colorado. James served as the project manager and process engineer. He evaluated an existing system holistically, identified process limitations, and proposed a phased approach to improvements that would first optimize existing infrastructure before expansion, if necessary.

District 20 WWTF Evaluation, Colorado Public Schools, Colorado Springs, Colorado. James investigated cost-effective alternatives for a small wastewater treatment system that needed to meet new stringent effluent permit limits with a limited budget. His investigations also yielded solutions to improve operations and ensure compliance with current permit limits.

Wastewater Treatment System – Plant Performance Evaluation, Royal Gorge Bridge and Park, Canon City, Colorado. James was the project manager and design engineer for this project. He developed a plant performance evaluation of the existing treatment system for planning purposes.

Emerald Park WWTF Groundwater Monitoring Plan, Ute Pass, LLC, Fort Morgan, Colorado. As the project engineer, James developed a groundwater monitoring plan for WWTF discharge to satisfy the requirements of a new permit and demonstrate compliance with total dissolved solids limitations.

Wastewater Treatment System Evaluation, Cave of the Winds, Manitou Springs, Colorado. James assisted in developing short- and long-term alternatives for managing wastewater flows in a remote location.

WWTF Evaluation, Royal Gorge Bridge and Park, Canon City, Colorado. James served as the project engineer for this project. His efforts included an assessment of individual unit processes to improve operations and evaluate the overall system capacity. He worked with the client on a phased approach to capital improvements that would align with budget and operational goals.

Water Treatment System Improvements, Royal Gorge Bridge and Park, Canon City, Colorado. James was the project manager and design engineer for this project that involved the evaluation of short- and long-term needs. James drafted a Basis of Design report and was responsible for the physical design of an expandable 50-gallon-per-minute conventional water treatment system and a 120,000-gallon finished water storage tank. He also provided contract and bid assistance and on-site construction administration and engineering services for the construction of all project elements while serving as a liaison between park ownership, park management, park operations, and the general contractor.

Intake Structure Improvements, Royal Gorge Bridge and Park, Canon City, Colorado. As the project manager and design engineer, James assessed the existing unreliable infrastructure, made short-term recommendations, and developed a long-term design of an expanded and improved means of pumping water 1,000 vertical feet from a cantilevered position over the Arkansas River into an existing raw water tank at the top of the Royal Gorge. Relatively complicated hydraulics were accommodated in a



location with severely limited access and available footprint. The project required coordination with local fire authorities, the owner, the railway, and the U.S. Army Corps of Engineers (USACE).

Small Community Water and Wastewater Project Development Assistance Program, Colorado Department of Local Affairs (DOLA), Colorado. James is the project engineer for the Colorado DOLA Small Community Water and Wastewater Project Development Assistance Program. James has performed multiple technical and financial evaluations of existing and proposed wastewater treatment facilities used for planning and funding purposes through this program.

Lift Station and Pretreatment, 4-Way Ranch Metropolitan District, Falcon, Colorado. James completed a Basis of Design report for a new sanitary lift station, which included designing and modeling a sequencing batch reactor biological pretreatment system to reduce organic load to the receiving WWTF.

Water System Design and Permitting, Transport Metropolitan District No. 1, Aurora, Colorado. James is the project manager and engineer and serves as the project lead for designing and permitting a new public water system. He drafted a Technical, Managerial, and Financial Capacity Assessment report, which included defining long-term capital outlays. He also orchestrated the hydraulic modeling of a raw water delivery and treatment design.

River Bend Creek Lift Station, Avatar, LLC, Security, Colorado. James was the project manager and design engineer for this project, consisting of planning, designing, and permitting a sanitary sewer lift station for new development. James also assisted with environmental assessment.

Timber Ridge Booster Pump Station, Classic Homes, Inc., Colorado Springs, Colorado. James was the project engineer for this project that consisted of designing a potable water booster pump station for new development using WaterCAD hydraulic modeling. James' responsibilities also include site planning and developing construction drawings and specifications. Four alternative designs were evaluated based on a variety of considerations. The pump system includes pressure vessels and fire flow components.

Limon Correctional Facility Water Treatment System, Limon Correctional Facility, Limon, Colorado. As the project engineer, James evaluated the existing water treatment system and made repair and upgrade recommendations based on performance, operational considerations, and long-term financial impact.

Fort Carson Brigade Complex, Tapa Companies, Colorado Springs, Colorado. As the project engineer, James performed site drainage and a geotechnical investigation to determine best-value mitigation strategies to protect the building foundation against future ground-swell.

Rio Secco Drainage Channel, Woodmen Hills Metropolitan District, Falcon, Colorado. James was the project engineer responsible for improvements to a 760-cubic-foot-per-second open-channel conveyance system, including riprap drop structures and re-grading the invert to provide less erosive conditions. HEC-RAS hydraulic modeling software was employed in the design to ensure that the floodplain limitations were met. The project required coordination between USACE and the Federal Emergency Management Agency.

FVA West Lateral, WWSD, Fountain, Colorado. James performed the hydraulic and physical design of a 1-inch C900 waterline, including tap onto existing 32-inch steel pipe, bore under Interstate 25, and pressure-reducing valve vault, before termination into existing 12-inch C900 water line on the opposite side of Interstate 25. He worked with authorities at Fort Carson, the City of Colorado Springs, and the Colorado Department of Transportation to ensure that respective design criteria were satisfied and proper authorizations were in place.

On-Site Wastewater Treatment System, WWSD, Fountain, Colorado. James performed the design and permitting for the lift station and 750-square-foot soil treatment area for wastewater disposal from a commercial building.

Forest Lakes Metro Pump System, Forest Lakes Metro, Monument, Colorado. James was the project engineer and designed an irrigation pumping system, including lake intake, to replace reliance on more expensive potable water.

Fort Carson Disinfection System Improvements, Tapa Companies, Fort Carson, Colorado. James provided on-site construction management assistance while installing a new ultraviolet disinfection system. He worked with the general contractor, operators, and owner to resolve issues during the start-up and produced as-built drawings of the final product.



Saddlehorn Ranch Metropolitan District Water System Design and Permitting, Saddlehorn Ranch Metropolitan District, Falcon, Colorado. James drafted the Technical, Managerial, and Financial Capacity Assessment report, which includes defining long-term capital outlays. As the project engineer, he also supported treatment design and equipment procurement.

Design Assistance, DOLA, Colorado. As the design engineer, James provided design assistance for new, pressurized (i.e., pumped) individual sanitary sewer connections where gravity connections were not possible.

Well Permitting, Various Clients, Colorado. James provides permitting assistance for new well construction.



SARAH N. ITZ

BIOLOGIST

TECHNICAL EXPERTISE

- / Section 404 Permitting
- / Wetland Delineations
- / T&E Habitat Assessments
- / NEPA Compliance
- / Project Management
- / GIS Analysis
- / Trimble GPS Data Collection

EDUCATION

- / BS in Biology, University of Texas at Austin, Austin, TX (2003)

CERTIFICATIONS & TRAINING

- / Texas Department of Transportation Pre-certifications: 2.3.1 Wetland Delineation, 2.4.1 Nationwide Permit, 2.6.2 Impact Evaluation Assessments, 2.13.1 Hazardous Materials Initial Site Assessment (2020)
- / Wetland Training Institute 40-Hour Wetland Delineation Course (2005)
- / USACE 404 Permit Application and Compliance (2009)
- / Wetland Training Institute Wetland Plant Identification (2011)
- / Wetland Training Institute Regional Field Refresher Courses in Laramie WY and Santa Fe NM (2017, 2018)
- / University of Texas at Austin Technical Writing Course (2013)

WORK HISTORY

- / RESPEC (2021–Present)
- / JDS Hydro Consultants, Inc. (2019–2021)*
- / EST, Inc. (2020–2023)
- / CP&Y, Inc. (2005–2019)
- / Texas Department of Transportation (2005)
- / Stormwater Research Group (2004)
- / Environmental Careers Organization (2004)

**RESPEC acquired JDS Hydro Consultants in 2021*

OVERVIEW

Sarah Itz has 17 years of experience working on a variety of water/wastewater, transportation, land development, and environmental projects. Sarah's technical specialties include project management, National Environmental Policy Act (NEPA) compliance, wetland delineations, Section 404 permitting, agency consultation, plant identification, threatened and endangered (T&E) species habitat assessment, and presence/absence surveys. Most of her projects have been in Texas, Oklahoma, and Colorado for a wide variety of clients, including departments of transportation, counties, municipalities, oil/gas and utility companies, private landowners, Native American tribes, regional water districts, landfills, airports, and civic groups.

PROJECT EXPERIENCE

Victor Waterlines Replacement Project, City of Victor, Colorado. Sarah is currently leading the Environmental Assessment (EA) for the proposed replacement of approximately 14,500 linear feet of aging, 135-year-old waterlines. During the field assessment, she identified extensive wetland areas along the existing waterline corridor and is actively collaborating with the engineering design team to develop strategies that avoid and minimize impacts to these sensitive habitats. Additionally, she conducted a comprehensive habitat assessment for federally and state-listed T&E species. Her responsibilities also include contributing to the alternatives analysis and facilitating coordination with relevant regulatory agencies.

Glen Aspen Dam, Reservoir, Access Roads, and Waterlines EA and 404 Permitting, City of Woodland Park, Colorado. Sarah is currently heading up the environmental efforts for a distinctive water infrastructure project near Woodland Park. The proposed development includes a 345-acre-foot reservoir, a 90-foot-tall by 650-foot-long earthen dam, two access roads, and a water treatment facility to support the City's raw water storage needs. She is preparing the EA and Section 404 permit documentation to address jurisdictional wetland impacts associated with the access roads. Her responsibilities also include conducting habitat assessments, migratory bird and nest surveys, and collaborating with project archaeologists to ensure protection of cultural resources within the project area.

Beaver Creek Diversion Structure Replacement, Town of Ridgway, Colorado. After a major flood and debris event in August 2024 destroyed the Town's raw water diversion structure on Beaver Creek near Mount Sneffels, this emergency project focused on relocating and replacing the structure at a more secure upstream site. Sarah served as the Section 404 permitting specialist, conducting field investigations and preparing a Pre-Construction Notification (PCN) under Regional General Permit 96 for emergency flood-related activities. All environmental permitting and coordination were completed within six months to support the Town's urgent water infrastructure needs.

Capital Improvements Phase I EA, Town of Paonia, Colorado. This project involved improvements in a municipal water system, including installing a new 9,400 linear foot waterline, relining a 2-million-gallon water tank, and improvements to four raw water monitoring sites on the side of Mount Lamborn. Sarah served as the environmental specialist and completed wetland delineations and habitat assessments for T&E species for each project component. She conducted agency coordination, which resulted in additional biological surveys for bog violets and the federally threatened silverspot butterfly. She prepared the final EA for the Colorado Department of Public Health and Environment (CDPHE) review and approval.

Cottonwood Creek Drop Structures, City of Colorado Springs, Colorado. As an environmental project manager, Sarah completed field investigations for Section 404 permitting purposes for three proposed drop structures in Cottonwood Creek north of N. Academy Blvd. Field investigations included wetland delineations along the creek, delineating the ordinary high-water marks (OHWM) of the creek, habitat assessment for federally listed species known to occur in the vicinity, and taking representative photos and notes. Sarah prepared a PCN under Regional General Permit (RGP) 37 for the U.S. Army Corps of Engineers (USACE) submission.

Flying J Pond Section 404 Permitting, Ramah of the Rockies, Jefferson County, Colorado. Sarah served as the Section 404 permitting specialist on this project, which involved a proposed diversion structure in Wigwam Creek, an underground waterline, and a 5-acre-foot augmentation pond and embankment. She completed an on-site Waters of the U.S. determination and wetland delineation and a habitat assessment for federally listed T&E species. Using the newly available Regulatory Request System site maintained by USACE, she prepared and submitted a PCN under Nationwide Permit (NWP) 39.

West Water Pipeline Project 1041 Environmental Documentation, Woodmen Hills Metropolitan District, Colorado Springs, Colorado. As an environmental specialist, Sarah completed a habitat assessment and waters/wetlands delineation along the proposed West Water pipeline project area and completed the environmental sections of the El Paso County 1041 environmental document. Field investigations also involved taking representative photographs and GPS data of notable features within the project area.

Bar-X Waterline Project 1041 Environmental Documentation, Falcon Area Water Authority, Falcon and Black Forest, Colorado. Sarah served as the environmental specialist for this proposed 10-mile-long Bar-X waterline project and completed a habitat assessment, waters/wetlands delineation, and the environmental sections of the El Paso County 1041 environmental document. She also coordinated with the State Historic Preservation Office regarding potential cultural resources along the project and with the Colorado Natural Heritage Program staff regarding potential protected areas and special status species within and near the project.

Riverbend Crossing Proposed Development Environmental Studies, Avatar Riverbend, LP, Southern El Paso County, Colorado. This project involved the proposed residential development of two parcels totaling 52 acres. As the project's environmental specialist, Sarah completed a waters and wetlands delineation, T&E species habitat assessment, and migratory bird and nest survey on the entire property. She then prepared an environmental report for the client and detailed the field results. Fountain Creek and one emergent wetland were delineated on the property; however, based on project plans, no impacts to either would occur, and no Section 404 permit was deemed necessary.

Beulah Distribution System Improvements, Beulah Water Works District, Beulah, Colorado. This project involved the proposed replacement of numerous deteriorating waterlines in the Town of Beulah. Sarah served as the lead environmental specialist, completing field investigations, listed species habitat assessment, GIS mapping and analyses, and preparing a PCN under NWP 58 for submittal to the USACE.

Fountain Creek Diversion Project, City of Fountain, Colorado. Sarah is currently serving as the Section 404 permitting specialist for the proposed Fountain Creek Diversion Project that would divert raw water from the creek to storage reservoirs via underground waterlines. She completed wetland and OHWM delineations along the creek and creekbanks in the project area and conducted habitat assessments for federally listed species in the vicinity. She aided in preparing the alternatives analysis and agency coordination with Colorado Parks and Wildlife, the U.S. Environmental Protection Agency, and USACE. As a result of the coordination, the project was re-designed at a different location to reduce and/or avoid impacts to fish passage, riparian areas, wetlands, and T&E species. With these changes, the project may be permitted under an NWP 3a instead of the original Individual Permit, saving the City considerable money and time.

Triview Northern Delivery System Waterlines and Pump Station, Colorado Springs, Colorado. Sarah served as environmental project manager for this project in eastern Colorado Springs. Because of the presence of Preble's meadow jumping mouse critical habitat near the project area, a Biological Assessment (BA) was prepared on the U.S. Fish and Wildlife Service (USFWS) IPaC website. The BA included results of the habitat assessment and an effects analysis for each federally listed species on the project's IPaC list. Sarah coordinated with USFWS and project engineers regarding conservation measures to avoid impacts on Preble's meadow jumping mouse and its critical habitat. She also conducted a wetland delineation along the proposed waterlines and prepared the environmental sections of the 1041 application for submittal to El Paso County.

CHRISTOPHER J. SANCHEZ, P.G.

Principal - Hydrogeologist

EDUCATION

B.A. in Geology, 1994, The Colorado College, Colorado Springs, Colorado

Emphasis in ground water geology. Received Distinction for completing a senior thesis entitled "Analysis of Lawn Irrigation Return Flows in the Southeast Denver Area". Recipient of the Donald B. Gould Scholarship Award in Geology.

Graduate course work at the University of Colorado, Denver.

Graduate course work at Colorado School of Mines.

PROFESSIONAL

Board of Examiners of Water Well Construction and Pump Installation Contractors, Chairman – appointed to the Board by Governor Hickenlooper, June 2018; reappointed by Governor Polis, June 2022.

American Water Resources Association – Colorado Section - President, Board of Directors, 2004
Colorado Ground Water Association
National Ground Water Association
Association of Ground Water Scientists and Engineers
Geological Society of America

REGISTRATION

Registered Professional Geologist in the State of Wyoming. PG-3248

Registered Professional Geologist in the State of Utah. PG 5552449-2250

EXPERIENCE RECORD

1994-Present	<u>BBA Water Consultants, Inc. (aka Bishop-Brogden Associates, Inc.), Englewood, Colorado.</u> Principal, Hydrogeologist. Responsible for studies of ground and surface water supplies. Experience includes the implementation, maintenance and testing of over 100 water supply wells, water demand and supply investigations, water rights and water supply planning, water supply well field implementation, ground and surface water hydrology including mine hydrology, ground water modeling, ground and surface water quantifications, analyses of water rights administration and injury, analyses of ground water/surface water interaction, historic use water rights analyses, water rights augmentation plan development, water rights valuations, drainage basin yield analyses, geologic analyses, geophysical log interpretation, and structural geology concerning ground water supplies and water rights issues. Responsible for well construction management, well rehabilitation implementation
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CHRISTOPHER J. SANCHEZ P.G. - Continued

and analyses, pumping test management, pumping test data analysis, and expert testimony for water and civil court proceedings as well as hearings before State and local government agencies.

Summer 1993 Bishop-Brogden Associates, Inc., Englewood, Colorado.
Intern. Completed an analysis of lawn irrigation return flows in the southeast Denver area. Provided support for various client projects.

Summer 1992 Keck Geology Consortium, Quetico Wilderness, Ontario, Canada.
Research Program Participant. Mapped the geology of regional fault zone. Analyzed and interpreted structural geologic data. Co-wrote abstracts for publication.

PUBLICATIONS AND PRESENTATIONS

“Fundamentals of Groundwater Flow and Applications in Colorado Water Courts” Groundwater 101 – The Water Law and Administration Program Series, Colorado Bar Association CLE, Denver, CO, October 27, 2022 (co-author: Matthew J. Seitz P.E. P.G.).

“New Drought Challenges, Legislation and Solutions, Groundwater, The Science and The Law”, Colorado Law Institute, CLE International, Snowmass Village, June 8, 2018.

“History of Colorado Water Rights”, Colorado Water Well Contractors Association Annual Conference, in partnership with Colorado Ground Water Association, Denver, CO, January 10 – 12, 2018.

“Overview of Groundwater from the Technical Perspective”, Groundwater 101 Update, Water Court Practice Program – Technical and Engineering Program Series, Colorado Bar Association CLE, Denver, CO, October 13, 2017 (co-author: Scott G. Mefford, C.P.G.).

“Groundwater and Aquifer Mechanics – Part I”: American Bar Association, Section of Environment, Energy and Resources, 32nd Annual Water Law Conference Proceedings, Las Vegas, NV, June 2014 (co-author: Timothy A. Crawford P.G.).

“Meaningful Water Quality Sampling vis-a-vis Oil and Gas Drilling – Colorado Aquifer Overview in the Context of the Recently Enacted Statewide Groundwater Baseline Sampling and Monitoring Rules”, Water, Oil and Gas 101, Colorado Bar Association CLE, Denver, CO, April 10, 2013.

“Considerations for Analyzing Colorado Ground Water: A Technical Perspective: University of Denver Water Law Review, Volume 15/Issue 1/Fall 2011 (co-author: Luke W. Harris, P.E.).

“Monitoring and Management of Nonrenewable Ground Water Resources – Case Study: Denver Basin Aquifers”, American Water Resources Association 2006 Summer Specialty Conference – Adaptive Management of Water Resources, Conference Proceedings, June 26-28, 2006 (co-author: Daniel O. Niemela).

CHRISTOPHER J. SANCHEZ P.G. - Continued

“Drilling Fluid Loss Events in the Denver Basin Aquifers”, H2GEO: Geotechnical Engineering For Water Resources, Geotechnical Practice Publication No. 2, Proceedings, October 22, 2004 (co-author: Michael McHugh).

“Practical Approaches to Water Supply Investigations in Fractured Rock Aquifers in Colorado and Related Case Studies”, Fractured Rock Aquifers 2002, National Ground Water Association, March 13 -15, 2002.
“Structure of the Side Lake Shear Zone from Central Kahshahpiwi Lake to Northern Keefer Lake, Quetico Provincial Park, Southern Ontario”, Sixth Keck Research Symposium in Geology, 1993, and Geological Society of America, North-Central Section, 27th Annual Meeting, 1993 (co-author: Andrea L. Troolin).

MARSHALL R. HAWORTH, PH

Project Manager - Hydrogeologist

EDUCATION

B.S. in Watershed Science, Colorado State University, Fort Collins, Colorado
Graduated August 2013

PROFESSIONAL AFFILIATIONS

American Water Resources Association, Colorado Section, Member since 2013
Colorado Ground Water Associations, Member since 2013
National Ground Water Association, Member since 2013

REGISTRATION

Professional Hydrologist – Groundwater
American Institute of Hydrology (Certification No. 25-HGW-05006)

EXPERIENCE OVERVIEW

Hydrogeologist with multidisciplinary experience primarily focusing on water rights, hydrogeology, groundwater well design, and water quality. Water rights experience includes the preparation and review of engineering reports and decrees to support application and objection water court cases, augmentation plans, substitute water supply plans, historical consumptive use analysis, and water rights accounting. Highly skilled in groundwater well projects including preparing well drilling proposals and driller bid documentation, geologic logging, and well completion oversight, well field design, geophysical log interpretation, well integrity and rehabilitation evaluation, aquifer testing, pumping system design, groundwater modeling, and dewatering and injection systems. Extensive experience with surface water and groundwater interactions including nontributary determinations, aquifer depletion and recharge analyses, and aquifer recharge and recovery. Experienced in water quality including sampling, development of monitoring plans, evaluation of water quality for intended uses, and environmental contamination investigations, and groundwater remediation.

EXPERIENCE RECORD

2025 - Present	<u>BBA Water Consultants, Inc., Englewood, Colorado.</u> Project Manager and Hydrogeologist – Provides project management and technical expertise in groundwater, surface water, and water rights. Areas of expertise include well drilling, well design and completion oversight, geological and geophysical logging, aquifer testing, well rehabilitation, and dewatering systems. Further supports groundwater modeling for well field analysis and groundwater-surface water interactions. Additionally, prepares and reviews engineering reports
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MARSHALL R. HAWORTH, PH – Continued

and decrees to support water rights applications, augmentation plans, and substitute water supply plans.

2021 - 2025

Wright Water Engineers, Inc., Denver, Colorado.

Senior Hydrogeologist – Provided expert guidance on water rights accounting, well design, and surface and groundwater interactions. Prepared and reviewed engineering reports and decrees to support water rights applications, augmentation plans, and substitute water supply plans. Managed well drilling, design, and completion oversight, including geological logging, aquifer testing, well rehabilitation, and dewatering systems. Contributed and prepared expert reports for legal cases, assisting with water quality investigations, and evaluating water rights impacts for residential developments and commercial enterprises. Conducted in-depth groundwater resource assessments, geophysical log interpretation, and water rights management for agricultural clients. Provided regulatory support, including developing water quality sampling plans, participating in rulemaking processes, and evaluating groundwater models to project well yields and water supply capacity.

2016 - 2021

Martin and Wood Water Consultants, Inc., Golden, Colorado.

Staff Hydrogeologist - Prepared water right applications and well permits. Interpreted lithologic and geophysical logs for water well design and hydrogeologic evaluations. Provided technical support for the completion of municipal, industrial, and residential water supply wells. Reviewed water court decrees and expert reports, including stream depletion and historical consumptive use analyses for water rights protection. Managed augmentation plans, substitute water supply plans, and water rights accounting. Performed aquifer testing and analyses, hydrologic modeling and ArcGIS applications related to water resource investigations.

2014 - 2016

Terracon Consultants, Inc., Wheat Ridge, Colorado.

Staff Hydrogeologist - Conducted field operations for Phase II Environmental Site Assessments and dewatering projects. Performed geologic and groundwater quality investigations and site assessments. Assessed water quality compliance with applicable standards. Assisted with remediation projects, including Voluntary Cleanup Applications and Brownfields initiatives.

2013 - 2014

Colorado Division of Water Resources, Denver, Colorado.

Junior Hydrogeologist - Collected field measurements for groundwater monitoring using data loggers and manual water level equipment. Developed stratigraphic cross-sections from geophysical log interpretations. Maintained and analyzed data for technical reports and presentations.

PUBLICATIONS

Topper, R., C. Meyer, M. Haworth, K. Donegan, H. Banks, A. Bandler, A. Flor, and M. Sares. 2017. The Upper Pierre Aquifer of the Cheyenne Basin, Northeastern Colorado, Geologic Cross Sections, Water Resources Investigation 2017-1a, Colorado Division of Water Resources.

AUSTIN P. MALOTTE, P.E.

Principal – Water Resources Engineer

EDUCATION

B.S. in Civil Engineering, 2004, Colorado State University, Fort Collins, Colorado

PROFESSIONAL

American Water Resources Association (AWRA) – Colorado Section
Colorado Water Congress (CWC)
American Society of Civil Engineers (ASCE)
ASCE Environmental and Water Resources Institute (EWRI)

REGISTRATION

Registered Professional Engineer in the State of Colorado (#44941)

EXPERIENCE RECORD

- 2013 - Present BBA Water Consultants, Inc., Englewood, Colorado
Principal / Water Resources Engineer. Responsible for managing a wide variety of water related projects including water supply planning and evaluation of clients' long-term water requirements; water rights evaluations; water rights administration; development of water rights, augmentation plans and exchanges; historical consumptive use quantifications; water budget development including water rights and reservoir modeling; engineering support for Water Court applications and opposition to Water Court applications including expert reports and expert testimony; development and implementation of water accounting procedures; design and installation of water measurement devices and hydraulic control structures; stream gaging and other field investigations, data collection and interpretation.
- 2005 - 2013 WRC Engineering, Inc., Denver, Colorado
Water Resources Engineer. Responsible for various surface and ground water related projects including development of water augmentation plans and Substitute Water Supply Plans (SWSPs), monthly and annual accounting and reporting related to augmentation plans and SWSPs, historical consumptive use analyses including review of historic farming practices, review of aerial imagery to delineate irrigated parcels, Blaney-Criddle analyses and water budgets; determination of depletions due to well pumping and reservoir evaporation; stream flow measurements and other field data collection and GIS-based analyses to quantify extent of dry-up for decreed change of use. Also performed civil engineering services in related areas including hydraulic structures design, design and installation of flow monitoring structures, construction observation and project oversight, drainage system master planning, outfall systems planning and authoring/editing of drainage criteria manuals for several municipalities.

FEE ESTIMATE

ENGINEERING FEE ESTIMATE WORKSHEET												
Paonia WaterSMART												
<i>Owner: Town of Paonia</i>												
<i>Project: WaterSMART Water Strategy</i>												
	Doug	Alan	James	Rebecca	BJ	Troy / Wyatt	Sarah	Chris	Austin	Marshall	Tatumn	
TASK DESCRIPTION (HOURLY RATES)	Principal \$230	Principal \$230	Sr. PM \$215	PM \$210	Sr. PE \$190	Designer \$165	Eng. III \$155	Principal \$282	Principal \$282	Hydrogeo \$180	Intern \$60	TASK COST
Outreach and Partnership Building												
Kickoff Meeting			2			2	24			2	24	\$6,280
Draft Review	2		6			16	24			2	16	\$9,430
Final Review	2		4			8	16			2	8	\$5,960
<i>Total Hours</i>	<i>4</i>		<i>12</i>			<i>26</i>	<i>64</i>			<i>6</i>	<i>48</i>	\$21,670
Technical Analysis												
Hydrological Investigation of the Watershed			2	4	12	24		4		24	24	\$6,888
Perform A Survey of the Raw Water Collection System	2		2	4	12	24		2				\$8,534
Metering and Monitoring Evaluation	2		2		16	1		2		16		\$7,539
Conduct Water Modeling to Support Long-Range Town Planning	4		2		16	24		4		8	40	\$13,318
Assess Watershed Degradation and Recommend Restoration and Climate Adaptation Measures	2		6	4	16	16	32	4		14	24	\$18,318
Water Marketing and Rights Analyses	2	16	8	4		12			40	80	40	\$36,760
Legal and Institutional Requirements	2		4	4			16	2				\$5,204
Support Tools	2		4	4	4	24		4		8	24	\$10,888
Project Prioritization and Decision Matrix Development	4		4	4	16	16		4	4	8		\$11,996
<i>Total Hours</i>	<i>20</i>	<i>16</i>	<i>32</i>	<i>24</i>	<i>80</i>	<i>117</i>	<i>48</i>	<i>26</i>	<i>44</i>	<i>158</i>	<i>152</i>	\$119,445
Water Strategy Document												
Outreach Summary	2		1	4	4	8	16			4	16	\$7,755
Statement of Problems and Needs	4		8	4	16	8	16	4	4	8	16	\$14,976
Project Opportunities and Alternatives	4		8	4	16			2		8	8	\$9,004
Implementation Strategy	8		8	4	8			8		4		\$8,896
Lessons Learned	4		4	4	4			4	4	4		\$6,356
<i>Total Hours</i>	<i>22</i>		<i>29</i>	<i>20</i>	<i>48</i>	<i>16</i>	<i>32</i>	<i>18</i>	<i>8</i>	<i>28</i>	<i>40</i>	\$46,987
Additional (RESPEC Led)												
Project Management	8				4			8				\$4,096
Project Estimating			4		4							\$1,620
Virtual meetings	8		8		8			8	8	8		\$11,032
RESPEC General Engineering	8		5		5	1	1					\$4,185
<i>Total Hours</i>	<i>24</i>		<i>17</i>		<i>17</i>	<i>1</i>	<i>1</i>	<i>16</i>	<i>8</i>	<i>8</i>		\$20,933
Total Project Hours	70	16	90	44	145	160	145	60	60	200	240	
SUBTOTAL: Engineering												\$209,035
Project Contingency 10%												\$20,904
Total Project Budget Rounded												\$230,000

OCTOBER 2025



Town of Paonia

Proposal for: WaterSmart Consultant
RFQ 2025-06



Town of Paonia
700 4th Street
Paonia, CO 81428

October 8, 2025

RE: Response to RFQ # 2025-06

Dear Stefen,

Maverick Solutions, LLC (Maverick) is excited for the opportunity to partner with the Town of Paonia to support the execution of Paonia's WaterSMART Project. Headquartered in Fort Collins, Colorado, Maverick was founded by a husband-and-wife team with deep roots in rural Colorado. While our office location provides access to state parks, mountain views, and the trail systems we love, our focus and our hearts remain with the small and mid-sized communities, farmers, ranchers, and ditch companies that form the backbone of this state.

Our firm was built on lived experience, growing up in Colorado's farm and ranching communities and carrying that perspective into professional careers dedicated to water, land, and community. That background allows us to understand Paonia's unique position: balancing raw-water collection, watershed resilience, and long-term infrastructure needs while honoring the agricultural and community identity that defines the North Fork Valley. From securing millions in federal funding to guiding watershed-scale planning efforts, we've consistently translated community priorities into implementable strategies.

Beyond our technical expertise in water infrastructure, facility planning, and watershed modeling, we bring a proven record of trust-based outreach and partnership building with producers, water districts, community organizations, and public land managers. This approach will ensure that Paonia's Water Strategy document reflects not just technical feasibility, but also the voices of those most connected to the watershed.

Maverick is more than a consulting firm, we are neighbors, educators, and partners who live and breathe rural Colorado. With a history of aligning agricultural productivity with EPA/CDPHE objectives, balancing water quality and quantity, and bridging rural realities with regulatory frameworks, we are uniquely positioned to support Paonia in developing a WaterSMART plan that is both visionary and grounded.

Please don't hesitate to reach out to Amber Weber, M. Ed., Project Manager, at 719-688-9941 or amber@maverickteam.org with any questions. Everything proposed in the following proposal is valid and the work product of Maverick Solutions. We look forward to collaborating with you.

Sincerely,



Amber Weber, M. Ed.
Project Manager

Table of Contents

3	Submission Checklist	15	Quality Assurance and Compliance
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Photo Credit: Dick Stenzel

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

All proposals must be complete, well-organized, and submitted in accordance with the requirements of this RFQ. Proposers shall use this checklist to confirm that their submission includes all required components. Incomplete proposals may be deemed non-responsive.

Proposal submissions must include the following:

1. Cover Letter

- ☒ Firm name, address, and principal contact information
- ☒ Signed statement of interest in the project
- ☒ Confirmation of proposal validity

2. Firm Qualifications and Experience

- ☒ Description of firm's history, size, and organizational structure
- ☒ Examples of at least three (3) successfully completed projects of similar scope and complexity
- ☒ Demonstrated experience with water resources planning, hydrological analyses, water rights evaluation, and federally funded projects

3. Project Team and Key Personnel

- ☒ Identification of proposed project manager and key technical staff
- ☒ Resumes highlighting relevant certifications, qualifications, and experience
- ☒ Statement of staff availability and assigned responsibilities

4. Project Understanding and Approach

- ☒ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions
- ☒ Proposed methodology for technical analyses, stakeholder outreach, and strategy development
- ☒ Alignment of approach with USBR Scope of Work and project milestones

5. Quality Assurance and Compliance

☒ Description of internal quality control processes

☒ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☒ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

☒ Confirmation of ability to meet milestones pending Bureau of Reclamation schedule update

7. References

☒ Contact information for at least three (3) client references from similar projects

☒ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☒ Proof of insurance meeting minimum Town and federal requirements

☒ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: Amber Weber

Title: Principal, Co-owner

Signature: Amber Weber Date: 10/8/25

Firm Qualifications and Experience

Firm Overview & History

Maverick Solutions, LLC is a Colorado-based consulting firm founded on the principle that rural communities deserve the same caliber of expertise and resources as larger municipalities- delivered in a way that honors local context, culture, and priorities. Headquartered in Fort Collins, our roots run deep in rural Colorado, where we were raised on farms, ranches, and ditch systems that shaped both our worldview and our professional paths. We live and breathe rural Colorado, and while our office location connects us to state and federal resources, our focus remains steadfast on small and mid-sized communities, agricultural users, and watershed coalitions.

Firm Size & Approach

Unlike larger firms that spread their teams across dozens of clients, Maverick is intentionally small and focused. Our size is an advantage: it means when you hire Maverick, you get our full attention. Every project is led directly by our principals, ensuring dedicated expertise, continuity, and accountability from start to finish. This focused approach allows us to build deep relationships with our clients, understand the nuances of their communities, and deliver plans that are practical, implementable, and rooted in local needs.

Team Expertise

Our leadership team brings a rare blend of technical, policy, and community engagement expertise:

- **Amber Weber, M.Ed.** began her career in education and leadership, where she honed the skills of engagement, facilitation, and building trust across diverse groups. She later served the Rocky Mountain Farmers Union (RMFU), the Ditch and Reservoir Company Alliance (DARCA), and the Arkansas Basin Roundtable, where she balanced the perspectives of agriculture, municipalities, industry, environment, and recreation. Her experience in policy, outreach, and stakeholder alignment makes her adept at navigating complex water challenges with clarity and inclusivity.
- **Mike Weber, P.E.** has built his career around watershed health, water quality, and infrastructure planning. From his early work on selenium transport with Colorado State University to developing facility plans, watershed-scale models, and collaborative strategy documents, Mike has bridged regulatory requirements with agricultural realities. His appointment by the Governor to the Colorado Water Quality Control Commission underscores his credibility in both technical and policy arenas.

Together, Mike and Amber embody the blend of technical rigor and community trust-building that projects like Paonia's WaterSMART initiative require.

Firm Qualifications and Experience

Relevant Project Experience

The following projects demonstrate Maverick's direct experience with federally funded water planning and infrastructure efforts, as well as projects comparable in size and scope to Paonia's WaterSMART initiative.

Federally-Funded Watershed Projects (Prowers, Otero, Bent, Crowley, & Pueblo)

Maverick secured nearly \$6 million in federal funding and more than \$1 million in state match to support watershed-scale water quality improvements across five counties. These efforts included four federally funded projects that were born out of early education and outreach efforts, specifically bridging the divide between EPA/CDPHE priorities and agricultural producers. What began as producer hesitation quickly turned into collaboration, resulting in projects that spurred holistic watershed health, built trust across stakeholder groups, and funded nature-based solutions with multiple benefits. The outcomes balanced water quality improvements, agricultural productivity, environmental considerations, and climate resilience, while also advancing soil health practices that reduced water use and protected aquatic ecosystems. Collectively, these projects exemplify Maverick's ability to acquire and manage complex federal grants, coordinate multi-stakeholder processes, and translate regulatory goals into outcomes embraced by the communities they serve.

City of La Junta – Water Planning and Resilience Strategy (Otero County, CO)

Maverick is currently partnering with the City of La Junta to evaluate its water needs in the face of regulatory changes, permitting requirements, climate concerns, and infrastructure challenges. The project began with state funding to determine feasibility for emerging contaminants treatment and evolved into a regional water provider effort back by significant federal investment. Much like Paonia, La Junta is a community with deep agricultural roots, where water is both a resource and a cultural cornerstone. Maverick's work has required technical analysis of raw-water collection systems, climate and regulatory risk assessments, and the development of practical strategies that reflect the financial realities of a small city. Working in a disadvantaged community such as La Junta, Maverick has had to become nimble as they work towards the goals of the project. This project demonstrates our ability to anticipate regulatory and climate shifts, deliver clear alternatives, and build a roadmap that balances community priorities with compliance and infrastructure needs.

Additional Qualifications

Maverick's qualifications extend beyond project management and funding acquisition. We bring a breadth of experience across the full range of tasks outlined in the RFQ, combining technical rigor with a deep understanding of rural communities. We have led stakeholder engagement and outreach at every level, from statewide soil health initiatives to basin roundtables to the Arkansas River Watershed Collaborative, a watershed and wildfire recovery organization.

Firm Qualifications and Experience

Amber's leadership with the Ditch and Reservoir Company Alliance (DARCA) requires balancing the interests of agriculture, municipalities, industry, recreation, and environmental organizations- work that demands both trust-building and consensus-driven planning. She also coordinated the 2020 Census in Otero County during the height of COVID, a project that required innovative outreach strategies, non-traditional communication methods, and community trust to ensure participation in a highly challenging environment. These experiences reflect Maverick's ability to identify, plan, and reach diverse stakeholders while documenting outcomes in ways that directly inform strategy.

On the technical side, our expertise spans hydrologic investigations, raw-water assessments, and watershed modeling that inform long-range planning and infrastructure investment. We have conducted analyses of watershed degradation, developed restoration strategies, and recommended climate adaptation measures including wildfire risk reduction and nature-based solutions, both of which were recurring themes in our work with the Arkansas River Watershed Collaborative. Nature-based solutions are not just an add-on for Maverick; they are a passion and a proven strategy we have woven into every project we've led.

Our work also includes water rights analysis, along with financial and economic impact studies, rate-setting analyses, and infrastructure planning. These efforts ensure that community-driven goals are grounded in fiscal reality and responsibility, while still advancing environmental and regulatory compliance. Mike's direct service on the Colorado Water Quality Control Commission provides a unique vantage point on permitting, compliance obligations, and regulatory trends; experience that allows us to anticipate and navigate requirements with precision. Complementing this, he developed a baseline monitoring and data collection framework for state-funded water quality projects, giving us the tools to evaluate outcomes and provide defensible reporting.

Finally, Maverick has a proven record of delivering comprehensive water strategy documents that bring together outreach findings, problem statements, project alternatives, prioritization frameworks, and implementation strategies. These documents are not shelf reports, they are practical roadmaps that move communities from planning into funded, implementable projects. Our strategy documents have consistently equipped communities to make informed decisions, secure additional funding, and implement solutions that balance technical feasibility, financial constraints, compliance needs, and community preferences.

Project Team and Key Personnel



Project Team & Personnel

Maverick Solutions is a lean, highly committed firm. Unlike larger teams where responsibilities are spread across multiple layers, our principals remain directly engaged in every project we accept. This ensures Paonia will have direct access to decision-makers, technical expertise, and consistent leadership throughout the life of the WaterSMART Project. Our size is an asset; we take on a limited number of clients so we can devote the time, focus, and energy necessary to deliver meaningful, implementable results.

Technical Lead – Mike Weber, P.E.

Mike will serve as the Technical lead for Paonia's WaterSMART initiative. With over two decades of experience in watershed health, water quality, and infrastructure planning, Mike brings a unique ability to bridge technical requirements with the realities of rural communities. His expertise includes facility planning, watershed modeling, water quality monitoring, and regulatory compliance- skills directly aligned with Paonia's needs for technical analysis, infrastructure planning, and regulatory alignment.

Mike's appointment by the Governor to the Colorado Water Quality Control Commission reflects his credibility at the highest regulatory levels, while his career-long partnerships with agricultural producers demonstrate his ability to balance compliance with community practicality. He has developed facility plans for municipal treatment systems, designed and implemented watershed-scale monitoring programs with CDPHE, and built collaborative strategies that balance water quality, water quantity, and agricultural productivity. Mike will be hands-on in conducting technical assessments, leading analysis, and working directly with Paonia staff to ensure accuracy, transparency, and trust. He is available to dedicate the time necessary for this project and will remain Paonia's technical lead through.

Project Team and Key Personnel

Project Manager & Community Engagement, Policy – Amber Weber, M.Ed.

Amber will serve as the Project Manager for Paonia's WaterSMART initiative. With a career dedicated to bridging agriculture, municipalities, and state-level water planning, Amber brings a unique ability to ensure that technical work is balanced with community needs and delivered in a clear, actionable way. Her leadership roles with the Rocky Mountain Farmers Union, the Arkansas Basin Roundtable (as PEPO liaison), the Arkansas River Watershed Collaborative board, and as Executive Director of the Ditch and Reservoir Company Alliance (DARCA) have honed her skills in stakeholder engagement, policy alignment, and facilitating consensus across diverse groups. She has managed basin-wide outreach for the Colorado Water Conservation Board, coordinated statewide soil health initiatives, and led federally funded programs requiring compliance, documentation, and careful integration of local priorities into state and federal frameworks.

Amber's experience in Otero County further highlights her ability to coordinate across agencies and priorities. In addition to leading the 2020 Census during COVID, she secured a state grant to plan a regional trail system in partnership with the National Park Service, Colorado Parks and Wildlife, Otero County, and surrounding jurisdictions. This project required aligning multiple stakeholders, funding streams, and community priorities - skills directly transferable to complex, multi-stakeholder water projects like Paonia's WaterSMART initiative. Her leadership in statewide collaborations such as the Colorado Collaborative for Healthy Soils and her ongoing legislative and policy engagement provide Paonia with a partner who understands how to turn community voices into implementable strategies. As Project Manager, Amber will oversee day-to-day coordination, communications with Paonia staff, integration of stakeholder input, and delivery of all USBR-compliant reports and strategy documents. She will be directly available to Paonia throughout the project, ensuring milestones are met, outreach is effective, and deliverables reflect both technical rigor and community priorities.

Technical Personnel

Maverick's work is supported by a trusted network of technical collaborators and subject matter experts who can be engaged as needed to support Paonia's specific requirements. These partners bring specialized expertise in hydrology, water rights, engineering modeling, and economics, allowing Maverick to scale technical depth while keeping the project leadership streamlined and responsive. Mike will oversee and integrate all technical work, ensuring consistency, while Amber will ensure community priorities remain central to all technical recommendations.

Project Team and Key Personnel

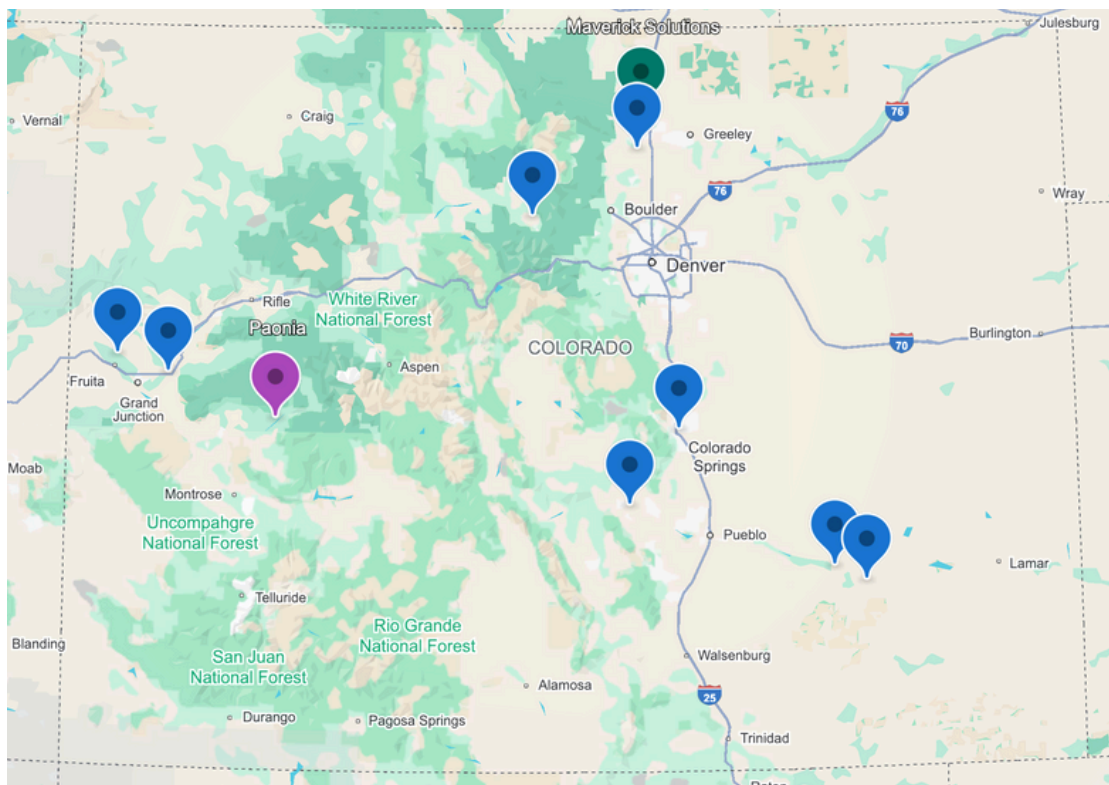
Availability & Commitment

Because Maverick accepts only a select number of clients at a time, we can guarantee our availability and dedication to Paonia. Both Mike and Amber will remain actively engaged throughout the project's duration, supported by technical personnel as needed, but without the handoffs or disconnects that often occur in larger firms. Paonia will receive the benefit of our full attention, personal investment, and deep-rooted passion for rural Colorado communities.

Together, our team offers Paonia a rare combination: regulatory expertise paired with agricultural understanding, technical depth paired with community trust, and professional capacity paired with personal commitment. This balance makes us uniquely suited to guide the Town of Paonia in developing a water strategy that is both visionary and grounded.

Project Footprint

Maverick Solutions' experience is rooted in rural Colorado but spans a wide geography of communities, watersheds, and agricultural landscapes. The map below highlights the breadth of projects we have led or supported demonstrating our ability to adapt to local context while bringing consistent expertise in water quality, infrastructure planning, and stakeholder engagement. From watershed-scale initiatives funded by federal grants to community-driven planning efforts in small towns, each project reflects our commitment to practical, implementable solutions that strengthen both water systems and the communities they serve.



AMBER WEBER

Fort Collins, CO | amber@maverickteam.org | 719-688-9941

Professional Profile

Project Manager and facilitator with extensive experience leading multi-stakeholder water, agriculture, and community planning initiatives across Colorado. Skilled at bridging agricultural and municipal interests, aligning projects with state and federal policy, and ensuring compliance with grant and regulatory requirements. Known for turning complex challenges into implementable, community-driven solutions that build trust and deliver measurable results.

Select Experience

Executive Director | Ditch and Reservoir Company Alliance (DARCA) | Colorado

- Designed and led a statewide conservation program linking agricultural and municipal users on water efficiency, watershed health, and quality.
- Directed outreach with ditch companies to broaden participation and integrate diverse voices.
- Facilitated consensus among agriculture, municipalities, industry, recreation, and environmental groups.

Outreach Director | Arkansas Basin Roundtable (PEPO) & ARWC Board Member

- Coordinated basin-wide outreach for the Arkansas Basin Implementation Plan, integrated into the 2022 Colorado Water Plan.
- Managed stakeholder engagement across multiple planning scenarios.
- Brought technical planning into public forums with clear, accessible communication.

Soil Health Program Director | Lower Arkansas Valley Water Conservancy District | Southeastern Colorado

- Developed climate-resilient projects integrating soil health, water quality, and sustainable agriculture across five counties.
- Advanced adoption of CDA's STAR soil health program, providing producers technical assistance for conservation practices.
- Strengthened collaboration among producers, conservation districts, and water managers.

Community Planning & Stakeholder Coordination | Otero County, CO

- 2020 Census: Led countywide effort during COVID, using trust-based strategies to ensure participation.
- Trail System Planning: Secured state grant and coordinated with NPS, CPW, and local governments to design a regional trail system, balancing multiple stakeholders and funding streams.

Membership Co-Director & Policy Advocate | Rocky Mountain Farmers Union (RMFU) | Colorado

- Represented farmers and ranchers in statewide policy discussions.
- Facilitated workshops and direct engagement to elevate rural voices in water and land-use policy.

Public Health Coordinator | CDC Foundation | Colorado

- Designed statewide workshops addressing burnout and equity for public health officials.
- Managed compliance and reporting under federal emergency funding.

Education

- Master of Educational Leadership, Adams State University
- Bachelor of Arts, Education (English Concentration)

MIKE WEBER, P.E.

Fort Collins, CO | mike@maverickteam.org | 719-688-0556 | Professional Engineer,
State of Colorado (#62676)

Professional Profile

Project Manager and engineer with a strong water resources background tackling the urban rural divide through water quality and water quantity. Development of water sharing programs across the state of Colorado and water planning through the Colorado Water Plan. Skilled at bringing technical work to life through practical implementable solutions by working with sister agencies at the federal, state, and county levels.

Select Experience

Program Manager | City of La Junta | Colorado

- Acquired state and federal funding to enhance the RO drinking water plan to mitigate selenium and PFAS from the drinking water.
- Managed the design build across all water departments to ensure human health was protected during and post construction.
- Regulatory permitting lead for all design build alternative treatment methods.

Regulatory and Technical Lead | Upper Fraser Valley Wastewater Treatment Plant | Fraser, CO

- Coordinated regulatory compliance across multidisciplinary design teams for capital improvement projects.
- Brought cost benefit analysis to rural parts of Colorado to identify and plan for capital improvement projects that align with budgetary constraints.

Temperature Compliance Program Lead | Colorado Springs Wastewater Treatment Facilities | Colorado Springs, CO

- Developed climate-resilient projects integrating wastewater discharge with hydrological streamflow conditions among two hydrological unit code watersheds.
- Partnered local authorities with individual users to understand state and federal pressures required to maintain compliance with the wastewater facilities.
- Challenged local leaders to think robustly about future need and demands while working within the current municipal code constraints.

Agricultural-Municipal Watershed Health Compliance | State of Colorado

- Liaison between state and federal entities to allocate federal funds to non-point source load reductions for rural Colorado users including agricultural, forestry, and county stormwater groups.
- Managed and delivered on the design build of hydrological modeling to assess load reduction from projects.
- Developed a matrix for estimating return on investment from load reducing activities.

State Appointed Positions

- Water Quality Control Commission - developing and establishing water quality standards across the state of Colorado
- Water Equity Task Force - bridging the gap between urban and rural divides on water topics across Colorado

Technical Advisory Roles

- Colorado Water Plan Update - Arkansas and Gunnison Basin Technical Advisor for the Basin Implementation Plans geared at equality in funding and resource distribution to water projects from 2025-2050.

Education

- Bachelor of Science, Engineering (Water Resources Concentration)
- Professional Engineer

Project Understanding and Approach

Project Understanding

The Town of Paonia is at a pivotal moment. With a raw-water collection system rooted in historic infrastructure, the community faces the dual challenge of maintaining reliable supply while preparing for future pressures. Paonia's water system is vulnerable to drought, watershed degradation, and climate shifts that strain both capacity and quality. At the same time, the Town operates within the legal and institutional framework of Colorado water rights-where every decision about storage, diversion, and use must consider seniority, compacts, and downstream obligations. These realities demand a strategy that is not only technically sound but also financially feasible, compliant with state and federal regulations, and aligned with community values.

Maverick Solutions understands these challenges because we have lived and worked in communities just like Paonia - towns where agriculture drives the culture and economy, infrastructure must be resilient on lean budgets, and decisions about water affect every household, field, and business. We recognize that Paonia needs more than a report: it needs a roadmap that builds trust, attracts funding, and sets the Town up for long-term sustainability.

Approach and Methodology

Our approach integrates technical expertise, stakeholder engagement, and regulatory alignment to deliver a Water Strategy that is implementable, fundable, and reflective of Paonia's priorities. We will align our work with USBR's approved milestones, ensuring compliance while maintaining flexibility to incorporate local input.

- November 2025 – March 2026: Environmental and Cultural Compliance

Maverick will coordinate with USBR and relevant agencies to complete environmental and cultural compliance reviews required prior to field activities. Our regulatory experience ensures compliance obligations are anticipated and addressed efficiently.

- March 2026 – May 2026: Communication Plan and Stakeholder Outreach

Led by Amber Weber, M.Ed., Maverick will develop and implement a comprehensive communication and outreach plan. Stakeholders will include agricultural producers, ditch companies, community organizations, public land managers, and residents. Outreach will be structured to build trust, document concerns, and establish a foundation for transparent decision-making.

- April 2026 – August 2026: Brush Clearing, Field Activities, and Technical Analysis

Concurrent with field activities, Maverick will conduct hydrologic and hydraulic analyses, watershed assessments, and water system modeling. This work will evaluate raw-water supplies, infrastructure capacity, watershed degradation, and future demands. Restoration and climate adaptation measures, including wildfire risk reduction and nature-based solutions, will be integrated into recommendations.



Project Understanding and Approach

- March 2026 – June 2026: Water Rights Analysis

In coordination with Paonia and local experts, Maverick will analyze the Town's water rights portfolio, evaluating legal and financial implications. Rate studies, water marketing considerations, and infrastructure impacts will be assessed to ensure strategies align with Colorado's complex water law framework.

- March 2026 – August 2026: Legal and Institutional Research

Maverick will research permitting requirements, environmental compliance obligations, and institutional constraints to identify pathways for implementation. This includes leveraging our regulatory expertise to anticipate challenges and position Paonia for successful permitting and funding.

- July 2026 – August 2026: Decision Support Tools

Maverick will develop decision-support tools and a prioritization matrix to evaluate potential project alternatives. Criteria will include technical feasibility, financial impact, regulatory compliance, community preferences, and long-term resilience.

- September 2026 – December 2026: Comparison of Project Alternatives and Final Project List

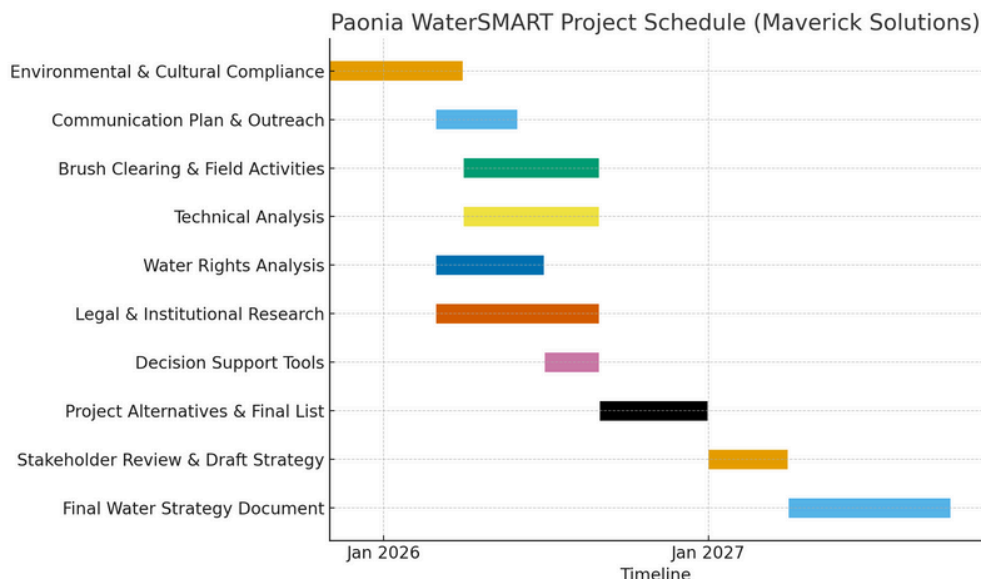
Using the decision-support framework, Maverick will prepare a comparative analysis of alternatives and present a prioritized project list. This will be shared with stakeholders and refined based on community and technical input.

- January 2027 – March 2027: Stakeholder Review and Draft Strategy

Stakeholders will be invited to review and comment on the proposed project list and implementation strategies. Maverick will compile input into the Draft Water Strategy, submitted to USBR for review at the end of this period.

- April 2027 – September 2027: Final Water Strategy Document

Maverick will finalize the Water Strategy, integrating USBR feedback and stakeholder comments. The document will include an outreach summary, statement of needs, alternatives evaluation, implementation strategies, and lessons learned—positioning Paonia with a clear roadmap from planning to implementation.



Quality Assurance and Compliance

Ensuring Compliance with USBR Scope and Schedule

Maverick has extensive experience managing federally funded projects and understands the importance of adhering to agency scopes of work, timelines, and reporting requirements. We will:

- Align each task with USBR's approved scope at project kickoff.
- Establish internal milestones and progress check-ins with Paonia staff.
- Document outreach, technical analysis, and alternatives in USBR-compliant formats.
- Anticipate reporting needs to streamline compliance and keep the project on schedule.

Our approach is designed to give Paonia more than compliance; it will deliver a clear, actionable strategy that reflects the Town's unique circumstances, builds trust with stakeholders, and positions the community for successful funding and implementation. With Maverick, Paonia gains a partner who understands rural realities, regulatory requirements, and the urgency of planning for resilience.

Maverick Solutions approaches quality assurance with the same focus we bring to every project: precision, accountability, and trust. As a small and dedicated firm, every deliverable we produce is subject to direct oversight by our principals, ensuring accuracy, timeliness, and completeness. This level of engagement allows us to maintain a high bar of quality control without the handoffs and silos that often challenge larger teams.

Internal Process for Quality Control

Our internal process is structured around three pillars:

1. Accuracy – All deliverables undergo review by the Project Manager (Amber Weber, M.Ed.), who ensures that communication is clear, complete, and aligned with Paonia's priorities. Technical analyses, legal research, and financial assessments are developed under the leadership of Mike Weber, P.E., who ensures accuracy and regulatory compliance. Together, this dual-review process balances technical rigor with clarity and usability, giving Paonia documents that are both defensible and actionable.
2. Timeliness – We establish internal deadlines that run ahead of external submission dates, allowing for thorough review, client feedback, and refinements. This ensures deliverables are complete and polished well before USBR reporting deadlines.
3. Completeness – Each deliverable is assessed against both the scope of work and the Bureau of Reclamation's reporting framework to ensure nothing is overlooked. Amber Weber, M.Ed., provides a second layer of review focused on clarity, accessibility, and alignment with community input.

Quality Assurance and Compliance

Compliance with USBR and Federal Standards

Maverick has extensive experience managing federally funded projects and is well-versed in the Bureau of Reclamation's WaterSMART reporting requirements. We build compliance into our workflow from the outset by:

- Aligning all tasks and outputs with USBR's approved scope and milestones.
- Using standardized templates and documentation practices consistent with federal procurement standards.
- Maintaining thorough records of outreach, technical analysis, and decision-making processes for easy reference in quarterly and final reports.
- Conducting regular check-ins with Paonia staff to ensure deliverables meet both local expectations and federal requirements.

Quality Control on Technical, Legal, and Financial Work

- **Technical Analysis:** Mike Weber, P.E., leads all technical work, applying professional engineering standards, peer-reviewed methodologies, and QA/QC protocols established through years of watershed and infrastructure planning. Models and datasets are validated against state and federal benchmarks before results are finalized.
- **Legal and Regulatory Research:** Our direct experience with state and federal regulating entities provides a unique vantage point on regulatory standards. All compliance and permitting research is documented with citations to statutes, regulations, and agency guidance, ensuring traceability and defensibility.
- **Financial Assessments:** Economic and rate analyses are developed with transparency, using conservative assumptions and cross-checked against municipal finance best practices. Drafts are reviewed internally for accuracy and shared with clients for validation before submission.

Maverick's quality assurance is not an afterthought- it is embedded in every step of our process. Our small size ensures each deliverable receives personal attention from the firm's leadership, while our experience with federal grants and compliance guarantees adherence to WaterSMART requirements. This combination of rigor and accountability provides Paonia with confidence that every analysis, report, and strategy document will be accurate, timely, complete, and fully compliant. Maverick's quality assurance process is cyclical, not linear- every deliverable incorporates client feedback, regulatory guidance, and internal review. This continuous loop ensures our work remains accurate, responsive, and refined from draft to final product and beyond.



Schedule and Availability

Maverick Solutions is prepared to deliver Paonia's WaterSMART Project on schedule, aligned with USBR milestones from late 2025 through fall 2027. Our staffing and availability plan ensures full coverage of each phase, from environmental compliance and outreach to technical analysis, decision-support, and final strategy development. Amber Weber, M.Ed., will serve as Project Manager, overseeing coordination, communication, and deliverables, while Mike Weber, P.E., will lead all technical analysis and regulatory alignment. This balance allows each task to move forward efficiently without competing for time or resources.

Maverick maintains internal progress checkpoints ahead of USBR deadlines to allow for review and refinement before formal submission. This approach ensures accuracy, timeliness, and flexibility to accommodate any schedule revisions approved by USBR. Because we accept a limited number of clients at a time, our leadership team is fully available and responsive to Paonia's needs. Our capacity and schedule are intentionally aligned with this project's timeline, guaranteeing that key milestones are met and deliverables are completed on time.

References

City of La Junta	
Original Location: La Junta, CO Going Statewide	Maverick is currently partnering with the City of La Junta to prepare for upcoming regulatory changes, permitting requirements, climate vulnerabilities, and infrastructure needs. The scope of work includes feasibility studies of raw-water supply, conservation and efficiency planning, permitting pathways, and integration of long-term climate adaptation strategies. Outcomes to date include the creation of a resilient, phased strategy that positions La Junta to secure federal investment while meeting compliance requirements and budget constraints. This project builds on Maverick's leadership in agricultural-municipal partnerships through DARCA, where we have designed statewide frameworks for collaboration that align agricultural producers and municipalities around shared goals of water efficiency, water quality, and watershed health. The combined work has resulted in implementable conservation strategies that are both regulatory-compliant and embraced by local stakeholders.
Contact: City of La Junta Tom Seaba 719-384-7358 tom.seaba@lajuntacolorado.org	
Status: Started July 2024 Ongoing Total Cost: \$650,000	

References

Soil Health & Federally Funded Watershed Projects (Five Counties, CO)

Location: Otero, and Bent Counties	Maverick secured nearly \$6 million in federal funding and more than \$1 million in state match dollars to design and implement watershed-scale projects across five counties in southeastern Colorado. The scope included education and outreach, water quality monitoring and baseline development, implementation of agricultural best management practices, and integration of soil health practices through the Colorado Department of Agriculture's STAR program. Outcomes included: measurable reductions in nutrient loading, adoption of nature-based solutions that improved both water quality and farm viability, and improved trust between regulatory agencies (EPA/CDPHE) and agricultural producers. The projects collectively advanced watershed resilience across thousands of acres, strengthened long-term monitoring frameworks, and demonstrated a cost-effective path for balancing compliance and agricultural productivity.
Contact: LAVWCD Brenda Fillmore 719-254-5115 bfillmore@lowerark.com	
Status: Beginning in 2019 Ending in 2022 Total Funding: \$1.7 Million	

Ditch and Reservoir Company Alliance (DARCA) & Agricultural-Municipal Partnership Program

Original Location: Statewide	As Executive Director of DARCA, Amber Weber leads statewide efforts to unite agriculture, municipalities, recreation, industry, and environmental sectors around shared water challenges. The scope of this work includes outreach and facilitation, policy alignment, program development, and statewide education through workshops and conferences. Under Amber's leadership, DARCA launched the Agricultural-Municipal Partnership Program, which integrates cost-effective, nature-based solutions into watershed planning and compliance strategies. Outcomes include: broad stakeholder buy-in across diverse water sectors, the establishment of conservation programs that reduce compliance costs for municipalities, and new opportunities for producers to participate in federally supported water quality projects without financial burden. This program demonstrates a replicable model for balancing regulatory requirements with community-driven priorities, positioning Colorado communities for long-term resilience.
Contact: DARCA President Dawn Jewell 720-219-6294 dmjewell@aurora.gov	
Status: April 2019 Ongoing	

Other Required Information



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
9/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lakeside Insurance Center, LLC 11101 W. 120th Ave Suite 270 Broomfield CO 80021		CONTACT NAME: Erika Lespron PHONE (A/C, No, Ext): 303-421-8590 FAX (A/C, No): E-MAIL ADDRESS: certs@lakeside-insurance.com	
		INSURER(S) AFFORDING COVERAGE INSURER A: Underwriters at Lloyds London	NAIC # 15642
INSURED Maverick Solutions LLC 5106 Saffron Ct. Fort Collins CO 80525		MAVESOL-01 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 480022917 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y	Y	PSO0040423757	7/7/2025	7/7/2026	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$250,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			PSO0040423757	7/7/2025	7/7/2026	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	☐ UMBRELLA LIAB ☐ EXCESS LIAB ☐ OCCUR ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				☐ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Pollution Liability			PSO0040423757	7/7/2025	7/7/2026	Limit Each Claim \$2,000,000 Deductible-Ea. Claim \$1,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 "Evidence of Coverage."

CERTIFICATE HOLDER *Maverick Solutions LLC 5106 Saffron Ct. Fort Collins CO 80525	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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Contact Information

Maverick Solutions is honored to be considered for Paonia's WaterSMART Project. We bring a unique combination of technical expertise, policy and regulatory experience, and deep-rooted commitment to rural communities like yours. Our size allows us to stay focused and fully dedicated, ensuring Paonia receives not only accurate and compliant deliverables but also the personal attention and investment that large firms cannot match. We understand the weight of this project, not just as a technical exercise, but as a critical step in securing Paonia's water future, and we are ready to walk alongside you from start to finish.

With Maverick, Paonia gains more than a consultant; you gain a partner who understands your challenges, shares your values, and is committed to delivering a strategy that will serve your community well for years to come.

Website: www.yourmavericksolution.org.

Address: 5106 Saffron Ct.,
Fort Collins, CO 80525

Phone: 719-688-9941

Email: amber@maverickteam.org.



Acknowledgments

Maverick has carefully reviewed the requirements for administrative information and is fully compliant with the requirements of insurance, confidentiality, contracting, incurring costs, taxes, and standard of conduct.

Maverick also agrees to, and understands, the administrative procedures around: awards, fund availability, assignment and delegation, news releases, utilization of reward, incurring costs, ownership, negotiation of award, submittals, cancellations, terms, and informalities.

Statement of Qualifications for WaterSMART Consultant, RFQ 2025-06

PREPARED FOR TOWN OF PAONIA, COLORADO



November 2025

241-019.010

818 Colorado Ave., Ste. 307
Glenwood Springs, CO 81601



Date: November 13, 2025

Via email: <Paonia@TownofPaonia.com>

Stefen Wynn, M.P.A.
Town of Paonia
214 Grand Ave.
Paonia, CO 81428

Re: Statement of Qualifications for WaterSMART Consultant, RFQ 2025-06

Dear Mr. Wynn:

Wright Water Engineers, Inc. (WWE) is pleased to submit this statement of qualifications (SOQ) to the Town of Paonia (Town) to perform the second phase of a hydrogeological study related to the Town of Paonia's complex network of groundwater springs and development of a comprehensive Water Strategy under the Bureau of Reclamation's WaterSMART Grant Agreement R24AP00466. It is WWE's understanding that the Town is currently developing a 20-year Capital Improvement Plan and is moving forward on multiple fronts simultaneously to address water system losses, plan replacement of aging infrastructure, and draft a Spring Redevelopment Plan (SRP) that relies on a hydrogeological evaluation to increase the raw water supply collection, improve raw water storage capabilities, identify source water protection areas, and implement a hydrological model to improve water supply resiliency.

A May 2021 preliminary water system evaluation conducted by RESPEC Company, LLC (RESPEC), suggested that optimization of the springs system, including source water protection, raw water capture, and transmission to the water treatment facilities, would help address the issue of raw water storage. Potential impacts of drought, future land uses, wildfire, and climate change could degrade the yield and quality of the raw water supply from the spring systems. Since March 2023, WWE has been working with the Town and RESPEC to complete an initial hydrogeological analysis of the springs, which was delivered in October 2025. While WWE has the in-house capability to perform the full scope of work identified in the SOQ, we have elected to partner with RESPEC to leverage their knowledge of the Town's water treatment and distribution system to optimize the use of the WaterSMART grant funding.

Our team members are outstanding experts in the precise areas of discipline required for this study: Gary Witt, Senior Hydrogeologist specializing in water resources project with an emphasis on geology and hydrogeology; Tom Dwyer, P.G., Senior Geophysicist, Geologist, and groundwater modeler with 39 years of experience; Wayne Lorenz, P.E. Senior Engineer for water and wastewater assignments, provides services to several municipalities in water systems, water quality, watershed management, and design and planning of treatment controls; myself and Rachel Pittinger, P.E., are leading experts in water rights on the Western Slope and Colorado at large.

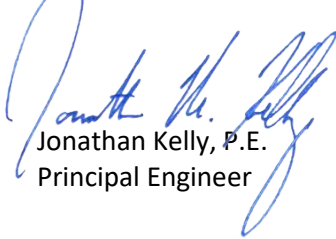
As WWE's senior project manager for the Town, I will lead this assignment by maintaining excellent communication with the Town, RESPEC, and WWE staff throughout project tasks and completing the project within the anticipated schedule and budget. Phase 2 of the hydrogeological study will be conducted by staff from our Glenwood Springs, Denver, and Durango offices and managed by myself out of Glenwood Springs. Our previous work on Phase 1 of this project and the breadth and depth of staff

Stefen Wynn, Town of Paonia
November 13, 2025
Page 2

qualifications make WWE the ideal firm to conduct this important study. Thank you for your consideration on this important project. This proposal is valid as of the date of its submittal.

Sincerely,

Wright Water Engineers, Inc.



Jonathan Kelly, P.E.
Principal Engineer

Attachment(s)/Enclosure(s)
Proposer Submission Checklist (Attachment C)

cc: Stefen Wynn, M.P.A.

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ATTACHMENTS

Attachment A: RESPEC Qualifications, Personnel, and Approach

Attachment B: Team Member Resumes

Attachment C: Proposer Submission Checklist

Attachment D: Proof of Insurance

Statement of Qualifications for WaterSMART Consultant, RFQ 2025-06

1.0 FIRM QUALIFICATIONS AND EXPERIENCE

1.1 About the Firm

Wright Water Engineers, Inc. (WWE) is an employee-owned and operated, full-service water resource, environmental, and civil engineering firm with offices in Denver, Glenwood Springs, and Durango, Colorado. The corporation was founded in 1961 and has a staff of approximately 50 people who work as senior level engineers, hydrologists, geologists, hydrogeologists, scientists, biologists, and chemists. WWE has 21 staff members who have been with the firm 15 years or longer, combining detailed planning with excellent customer service and project management. WWE is a water resources consulting firm that has been performing geological, hydrological, water rights, and water resources studies for municipalities and counties across the Western Slope of Colorado since 1961. During this time, WWE has established itself as the premier water resources engineering firm for innovative research and problem-solving.

WWE has strong experience working with and for the Colorado Water Conservation Board (CWCB). WWE has developed Water Efficiency Plans and Water Conservation Plans, performed design and construction of channels, and delineated floodplains for CWCB grants since the 1970s. Furthermore, team member Rachel Pittinger is a former CWCB project manager and is expert in CWCB policies and practices.

Phase 2 of the hydrogeological study will be conducted by staff from our Glenwood Springs, Denver, and Durango offices and managed by Jonathan Kelly, who is based in Glenwood Springs. Jonathan was the overall project manager for Phase 1 of the hydrogeological study and presented WWE's findings in January and October 2025. WWE is well qualified to perform a hydrogeological study for the Town of Paonia because of the firm's in-depth experience with groundwater and water resources planning and management, water rights, and water supply infrastructure. WWE has extensive experience in conducting large, complex, water resources projects with multiple stakeholders, including Phase 1 of this study for the Town of Paonia. As has been documented in WWE's Phase 1 report, the Town's collection of springs is complex; however, our work for the Town over the past couple of years has allowed us to develop a much better understanding of the factors affecting the yield of the springs. WWE welcomes the opportunity to build upon our Phase 1 work and move the Town closer to developing a firm water supply for its residents. The WWE team is proficient in water resources planning, groundwater resource development, and modeling in the region and in other over-appropriated basins.

WWE has performed planning and design of raw water collection systems, water storage tanks, pump stations, and potable water treatment systems. This work has included hydraulic modeling of raw water delivery systems in complex geological and geographical settings. Additionally, WWE has planned and designed spring boxes and/or infiltration galleries to address groundwater and alluvial water rights. The evaluation of whether these sources would be considered "groundwater under the direct influence of surface water" (GWUDI) was a common task in these projects. This work has included projects for the Town of Ouray, Durango-La Plata Airport, Highlands Presbyterian Camp, and others. WWE has planned and designed surface water intakes on streams and rivers for the City of Santa Fe, New Mexico; Red Sky Development near Wolcott; City of Glenwood Springs; Eldora Ski Area; Florida River Diversion (Durango); Wines Ditch on the Dolores River, and others. Many of our surface water intakes projects have included

diversion structures and restoration techniques on the streams that include such items as fish ladders and ecological habitat improvements.

1.2 Relevant Projects

Descriptions and references follow on five of our team's relevant projects. All the entities described below are long-term clients for which WWE continues to provide services.

1.2.1 Phase 1 Hydrogeological Study for Town of Paonia, Colorado



WWE recently completed a hydrogeological study related to the Town of Paonia's complex network of groundwater springs. The investigation involved field observations with Town personnel and consultants, background research of the hydrogeologic setting and previous engineering studies, installation of pressure transducers at select locations to collect flow data, and development of a hydrologic model.

An in-depth review of the water rights enabled WWE to focus on the German Creek Springs Collection System and the Old Original/Reynolds Creek Springs as high priority locations. A 2DR geophysical survey was conducted at selected spring sites on Mount Lamborn, revealing complex subsurface hydrogeologic conditions.

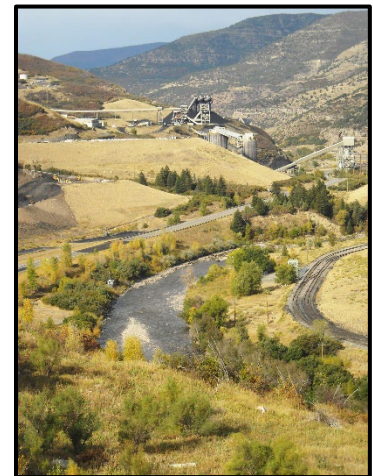
WWE personnel who have worked on this project include Jonathan Kelly, Gary Witt, Greg Wetherbee, Rachel Pittinger, Tom Dwyer, and Claire Vavrus.

Reference: [Stefen Wynn](#) | [Town Administrator](#) | (970) 527-4101 | StefenW@TownofPaonia.com

1.2.2 Mountain Coal Company Hydrogeologic Analysis

WWE has provided services to Mountain Coal Company at its West Elk Mine near Paonia since 1983. WWE has performed hydrogeological and subsurface evaluations for the mine for both water rights and mine inflow abatement purposes. For example, WWE performed non-tributary fault and spring analyses to determine the source of groundwater flows into subsurface vaults and developed alternatives for in-mine water management. WWE also implemented a seep monitoring program to quantify this groundwater.

Other WWE services to the mine have included annual hydrology reports, biannual subsidence reports, water rights services such as augmentation planning and administration, wetland delineation and permitting, and general water resources engineering and consulting. Through these activities, WWE has developed a strong understanding of the geology and hydrogeology of the region.



WWE personnel who have worked on this project include Jonathan Kelly, Gary Witt, and Rachel Pittinger.

Reference: [Chase Hyatt](#) | [Environmental Manager](#) | (970) 929-5225 | chyatt@archcoal.com

1.2.3 Eastern Adams County Metropolitan District Groundwater Supply



WWE has been working with the Eastern Adams County Metropolitan District (EACMD) to develop a groundwater supply for their residential developments near Strasburg, Colorado, since 1999. WWE has been involved in quantifying the Denver Basin groundwater underlying the property and assisting EACMD in obtaining approval of the use of that water for its domestic water supply needs.

WWE's services have included design, testing, and implementation of three Arapahoe Aquifer wells as the principal water supply for the system. In addition, WWE has assisted in obtaining a replacement plan to use an alluvial water supply well as a high-yield peaking supply with replacement credits provided by discharges from the regional wastewater treatment facility. WWE's involvement has included assisting EACMD with the evaluation of groundwater quality and appropriate treatment requirements.

WWE also performed Denver basin wellfield development including well drilling oversight, geophysical log interpretation, well design and completion, and aquifer test analyses. WWE provided guidance for well rehabilitation and supported an investigation of defective work. WWE also performed groundwater modeling to evaluate potential well yields to meet water demands and aquifer groundwater modeling of the wellfield to estimate long-term production.

WWE personnel who have worked on this project include Gary Witt, Rachel Pittinger, and Claire Vavrus.

Reference: Ryan Stachelski | Paul's Development East | (303) 371-9000 |
Ryan.Stachelski@paulscorp.com

1.2.4 Buena Vista Master Plan and Rate Study

WWE has assisted the Town of Buena Vista with its water resources planning and management since the 1980s. In 2021 and 2022, WWE assisted the Town with its water resources planning by developing a Water Resources Master Plan and conducting a Rate Study. The Town of Buena Vista has a strong portfolio of water rights with appropriation dates in the mid-1860s and other senior rights. Nonetheless, the Town continues to remain diligent in planning for drought conditions and growth impacts on the community. The Water Resources Master Plan provided a baseline for a subsequent Rate Study, both of which are aimed at keeping the Town well prepared for the future. Both work products were presented to and approved by the Town's Board of Trustees.

The Master Plan focused on the water resources of the Town with a primary goal of identifying the amount of water the Town's current water rights portfolio can legally and reliably supply and to provide



recommendations on how to manage and enhance the water resources portfolio to meet the Town's short- and long-term planning projections and goals. The scope of work included gathering data, compiling historic demographic information around population and single-family equivalent (SFE) data, summarizing water demand over the past decade, outlining the average-year and dry-year yields of the Town's current water rights, determining the maximum number of SFEs that can be served with the current water rights portfolio and potential timing based on various growth projections, and reviewing existing and proposed infrastructure capacity and constraints. Ultimately, WWE provided recommendations on how the Town can better meet future water demand with consideration of infrastructure based on current growth projections.

WWE personnel who have worked on Town of Buena Vista projects include Rachel Pittinger, Gary Witt, and Claire Vavrus.

Reference: Shawn Williams | Public Works Director | (719) 581-1049 | bvpwdir@buenavistaco.gov

1.2.5 Buena Vista Wells Nos. 3 and 4 – Planning, Development, and Construction

In 2020, WWE began working with the Town of Buena Vista on the development of Well No. 3. WWE provided engineering services to the Town for design and construction of this Arkansas River alluvial aquifer well, pumped for irrigation and municipal use within the Town. This well has the most impact in the southeastern part of the Town. The additional water supply source is located within the Town's lower zone and will help address future water demand. Additionally, WWE identified the need for Well No. 4 planning, development, and construction. Planning and water efficiency is part of the Town's approach for wells development.



WWE personnel who have worked on Town of Buena Vista projects include Rachel Pittinger, Gary Witt, and Claire Vavrus.

Reference: Shawn Williams | Public Works Director | (719) 581-1049 | bvpwdir@buenavistaco.gov

2.0 PROJECT TEAM AND KEY PERSONNEL

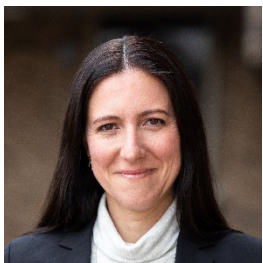
WWE's team members are outstanding experts in the precise areas of discipline required for this study. The roles of this multidisciplinary team of professional engineers and geologists who have extensive experience in the fields of hydrogeology, geophysics, hydrologic modeling, water rights, and wildfire hydrology, are shown on **Figure 1**. Brief qualifications of the project team members who would be tasked with helping solve Paonia's water supply challenges are provided below, with resumes available in Attachment B.



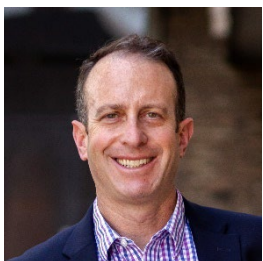
Jonathan Kelly, P.E. is a Principal Engineer and Chief Financial Officer of WWE who has managed the Glenwood Springs office for the last 24 years. He has over 32 years of experience in water resources engineering and will be the overall project manager. He worked closely with the Town on the Phase 1 hydrogeological study, serving as project manager and senior principal water resources engineer. Jonathan has experience in water supply and water rights engineering, hydrologic analysis of groundwater and surface water systems, water quality evaluations, application of best management practices (BMPs), and sizing of stormwater facilities. Jonathan has represented the West Elk Mine with water rights engineering and is a highly respected Western Slope water resources engineer. Approximately 15% of Jonathan's time will be available for this project.



Wayne Lorenz, P.E. is WWE's Vice President of Public Works Engineering and has about 45 years of professional engineering experience, including project management. Wayne provides services to several municipalities and water districts, meeting the needs of those entities in water supply, water treatment, and water distribution. Wayne's experience includes potable water systems, water quality, watershed management, and design and planning of treatment controls for water resources projects. He is WWE's Chief Engineer for water and wastewater assignments. Approximately 10% of Wayne's time will be available for this project during the applicable phase(s).



Rachel Pittinger, P.E. is a senior water resources engineer with over 25 years of water resource engineering experience, including five years working for the CWCB as a Project Manager, successfully leading construction and water rights projects under the CWCB funding programs. Rachel's water resources engineering experience includes projects related to water supply and planning, water rights investigation, water rights valuation, water rights operation modeling, watershed modeling and planning, funding, and technical evaluation related to water supply projects and construction management. Approximately 15% of Rachel's time will be available for this project during the applicable phase(s).



Noah Greenberg, PWS has an M.A. degree in ecology and 17 years of wetland and water resources experience in Colorado. He has managed and performed wetland delineations and CWA 404 assessments for hundreds of projects, most of which have been in Colorado. Noah has developed input on wetland regulations on behalf of regulatory agencies (including tribal and municipal governments). He supports a tribal natural resources department in reviewing permit applications, observing project compliance with permit conditions, and inspecting restoration

and mitigation areas relative to performance standards. Noah is an expert in navigating compliance with the National Environmental Protection Act (NEPA), which is often triggered by activities on federal lands. Approximately 15% of Noah's time will be available for this project during the applicable phase(s).



Hayes Lenhart, P.E., CPESC is a senior engineer with 16 years of experience who specializes in hydrology, watershed modeling, stormwater management, water quality, and design and construction projects. Hayes has been with WWE since 2009 and has been the lead technical staff member for various municipal and hydraulic analysis projects, including water supply development for the Town of Crested Butte. Additionally, Hayes was a lead reviewer for data and documents related to the development of the Illinois River total maximum daily load (TMDL) HSPF model and supported multiple watershed management plans.

Approximately 10% of Hayes' time will be available for this project during the applicable phase(s).



Thomas Dwyer, P.G. is a senior adjunct geologist with over 40 years of experience in geophysics for the purpose of characterizing the subsurface flow of water through fractured bedrock and groundwater modeling to help solve complex groundwater problems. He has completed over 300 hydrogeologic and hydrologic investigations. Mr. Dwyer is experienced with the most current tools and techniques for water resources exploration using geophysical methods, particularly very-low-frequency electromagnetics (VLF) and two-dimensional resistivity (2DR) profiling for locating water-bearing bedrock fracture zones.

Approximately 25% of Tom's time will be available for this project during the applicable phase(s).



Greg Wetherbee is a senior scientist with over 41 years of experience with expertise in flow measurement, data quality assurance, water quality, and watershed investigations. Greg has returned to WWE after completing a 29-year career with the U.S. Geological Survey (USGS) Water Mission Area, where he served in several project and program management roles. Greg has previous experience with several sectors, including land developers, agricultural producers, mining companies, and the former Rocky Flats Nuclear Weapons Facility, where he worked for 12 years before he rejoined the USGS. Approximately 20% of Greg's

time will be available for this project during the applicable phase(s).



Gary Witt, P.G. is a senior geologist and hydrogeologist who has worked extensively on the Western Slope with geologic and water resource evaluations for over 30 years and will be providing geological assessment, delineation, and senior project review. He has worked on water resources projects with particular emphasis on geologic and hydrogeologic issues including water rights analysis (surface and groundwater), water supply, water management, water quality issues, permitting, groundwater investigations, and well design and installation. Approximately 10% of Gary's time will be available for this project during the

applicable phase(s).



Claire Vavrus, P.E. is a staff water resources engineer with an M.S. degree in geology and four years of professional experience in the fields of hydrogeology, water rights, and post-wildfire hydrology. Claire will be providing project support in data acquisition, data processing, fieldwork, mapping, and report preparation. Claire also has experience conducting geophysical surveys on groundwater resource development projects in alpine areas. Approximately 20% of Claire's time will be available for this project during the applicable phase(s).

Resumes for WWE and RESPEC personnel are provided in Attachment B.

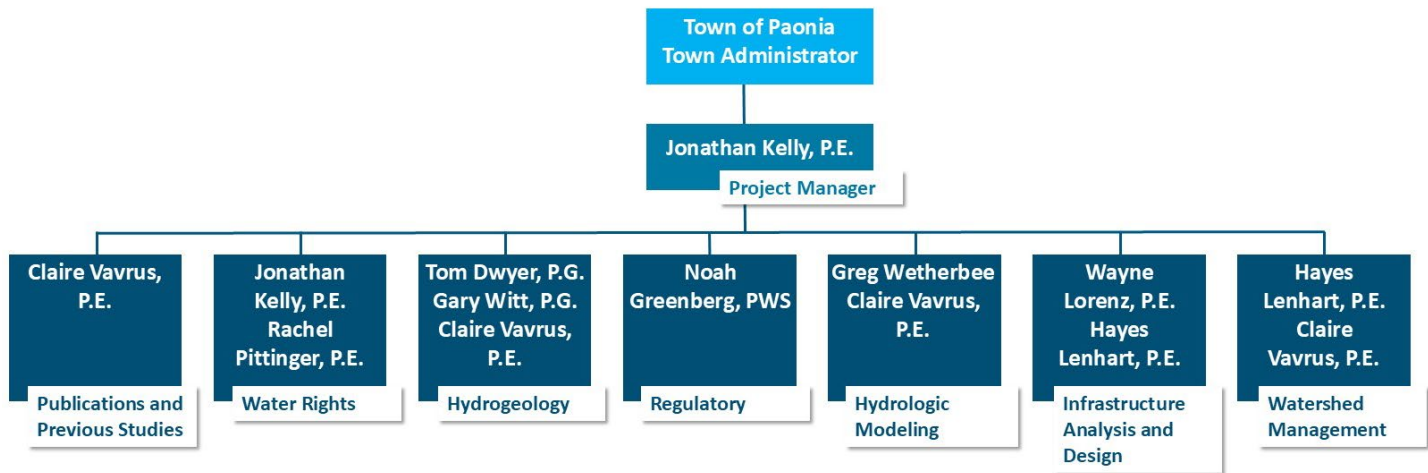


Figure 1. Organizational Chart for WaterSMART Consultant for Town of Paonia

3.0 PROJECT UNDERSTANDING AND APPROACH

WWE anticipates this work to be a multiphase project working closely with RESPEC Company, LLC (RESPEC) and Paonia water operations staff. The tasks identified below as Tasks 1 through 3 are considered Phase 2 work in continuation of Phase 1, completed in 2025.

WWE understands Paonia water rights include 13 spring collection units, over 20 miles of raw water supply pipelines, one reservoir and dam, two water treatment facilities, and three water storage tanks (Figure 2). The springs systems are challenging because the water supply is derived from groundwater recharge from snowpack and precipitation within the Mount Lamborn and Landsend Peak basins. The raw water supply is transmitted through talus and rock glacier deposits and, due to the underlying impermeable Mancos Shale, the springs surface at locations where the Town has historically collected the raw water supply. During certain times of year, the flow exceeds the spring collection box capacity and results in “spilled” water; while at other times of year, the spring flow diminishes and impacts the raw water supply. There is presently limited raw water storage for the spring flows during higher flows requiring demands to be primarily satisfied by the seasonal yield of the spring collection system. In addition, the Lower Treatment Plant is currently not in operation, so the springs that supplied water to that plant are not able to help meet the Town’s demand. The Town was forced to implement a tap moratorium in 2020, due to the uncertainty with being able to provide a firm water supply.

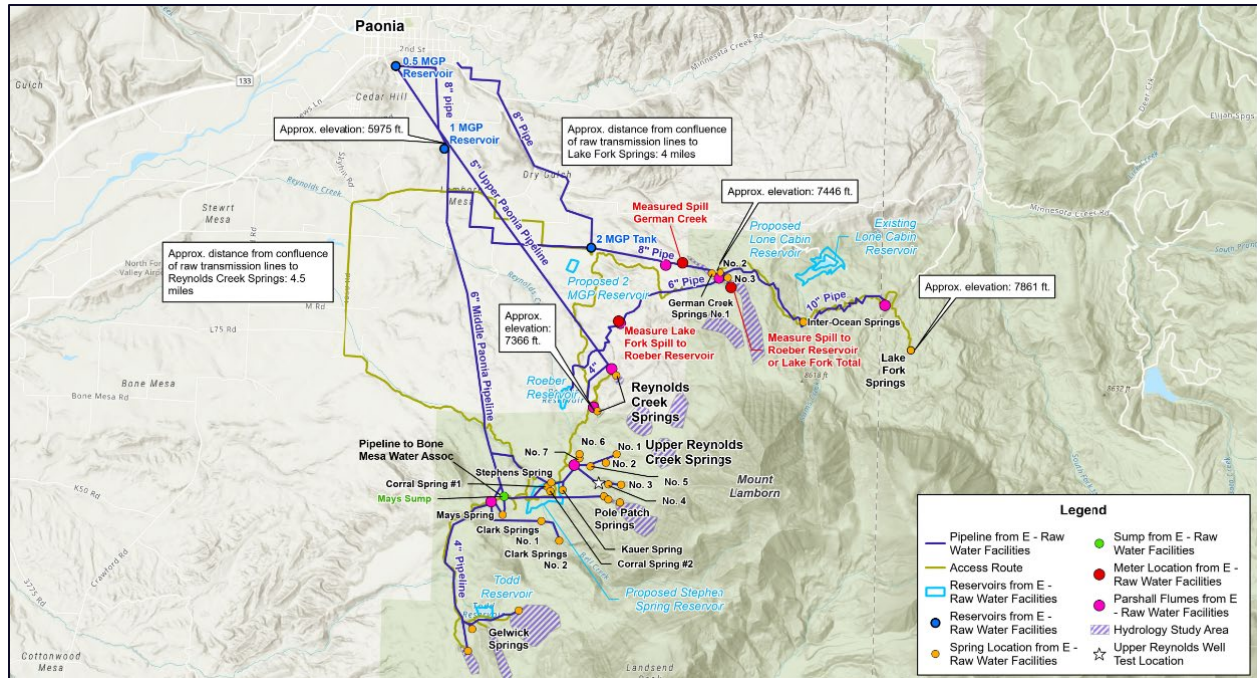


Figure 2. Town of Paonia Spring Systems Overview Map

3.1 Task 1 – Outreach and Partnership Building

WWE will partner with RESPEC on outreach and partnership building. RESPEC'S project understanding and approach is included in Attachment A.

WWE will participate in stakeholder meetings related to the preliminary findings, spring monitoring program, quantitative results, and identification of objectives for the Spring Redevelopment Plan (SRP), either in person or using video conference calls. Receiving input from the Town's water staff is valuable because their firsthand and extensive knowledge of the area and the spring systems should inform the hydrogeological study processes. WWE believes the hydrogeologic study is an important piece of information that will help define the design considerations of the SRP and is critical for the success of the Capital Improvement Plan.

WWE proposes to work with RESPEC to identify, catalogue, and reach out to community water users and land managers associated with the Town's water resources to construct a detailed understanding of how these entities use and affect the Town's water supply. This work will begin by developing a concise communication and outreach plan to gather the information through various means in partnership with key Town employees. Public meetings, such as community gatherings and focus groups, will be predicated on receptiveness and commitment of residents, businesses, and managers to ensure that such meetings are productive and cost effective. Although in-person discussion may be preferred, virtual meetings will be presented as options to save time and budget on the project. WWE prefers to not use social media for outreach as it may invite unintended miscommunication.

Results of the outreach efforts will be entered into a database that includes:

- Contact information for each entity engagement,
- Dates of meeting attendance or one-on-one discussions,
- Concerns communicated and other information obtained,
- Any commitments made by the Town, and
- Documentation of any replies or resolutions between the Town and each entity.

Information gathered will be summarized in the Water Strategy Document (Task 3) to document the results of outreach activities and how they will affect the planning process for the Town.

3.2 Task 2 – Scoping and Planning Activities

3.2.1 Technical Analyses

3.2.1.1 Phase 2 Hydrological and Hydrogeological Investigation

As highlighted in the Phase 1 Hydrogeological Investigation, the highest priorities for enhancements to the Town of Paonia collection system are in the Lake Fork, German Creek, and Reynolds spring systems. Phase 2 of the hydrogeological investigation will draw upon the results of Phase 1 and includes the following objectives:

1. Work with the Town and RESPEC to incorporate data from planned climate station(s) and flow monitoring stations to refine the hydrologic model/water balance developed in Phase 1;
2. Continue to work with Town staff to collect pressure transducer data at the various spring collection locations and perform field investigation to better understand the hydraulics of the system to allow for improved conversion of the field readings to flow data;
3. Develop a framework for correlating local precipitation and climate data with recorded flow data to understand the anticipated yield and timing of spring flows, which will enable evaluation under future climate change scenarios;
4. Identify locations where new water sources might be developed and infrastructure improvements can be implemented and evaluate the potential for additional water availability within or near each spring system;
5. Improve spring flow monitoring and design a cost-effective monitoring system that maximizes the quantity and quality of data collected for water monitoring and management; and
6. Evaluate infrastructure improvements and determine costs for installation and operation of new water-collection system components.

In Phase 1, WWE prioritized the Lake Fork, German Creek, and Reynolds Springs for field work. Incorporating other watersheds into the model may be accomplished in Phase 2 as resources allow.

WWE's proposed methodology for Phase 2 would be to:

- **Draw upon data collected in Phase 1 to develop a framework for correlating local precipitation and climate data with recorded flow data to help forecast raw water availability and subsurface**

flow system timing. This investigation would continue to develop a better understanding of how to manage the raw water resources and anticipate reduced flows from the springs. While completing Phase 1, WWE developed an important understanding of the complexities of creating comprehensive, basin-specific hydrologic model for the spring systems. For example, to create a basin-specific hydrologic model, a more precise delineation of the drainage areas for each spring is necessary. In Phase 1, WWE documented that for many of the springs, the subsurface drainage basins are not represented by surface drainage basins which is likely due to the subsurface topography of bedrock below talus that drains the steep terrain. Additionally, results of the 2DR geophysical survey in Phase 1 demonstrated that components of the subsurface flow are likely occurring at depths greater than 30 feet, creating further complications for quantifying the water available to develop to feed the Town's gravity-fed system. Thus, WWE feels a more empirical data-driven approach to the hydrologic model may be a more feasible way for the Town to understand and anticipate annual spring flows.

- **Conduct a field investigation to validate the results of the Phase 1 2DR geophysical survey and identify potential locations for additional spring water development.** WWE proposes to conduct the field investigation using an excavator to dig for and expose the shallow saturated zones identified in the 2DR geophysical survey to verify the existence and flow of water. WWE staff will ensure that the investigation is NEPA compliant and will coordinate access to the proposed sites with Town staff.
- **Refine existing and develop improved water-monitoring techniques, equipment, and protocols to enhance monitoring of the spring system and provide reliable and complete hydrologic monitoring records.** WWE proposes to field-verify measurements and other hydraulic parameters at the spring collection boxes to improve the spring flow estimates calculated using the pressure transducer data. Additional spring flow data collected at the improved monitoring locations designed by RESPEC as a part of the Capital Improvement Plan will also be incorporated into the spring flow records used to calibrate pressure transducer data, inform the hydrologic model, and understand the Town's existing raw water spring collection system.
- **Use the modeling results, Phase 1 results, and additional field exploration to evaluate options and develop associated high-level cost estimates for future water-development** (i.e. not detailed or sufficient for construction).

3.2.1.2 Refinement of Existing Data-Collection Protocols

WWE proposes to continue to work with Town Public Works personnel and RESPEC to improve the spring monitoring protocols. In the implementation of the pressure transducer monitoring program over the past year, WWE identified opportunities to improve data collection, processing, and archival methods. These improvements include more regular site visits to download pressure transducer data and incorporate additional field measurements and observations that can be used to calibrate the dataset. These additional measures will also be beneficial to maintaining robust records at the new flow monitoring locations designed by RESPEC as a part of the CIP. WWE will identify and prioritize additional spring collection sites to be monitored, and techniques/technologies will be evaluated for each station and implemented to give adequate additional resources for equipment from cooperative efforts with governmental entities or various stakeholders or purchased through additional grant funding.

3.2.1.3 Evaluation and Prioritization of Monitoring Needs – Locations / Data Types

WWE proposes to evaluate data-collection needs for the hydrologic models and for the Town's water operations. In Phase 1, autonomous pressure transducers were installed at each of the spring collection wells for Lake Fork Spring, Upper German Creek Spring, Lower German Creek Spring, the German Creek Splitter Box, and Reynolds Spring. In Phase 2, WWE proposes to identify, prioritize, and implement monitoring at additional sites to capture more complete monitoring of the collection system. WWE will evaluate the types of information presently collected by the monitoring system (e.g. flow in spring collection system) and identify opportunities to add complementary types of data (e.g. meteorology, continuous water-quality parameters) to enhance understanding of the hydrologic systems in each watershed where the Town is collecting water.

3.2.1.4 Evaluation of Equipment and Costs

Long-term data collection in the watersheds will be beneficial to the Town to understand how current water resources are responding to a changing climate and other natural and anthropogenic changes in the watersheds. WWE will look for ways to meet evolving monitoring needs of the Town. For example, the remoteness of the collection network clearly makes data-telemetry desirable, but WWE understands that powering telemetry is logistically and financially problematic. Nonetheless, opportunities, equipment, and costs for incorporating data-telemetry at additional monitoring locations will be revisited. More sophisticated flow-monitoring equipment, which would also require power improvements, will also be evaluated. New data acquisition platforms such as meteorological stations, water-quality probes, and a Global Positioning System (GPS) device will be evaluated to enhance the Town's existing data collection and monitoring network. Equipment costs will be obtained for review and consultation with the Town.

3.2.1.5 Acquisition and Installation of New Instrumentation

If resources are available for new instrumentation, WWE will be available to help select and install the instrumentation in the field. WWE proposes to assist in installation of instrumentation at the earliest possible dates when weather and surface conditions permit. WWE will work with Town staff and others as approved by the Town to realize cost savings.

3.2.1.6 Equipment Operation, Maintenance, and Training

WWE understands that effective, long-term operation and maintenance of the hydrologic spring monitoring system and other instrumentation require written procedures for equipment operation and maintenance and cross-training of Town personnel. WWE will work with Town staff and others as approved by the Town to ensure that several people are trained in operation and maintenance of the monitoring system and other instrumentation the Town acquires.

3.2.1.7 Hydraulic Analysis of the Raw Water Collection System

Working with Town staff, WWE will perform field investigations to GPS-locate (horizontal and vertical coordinates) the raw water collection system infrastructure. WWE will document key aspects of the pipelines such as alignment, diameter, material, and condition. We understand that some of this work may have already been performed, in which case WWE will add to the existing GIS database. The information will be used to develop a hydraulic model of the pipeline system to evaluate system capacities and identify "bottlenecks" in the system.

3.2.1.8 Data Management and Quality Control

The spring systems monitoring program continues to measure and record the flows to understand spatial and temporal changes to the springs. WWE will continue to perform processing and quality review of the monitoring datasets for analysis and production of report-quality contents. Processed data in final form will be permanently archived in an MSAccess database for long-term storage and protection. This will build on the platform that the Town and RESPEC have already developed (Attachment A).

3.2.1.9 Review of North and Smith Fork Wildfire Ready Action Plan (WRAP)

WWE can assist the Town with reviewing the wildfire risk and project recommendations identified in the North and Smith WRAP to understand the risk to the springs and potential mitigation solutions. WWE will evaluate whether it is prudent to update the 2010 Source Water Protection Plan (SWPP) and have the updated plan integrate the WRAP findings.

3.2.2 Water Marketing and Rights Analyses

WWE is a national leader in water rights. WWE already has an extensive list of adjudicated water rights in the North Fork basin, which will be reviewed and enhanced to evaluate rate studies and environmental considerations for potential Town infrastructure improvements. A comprehensive picture of how water rights affect the Town's planning will be presented in the Water Strategy Document (Task 3). The list will be transmitted to the Town for its use in securing legal entitlements. Refer to Attachment A for RESPEC's approach to the rate study analysis.

3.2.3 Legal and Institutional Requirements

WWE proposes to research permits, compliance obligations, and other agency-mandated and institutional requirements related to water resources projects for the Town. WWE proposes to prepare a list and catalogue specific requirements in a database table for future Town use. The information gathered will be presented and used for planning analysis in the Water Strategy Document (Task 3).

3.2.4 Decision Support Tools

WWE proposes to evaluate the current water-related, data-collection systems for the Town's water supply, including key aspects of the Water Treatment Plant (WTP) supervisory control and data acquisition (SCADA) software and metering systems. WWE proposes to provide recommendations for improvements to any identified weaknesses in these systems. WWE proposes to build decision support tools based on the results of the Phase 1 Hydrogeological Study and the water balance developed for the spring-water collection and delivery network. Results from this task will be summarized in the Water Strategy Document (Task 3). Refer to Attachment A for RESPEC's approach to SCADA software implementation.

3.2.5 Project Alternatives

Based on the results obtained from the field assessments, technical analysis, and outreach, WWE proposes to create a matrix of prioritized, practical project alternatives that the Town might implement to optimize its water-supply needs for the future.

Examples might include:

- Working with various local communities to promote water conservation and improve existing yields,
- Options for increasing raw water storage capacity,
- Finding and repairing key areas where collected spring water might be lost in transit to the WTP,
- Identifying and installing new water-collection infrastructure (e.g. spring boxes) to increase yields during low-flow seasons,
- Evaluating options for connecting infrastructure and transporting water from the springs feeding the lower plants, and
- Options for increasing WTP treatment and storage capacity.

WWE will provide high-level cost estimates (i.e. not detailed for construction) for comparing and prioritizing the alternatives. Compliance and community considerations will be discussed with the Town to ensure that project prioritization meets with the Town's long-range planning and financial status. Conceptual schedules (not containing actual dates) will be prepared for each project to give the Town needed decision-making information for the future based on present-day requirements and costs. Information for this task will be summarized in the Water Strategy Document (Task 3).

3.3 Task 3 – Water Strategy Document

3.3.1 Outreach Summary

As part of this task, WWE will identify stakeholders and summarize any input received. The Town staff will engage with local decision-makers to ensure that they feel included and have awareness with the project purpose and planning approach. This project does not involve any legal water rights transfer or any change of use by the Town. The Town will compliment other planning efforts, including Colorado's Water Plan, which specifically identifies integrating water and land use planning, monitoring, water efficiency planning and implementation, any future needs for efficiency evaluation and lessons learned.

3.3.2 Statement of Problems and Needs

Colorado's Water Plan addresses the possibility of significant water supply shortfall within the next few decades. These shortfalls will be felt across all sections, and are exacerbated by population increases, drought and regional aridification. In the municipal sector, modeling shows a gap will emerge unless strategies like conservation, water reuse, and integrating water and land use planning are implemented. The gap's size will vary depending on future growth, climate conditions, and the success of these proactive measures. Identifying alternative approaches to the current water system uses and storage potential may support the limited water available and may allow for maximum utilization of the water resources.

3.3.3 Project Opportunities and Alternatives

This document will consolidate the Town's existing studies and elements including land use, and future land use, water infrastructure, economic development, outreach and partnership building, scoping and planning activities, assessments, modeling and testing and development of water strategy plan.

The results of this work will be provided in a water strategy plan document.

This document will describe:

1. Stakeholder involvement and support;
2. Findings from the activities support in Phase 1 of the grant (assessment, analysis, modeling and testing;
3. A description of ongoing monitoring and evaluation;
4. Implementation plan description; and
5. Next steps which may include pilot projects, follow on testing and evaluation, system efficiency evaluation, and lessons learned.

3.3.4 Implementation Strategy

Evaluation and identification of reduced water deliveries from unknown and known losses or inefficiencies is an important strategy. Identification of the higher water producing wells and more efficient wells will be part of this effort. The activities associated with this plan will address municipal water shortfalls by optimizing the application of the water supplies that will lead to improvements with drought resiliency and will create sustainable water management strategies. These strategies and mechanisms for optimization and improvement will also allow better integration with land use and water management outcomes. Environmental objectives described in the Town's technical reports could also be achieved through more efficient application of water supplies.

3.3.4.1 Storage Alternative

"The spring-fed municipal water system needs extensive repair, from restoration of the watershed itself to the treatment plants and the elaborate networks of pipes and valves that deliver water into and around Town. In 2019 the Town suffered a critical water supply issue that was exacerbated by the fact that "the lower treatment plant and 1-MG storage tank were not in service during this event [thus making] half of the Town's raw water supply, half of its treatment capacity, and 33% of its finished water storage capacity unavailable to support demand during the emergency" (Comprehensive Plan, 2025).

Aligning with the water infrastructure policies and assessing the water supply, redundancy has been described as a high priority to the Town's system in prepared plans. Specifically, the Town's plan to prioritize a long-term water infrastructure development plan to include water supply, storage, and treatment options. These elements will provide flexibility and adaptability to address the current water supply source. The Water Capital Improvement Plan has highlighted these important issues and include consideration of a raw water storage facility. Evaluation will be conducted on developing redundant water storage systems as part of a multifaceted strategy for improving water supply reliability and drought resilience.

3.3.4.2 Pipeline/Pump Station Alternative

Aligning with the infrastructure policies and assessing the water treatment system, redundancy has been described as a high priority to the Town's system in previously prepared reports. The Water Capital Improvement Plan has highlighted these issues, and WWE will include considerations made regarding the pumping facility.

3.3.4.3 Water Rates Increase alternative

The Town of Paonia increased water rates in 2024. It is likely that an updated rate study will be performed by RESPEC and potentially result in additional rate increases. These anticipated rate increases would be applied to secure additional funding and support implementation the Water Capital Improvement Plan.

3.3.4.4 Green Infrastructure alternative

Consideration and assessment of natural elements and spaces are part of the Town's planned growth, development, and community infrastructure maintenance. Green infrastructure can be applied and provide benefits such as rainfall/runoff and stormwater reduction, carbon capture and storage, heat island effect reduction, and provide an overall enhancement to the environmental quality. WWE will assess the benefits of this type of alternative and specific elements of green infrastructure.

3.3.5 Lessons Learned

This water strategy plan, similar to Colorado's Water Plan, will emphasize flexibility, conservation, and collaborative solutions. It will recognize that climate variation and population growth are straining water supplies and calls for a balanced, integrated approach across multiple areas. This plan's goal will be to coordinate efforts in multiple areas including agriculture, community, development, federal programs, and watershed health to create a sustainable water future for people and the environment.

3.4 Task 4 – Project Management

Project management would be facilitated by some of WWE's most senior and experienced staff members. Jonathan Kelly would be the lead project manager handling day-to-day project operations including coordination with Town staff. Jonathan will be assisted by project engineers and scientists to coordinate with Town Staff and Town contractors, such as RESPEC on data-collection and field-work operations. Jonathan will also refine project scope depending on challenges or when new important data and information become available, assigning tasks to WWE staff members, and managing the budget weekly. Jonathan Kelly and Rachel Pittinger will coordinate regularly because of their vast experience with Western Slope water resources and management of CWCB grant-funded projects.

4.0 QUALITY ASSURANCE AND COMPLIANCE

4.1 Deliverables

WWE strives to provide effective project management and quality control on all our projects. To ensure a project is delivered successfully, we will hold ourselves to the schedule and budget agreed upon. This includes being prepared for all meetings and clearly communicating action items. WWE will also hold internal meetings as needed to ensure project staff understand deliverable content and deadlines and have available time to complete action items. WWE project managers monitor project budgets continuously and provide monthly invoices with a description of tasks completed. In the unexpected event that modifications to the project schedule or budget may be necessary, the WWE project manager will convey that information to the Town project manager as soon as possible and discuss potential solutions.

WWE employs an internal project management system for tracking project progress relative to schedule and budget. Project tasks will have identified "milestones" that are associated with targeted dates, budget

spend, and work products. These milestones will also reflect opportunities for Paonia’s review and input on the task. These milestones will provide the WWE team and the Town with opportunities to revisit and revise the task’s approach as needed based on initial findings and discussions.

4.2 Bureau of Reclamation WaterSMART Reporting

WWE understands the federal procurement for a WaterSMART grant generally requires adherence to federal cost principles, using specific forms and requires compliance with regulations for projects involving construction or ground-disturbing activities, financial reports with expenditures, detailed budget and timeline and information on how the project achieved its goals. Key requirements include the Town’s registration in the System for Award Management (SAM) and following the Town’s own procurement policies. WWE will support any other specific, project-based requirement such as environmental and cultural resource compliance.

Progress reporting milestones will include quarterly and annual progress and expenditure documentation. These are typical milestones that may include the project’s financial data, compliance information, project performance, impacts, community benefits, and next steps. Summaries on final project outcomes and benefits will be detailed in the final report. WWE values the process of exchanging information, ideas, thoughts, and data effectively. Clear and regular communications between the Town, identified stakeholders, and WWE will be essential keeping the project on time and budget.

4.3 Technical and Research Quality Control

Quality assurance and quality control is grounded in WWE’s peer review system. “Work product” is not “WWE work product” unless it has gone through the peer review process. At the inception of an assignment, the project manager, principal-in-charge, and the lead project engineer meet to discuss the overall approach to the project, desired objectives, and schedule. During the execution of the assignment, critical questions that cannot be resolved by the project manager and lead project engineer will be assessed by the principal-in-charge. When the final work product is at an advanced draft stage, the peer reviewer will once again meet with the project manager to review the assignment and deliverable(s). Peer reviewers at WWE use a standard form throughout the assignment, and all documentation of peer review meetings or comments is kept with the project file.

The WWE team strives to provide outstanding client service. For us, success on a project would only be achieved if we exceed the Town’s expectations for clear and timely communications, responsiveness to feedback, accountability for schedule and budget, and compliance with the Town’s contracting and business policies. The WWE team will strive to fulfill the Town of Paonia’s goals, and we are eager to receive client feedback.

5.0 SCHEDULE AND AVAILABILITY

As referenced in Section 2.0, WWE has the personnel and staff availability to ensure timely completion of project milestones based on the updated schedule pending approval by the Town and U.S. Bureau of Reclamation (USBR).

Table 1. Anticipated Schedule

Project Milestones (Pending USBR Schedule Update)	
Environmental and cultural compliance for field activities	Nov 2025 – Mar 2026
Communication plan and stakeholder outreach	Mar 2026 – May 2026
Brush clearing and field activities	Apr 2026 – Aug 2026
Technical analyses (hydrology, hydraulics, water modeling, watershed assessment)	Apr 2026 – Aug 2026
Water rights analyses	Mar 2026 – Jun 2026
Legal and institutional requirements research	Mar 2026 – Aug 2026
Decision support tools analysis	Jul 2026 – Aug 2026
Comparison of project alternatives and final project list	Sep 2026 – Dec 2026
Stakeholder review and input	Jan 2027 – Mar 2027
Draft Water Strategy submitted to Reclamation	Jan 2027 – Mar 2027
Final Water Strategy document	Apr 2027 – Sep 2027

6.0 REFERENCES

Refer to Section 1.2 for a list of relevant projects with references.

7.0 OTHER REQUIRED INFORMATION

Proof of insurance is included in Attachment D.

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ATTACHMENTS

Attachment A: RESPEC Qualifications, Personnel, and Approach

FIRM QUALIFICATIONS AND EXPERIENCE

RESPEC Company, LLC (RESPEC) has served the Town of Paonia with passion and commitment since 2020. Our history of working with the Town of Paonia and with other Colorado mountain towns makes us feel especially qualified to deliver an implementable Water Strategy that serves for decades to come.

Established in 1969, RESPEC provides client-focused consulting services, delivering client-oriented solutions to complex challenges for private and public clients. RESPEC has over 125 Professional Engineers (PEs), a team of scientists, and a robust design and technical support staff. Our collaborative approach fuels the inspiration and innovation that drive our projects.

RESPEC has grown to include 700+ employees and seven market sectors: Water, Data & Technology Solutions, Mining & Energy, Land Development Services, Facilities, Transportation, and Solid Waste Management. These dynamic teams are intentionally integrated, promoting creativity and accountability.

RESPEC’s presence extends across Colorado with offices in Grand Junction, Ouray, Loveland, Denver, and Colorado Springs. Over the past 30 years, our Colorado Municipal Water and Wastewater Group has successfully completed more than 1,500 projects in water resources and watershed planning, modeling and management, and water and wastewater infrastructure planning, design, and construction. Our group is eager to continue to provide these services for the Town of Paonia.

Project Team: This Project will be managed out of our Colorado Springs office with Principal Engineer Doug Schwenke serving as the Town’s Principal point of contact. In addition to technical expertise, RESPEC is intentional on how project teams are assembled to ensure project success. Ensuring project success in the event any personnel are unavailable because, well, life happens is critical. Our project teams are built around redundancy at all levels of responsibility and intentionally match project team members with complimenting skillsets. This approach is especially valuable on longer-term projects where institutional knowledge is paramount.

Project Partnership: RESPEC proposes to partner with Wright Water Engineers, Inc. (WWE), Mountain Peak Controls, and Roop Construction. RESPEC’s client-focused approach allows it to welcome partnerships with other firms where outside expertise best serves the project and client. RESPEC doesn’t lead with ego, it leads with curiosity and a commitment to technically sound and financially sustainable solutions.

The Town of Paonia can rely on RESPEC to provide a clear, strategic plan that ensures its water systems remain reliable, efficient, and compliant. RESPEC affirms that there are no pending plans or intentions to sell, merge, or otherwise alter the company’s ownership structure. RESPEC remains committed to maintaining its current corporate status and operational continuity for the foreseeable future.

WHY RESPEC?

- ✓ **4+ Years working with Town of Paonia:** Institutional knowledge of existing water systems including ongoing GIS database management, CIP Phase I development, and preliminary CIP Phases II and III conceptual planning.
- ✓ **30+ Years in Colorado:** Proven track record working in the state’s most challenging and remote environments.
- ✓ **Specialized Water Expertise:** Decades of experience in mountain terrain watershed management, cold-climate collections, and distribution including arctic pipe design.
- ✓ **Strong AHJ Relationships:** Deep familiarity with EPA, USACE, FEMA, DWR, and CDPHE permitting and compliance pathways.
- ✓ **Local Presence:** Engineers across five Colorado offices, able to provide rapid response and on-the-ground support.
- ✓ **Employee-Owned Commitment:** 100% employee-owned, ensuring accountability and dedication to client success.
- ✓ **PACT Core Values:** Passion, Accountability, Caring, and Teamwork drive how we deliver every project.

RESPEC WATER & WASTEWATER

**Water Rights**

**Water Pumping**

**Regulatory and Compliance**

**Master Planning**

**Wastewater Treatment**

**Grants & Funding**

**Water Storage**

**Wastewater Collection & Pumping**

**Construction Management**

**System Modeling**

FIRM QUALIFICATIONS AND EXPERIENCE

RESPEC offers the following example projects in support of its qualifications and experience. RESPEC has navigated a variety of state and federal permitting agencies and funding mechanisms to see these projects through to completion. This includes support for the Town of Paonia's successful application for a WaterSMART grant.

1. Town of Paonia, Paonia, CO. 2020-Current
Capital Improvement Plan – Phase I
Nicki Poulos, Public Works Director, 970.527.4101

RESPEC partnered with the Town of Paonia in 2020 on a wholistic water system evaluation. This comprehensive effort included delving into the Town's water rights, raw water spring collection system, water treatment, storage, and distribution infrastructure as well as operations and asset management strategies. In addition to near-term recommendations to support operations and maintenance, RESPEC developed a dynamic InfoWater Pro model of the Town's water distribution system and began working with Town Staff in conceptualizing Capital Improvement Plan (CIP) – Phase I, which addresses infrastructure improvements most critical to sustaining water service to the existing service area. In October 2023, RESPEC began working on preliminary design, environmental and cultural investigations, and project funding from the Colorado's Drinking Water Revolving Fund (DWRf). RESPEC helped secure a \$300,000 design and engineering grant through the DWRf and a low-interest loan with principal forgiveness that funds the entirety of CIP-Phase I.

CIP-Phase I funding supports raw water spring metering improvements, improvements to an existing 2.0-million gallon (MG) finished water storage tank and almost two miles of critical water distribution infrastructure. A 20-year rate study accounted not only for CIP-Phase I improvements but future CIP efforts that have been given preliminary prioritization based on the results of the 2020 Water System Evaluation and ongoing general engineering support. Moreover, RESPEC helped solicit engineering services for a hydrogeological study of the Town's complex raw water spring collection system, understanding that future CIP efforts will be especially challenged by financial limitations and a variety of risks that warranted more detailed investigation. RESPEC's partnership with WWE preserves institutional knowledge of the hydrogeological study and facilitates effective collaboration to develop practical solutions. RESPEC has built an intimate understanding of the Town's existing water infrastructure, established relationships with Town staff and are committed to developing a sustainable water system for the Town of Paonia.

2. City of Gunnison, Gunnison, CO. 2021
Water System Master Plan
Peter Rice, Public Works Director, 970.641.8322

RESPEC was entrusted with completing a comprehensive water system master plan for the City of Gunnison, Colorado. This ambitious effort encompassed the evaluation of all supply sources, in-depth modeling of the water storage and distribution system, and assessing future City needs, including identifying a new water supply source. To facilitate this complex modeling effort, RESPEC used InfoWater Pro, an advanced GIS-based network modeling system. The distribution modeling component of the project involved a range of analyses, including comprehensive fire-flow analysis, water-age, and chlorine-degradation analysis, along with a diurnal system evaluation. These analyses provided valuable insights into the performance and efficiency of the water distribution system, enabling the City to make informed decisions regarding system improvements.

One notable outcome of the project was a substantial water accountability analysis, which revealed that accountability issues were primarily related to metering and measurement rather than leakage. Armed with this knowledge, the City of Gunnison initiated a program to address accountability concerns, ensuring accurate measurement, and billing practices. RESPEC's involvement in the City of Gunnison's Water System Master Plan extends beyond the initial assessment. RESPEC prepared the Project Needs Assessment (PNA) for planning and funding a new water source. RESPEC also designed the raw water source infrastructure, further solidifying its commitment to supporting the City's long-term water supply needs. The City's Water System Master Plan exemplifies RESPEC's dedication to delivering sustainable

and innovative solutions for water management. By providing comprehensive modeling, analysis, and planning services, RESPEC contributed to the City of Gunnison's efforts to ensure a reliable and efficient water supply for its residents and future generations. RESPEC continues to serve the City of Gunnison with on-call engineering services.

3. Colorado Department of Local Affairs (DOLA), Town of Crawford, Crawford, CO. 2022

Bruce Bair, Public Works Director, 970.921.4725, crawfordpublicworks@gmail.com

RESPEC provides technical assistance to small communities through the DOLA Small Communities Water and Wastewater Project Development program. Through this program, RESPEC has been able to assist small communities (i.e., populations of 10,000 or less) by providing 3rd party evaluations of engineering design documents, planning documents, engineering evaluations, or master plans associated with water and wastewater infrastructure. In addition, RESPEC has assisted similar municipalities by providing prioritization of Capital Improvements Projects, planning assistance in developing master plans, evaluation of utility rate studies, and developing opinions or recommendations of engineering principals to help move forward planning efforts.

In the case of the Town of Crawford, a neighboring community to the Town of Paonia, the request centered around its only raw water source, Wiley Spring. The Spring was producing significantly lower flows and had become a significant risk to the Town. The Town of Crawford has asked RESPEC to evaluate reasons for the diminished discharge from the spring, propose alternatives to improve flows from the spring, and then suggest potential alternative supply sources to the spring. RESPEC completed a financially efficient and technically thorough analysis on alternatives to return the Spring to its original production and alternative water sources for the Town that must be considered.

4. Pueblo West Metropolitan District, Pueblo, Colorado. 1986-current.

On-Call Water Rights and Water Resources Services

Jim Blasing, Director of Water & Wastewater Utilities, 719.547.5047, jblasing@pueblowestmetro.us

RESPEC's water rights engineering services include water resources planning, protecting the District's existing water rights, analyzing the value of potential water-rights purchases, and providing technical support for change-of-use cases involving acquired water rights. RESPEC developed a water reuse and exchange plan to maximize use of the District's reusable water rights. This project included evaluating lawn-watering practices, returning flow quantification from various potable and non-potable (wastewater and On-site Wastewater Treatment Systems) uses, and developing a plan for water accounting. RESPEC also managed the District's acquisition of water rights associated with the Hill Ranch in Chaffee County, Colorado. The Hill Ranch water-rights portfolio was evaluated for acquiring and recommending purchase prices. Once acquired, RESPEC led the historic consumptive use and stream depletion evaluation and supported the District's legal counsel through the Water Court process. The final decree provides the District with an average annual yield of over 1,900 acre-feet (AF) of fully consumable water.

5. City of Victor, Victor, CO 2025

Raw Water Supply Line Replacement Project

Nathan Henderson, Public Works Director, 254.640.3421, nhenderson@cityofvictor.com

RESPEC is leading the planning and design for replacement of the City of Victor's century-old raw water transmission system, which conveys supply from the historic Bison Reservoirs to the City's treatment facilities. The project includes detailed field investigations, environmental and archaeological assessments, and evaluation of multiple alignment alternatives across rugged mountain terrain and sensitive wetland environments. The new 12-inch raw water main will enhance system reliability, protect critical source water delivery to the City and Cripple Creek & Victor Gold Mine, and ensure long-term sustainability for this high-elevation community.

6. Arapahoe County Water and Wastewater Authority (ACWWA), Arapahoe County, Colorado. 1989-current

Water and Wastewater Authority Engineering Services

Steve Witter, General Manager, 720.645.1403, switter@acwwa.com

RESPEC currently serves as the authority engineer for the ACWWA. In this role, RESPEC provides engineering support for their water and wastewater activities, including planning, design, and constructing Capital Improvement Projects as well as advising the Board of Directors on engineering matters. RESPEC also supports ACWWA's Water Resources Engineer in planning and management of ACWWA's portfolio of water rights. RESPEC managed the due diligence activities for reviewing a proposed water-rights portfolio comprised of shares and water rights in over 15 ditch and reservoir companies on over 30 farms, which, in aggregate, would yield an average of 4,400-AF of fully consumable water for the ACWWA. This activity extended over a period of several years and included consumptive use and stream depletions analyses; a review of diversion records, aerial photographs, and farming records; and the verification of expected water yield to make recommendations on the suitability of including the water rights in ACWWA's water portfolio. RESPEC also provided technical oversight and evaluation of surface water models and results provided by others to ACWWA. RESPEC also provides ACWWA's Planning Projections for Build-out Water Demands and Growth for ACWWA's Water Court applications and diligence activities.

7. Town of Morrison, Morrison, Colorado. 1985-current

On-Call Water Right Engineering Services

Mallory Nassau, Town Manager, 303.697.8749, mnassau@morrisonco.us

The Town of Morrison maintains multiple shared water rights and storage reservoirs that require ongoing tracking and analyzing water use/water rights, including the protection of their existing rights. RESPEC provides ongoing water-rights engineering services that include preparing water court applications, change of water rights, and engineering services to protect the Town's water rights from proposed changes on the stream system. RESPEC manages the Town's portfolio of water rights and advises the Town on their long-term water supply availability and requirements. RESPEC has prepared several water supply models to advise the Town on the yield of the Town's water rights portfolio under changing climate and water right administrative conditions.

PROJECT TEAM AND KEY PERSONNEL

The Town of Paonia will be supported by a highly qualified and experienced project team from RESPEC and WWE. Together, the firms bring complementary expertise in water resource engineering, hydrogeology, water rights, and stakeholder engagement. The proposed team is structured to provide clear leadership, efficient communication, and strong technical delivery throughout the WaterSMART project.

Staff Availability. The longer-term nature of the WaterSMART project means individual staff involvement will vary depending on the nature of the project. Both RESPEC and WWE will ensure relevant staff availability of between 10-90% based on negotiated contract allowances and schedule.

Complete résumés for each key staff members are included in **Appendix A**. Our management team's experience is summarized below.

DOUG SCHWENKE, PE (RESPEC) | PRINCIPAL CONSULTANT / CO-PROJECT MANAGER

Doug Schwenke brings more than 30 years of experience in civil engineering, focusing on water and wastewater systems for small and rural communities. His background includes analysis and design of water-impoundment, diversion, monitoring structures, water and wastewater systems, water resource planning, water rights analysis, H&H analysis, concrete and steel design and analysis, water and wastewater distribution design, wastewater treatment plant design, and construction observation and management. Much of Doug's experience in working with small rural communities is focused on securing alternative means of funding to finance water and wastewater projects, through programs such as the State Revolving Fund (SRF), Colorado Water Conservation Board, Energy Impact and Assistance Fund, United States Department of Agriculture Rural Development, and other state, local, and federal programs. Doug has also served as project manager for the Colorado Department of Local Affairs Small Communities Water and Wastewater Project Planning Program since 2019.

ALAN LEAK, PE (RESPEC) | PRINCIPAL CONSULTANT

Alan Leak has 43 years of extensive and comprehensive experience in all aspects of water resources engineering, including water supply transmission and distribution, wastewater collection, expert water rights engineering services, and stormwater management and flood control. His responsibilities include business development, project management, and leading teams of RESPEC employees in solving critical water resource engineering problems. Alan's experience in water and wastewater infrastructure includes project management, water and wastewater master planning, capital improvements planning and management, reuse plans and substitute water supply plans, planning and designing water transmission and distribution lines, wastewater collection and interception lines, pump stations, and well, and water and wastewater system management. Alan has also provided expert testimony before the Colorado Water Quality Control Commission regarding municipal water quality issues. Alan has a strong historical knowledge of the City of Gunnison's water rights because of his work with WRC Engineering (later acquired by RESPEC).

BJ ELKINS, PE (RESPEC) | SENIOR ENGINEER

BJ Elkins is a civil engineer with more than 7 years of experience focused on water system planning and design, permitting, and analysis for rural communities. He draws on a strong record of alternatives analyses and system evaluation for small utilities based on infrastructure condition assessments, asset inventory, and hydrogeological investigations. His skill set includes using Civil3D, ArcGIS Pro and InfoWater Pro modeling software for design solutions. BJ is dedicated to open communication and works closely with operators and owners to ensure project recommendations are practical and tailored to each client. He serves communities with a passion to drive forward sustainable infrastructure solutions.

REBECCA NORTON, PE (RESPEC) | SENIOR ENGINEER

Rebecca Norton is a professional civil engineer, project manager, and GIS analyst who specializes in water, wastewater, and stormwater utilities. She has worked in both the public and private sectors, providing her with utility experience that extends from the initial planning and feasibility phases through design, construction, and long-term operations. Rebecca's combined experience in engineering and GIS gives her an understanding of project management, model development, data analysis, Capital Improvement Planning, master plan development, customized GIS data and mapping solutions, and asset management.

JAMES STARNES, PE (RESPEC) | SENIOR ENGINEER

James Starnes has more than 15 years of experience in civil and environmental engineering and related fields, including 2 years in research, 3 years in construction, and 10 years in permitting and design. James serves as a process engineering technical manager and senior project manager. James has proved exceptionally proficient in supporting clients and operations staff in developing practical asset management strategies, rate study analyses, and developing viable Capital Improvement Plans. He is also proficient with complex hydraulic systems, including pump system design and controls for water and wastewater applications often in rugged and difficult terrain. James excels in helping multidisciplinary teams work together and communicate to complete complex projects for public consumption. James, with support from RESPEC's DTS team, will support community outreach and Town of Paonia data management strategies.

SARAH ITZ (RESPEC) | ENVIRONMENTAL SPECIALIST

Sarah Itz is an environmental specialist with 17 years of experience supporting water, wastewater, transportation, and land development projects for public sector clients. Her expertise includes project management, National Environmental Policy Act (NEPA) compliance, wetland delineation, Section 404 permitting, threatened and endangered species habitat assessments, and agency consultation. Sarah has supported small and rural utilities with environmental documentation, State Historic Preservation Office (SHPO) cultural resources data requests, regulatory coordination, and alternatives analysis to minimize resource impacts and ensure compliance. Sarah collaborates closely with regulatory agencies and client teams, delivering clear guidance and comprehensive support throughout project development.

PROJECT UNDERSTANDING AND APPROACH

The complexity of the Town of Paonia's raw water resources poses unique challenges not only technically but also financially. The sprawling and rugged nature of its raw water resources paired with the relatively small population served means every dollar spent ought to be well vetted and intentional. Since 2020, RESPEC has partnered with the Town of Paonia to inventory, model and better understand its water systems from source to distribution. This partnership garnered support for increasing Public Works staffing and developing a three-phase Capital Improvement Plan (CIP). The first phase is currently being implemented. RESPEC proposes the Water Strategy include:

- / **Capital Improvement Plan - Phase II:** A well-defined CIP - Phase II plan that leverages and builds upon institutional knowledge of existing water system infrastructure. CIP-Phase II will clearly delineate legal, regulatory, and institutional requirements for future implementation of proposed projects. RESPEC has previously conducted some of the most detailed field investigations of not only the Town's spring complexes, but raw water collection infrastructure. RESPEC would include Roop Construction in its cost-estimating efforts to provide more accurate construction costs in what is rugged and difficult terrain to construct in. Combining RESPEC's technical expertise with contractor estimating support is most likely to result in a financially viable CIP-Phase II.
- / **Request for Proposal (RFP)** ready CIP-Phase II with updated Rate Study Analysis to support.
- / Updated **Source Water Protection Plan (SWPP)** that leverages existing and furthered understanding of the Town's spring complexes and ongoing Wildfire Risk Assessment Portal (WRAP) efforts.
- / **Water Rights Analysis** clearly defines limitations and identifies risks associated with the Town's diverse portfolio. RESPEC and WWE will leverage the Town's recently engaged law firm to vet and confirm its conclusions.
- / **Asset Management Plan (AMP)** for raw water infrastructure that leverages and builds upon existing the Town's existing GIS library. This would also include means to manage, communicate, and leverage into action data collected throughout the Town's water system. RESPEC water and its data technology teams have partnered across North America to build customized tools for monitoring water supply and even develop risk scenarios that can be used to proactively respond to changes in supply.
- / **Capital Tools** for Town Staff to map, maintain, and monitor their assets. This includes new GPS hardware, tools to sustain operations on the mountain, weather monitoring stations, and additional flow monitoring equipment. RESPEC believes its history with the Town will allow it to efficiently address many of the requirements of the Water Strategy document and maximize funding available for furthering hydrogeological investigations of the spring complexes and provide an allowance for some capital investment allowed by WaterSMART funding.
- / **Public Outreach:** RESPEC will work with Town Staff and further its relationship within the community that has developed since 2020. This includes in-person public meetings, virtual updates and supporting the Town in its development of a website that communicates project intentions, public investment, timelines, and outcomes.

The sum of the above is ambitious with the funding available, RESPEC believes it is achievable by building upon its existing efforts and understanding of the Town's water system. Whether RESPEC or WWE are retained to deliver design of CIP Phase II or CIP Phase III projects is not the objective. The objective is to work in the best interest of the Town that combines **community engagement, technical analysis, compliance review, and strategic planning** and ensures a Water Strategy that encompasses all the above and meets the requirements set forth by WaterSmart funding.

RESPEC's specific Project Involvement will include the following:

1. Outreach and Partnership Building

Community engagement is essential for a successful Water Strategy. RESPEC and WWE will reach these perspectives from residents, agricultural users, business groups, water districts, and public land managers and incorporate into the planning process. Our proposed engagement follows a three-step process:

- / Kickoff Meeting – Identify stakeholders, introduce the project, and gather initial feedback on water supply challenges and priorities.
- / Draft Strategies and Advertisement – Present draft strategies, demonstrate how stakeholder input will be incorporated, and confirm alignment with community expectations.

- / Final Review – Resolve outstanding comments and ensure the final plan reflects community needs.
- / Outreach will be supported by a project website and local media, including the Town's newspaper and radio station, to maximize participation and build broad support for implementation.

1.1 Water Marketing, Rate Study Analysis and Capital Improvement Planning

A well-executed water rate study is essential for the Town's utility to recover the full cost of service while maintaining fair and affordable rates. It supports long-term system reliability, secures funding for future capital investments, and builds public trust in the utility's financial management. RESPEC supported 20-year rate study that was used as a basis for recent rate adjustments, supported a successful DWRF loan application for CIP Phase I and prepares the Town for future CIP efforts. RESPEC has previously prepared cost estimates for the Town's Capital Improvement Projects, and we will build on that work by partnering with Roop Construction to deliver a updated rate study for CIP Phase II that promotes financial sustainability, equity, and regulatory compliance.

Rate study efforts are only as valuable as the assumptions made. In support of the Town's WaterSMART Water Strategy, RESPEC will provide institutional knowledge of existing treatment, storage and distribution infrastructure, and improvement priorities downstream of raw water infrastructure. Combined with newly identified priorities for raw water infrastructure, RESPEC will CIP Phase II that would be the basis for future request for proposals for design services.

1.2 Legal and Institutional Requirements

For potential implementation projects, the Town must ensure that all permitting, environmental compliance, and institutional requirements are clearly understood and addressed. This includes evaluating whether proposed activities could trigger additional federal, state, or local reviews under NEPA (e.g., Categorical Exclusions, Environmental Assessments, or Environmental Impact Statements) and confirming whether any work extends beyond existing approvals.

To clarify and address these requirements, we recommend close coordination with the USFS Paonia Ranger District to:

- / Review and confirm permit requirements and compliance obligations, noting where work has already been completed.
- / Identify any aspects of the current scope of work that may require additional Categorical Exclusions or NEPA review.
- / Develop a plan for engaging specialized partners, such as Alpine Archaeology, to address cultural resources and related compliance needs.

1.3 Support Tools

Data Management: This task involves evaluating existing monitoring and data collection systems, including supervisory control and data acquisition (SCADA) software and metering infrastructure, and recommending improvements to optimize system performance. RESPEC proposes to subcontract with **Mountain Peak Controls** to expand upon CIP Phase I efforts in conceptualizing how additional information can incrementally be integrated at the Water Strategy is executed. Preliminary ideas include:

- / Build upon an preliminary data dashboard already created by RESPEC that combines spring complexes into a easy to navigate water resource monitoring tool that is available to operations staff via HMI.
- / Alarm management to track changes or loss of water events that pose risk to water supply
- / Integrate data management into overall GIS asset management plan (AMP)

GIS: Since 2020, RESPEC has supported management the Town's GIS database for water and wastewater infrastructure. This same library is used in modeling the Town's water distribution system. Much of what is known about the Town's spring complexes has also been added to the Town's GIS library. RESPEC in partnership with WWE would continue to build upon this library as new information is gained in the inventory of raw water collection infrastructure and additional hydrogeological investigations. Moreover, RESPEC proposes WaterSMART funding be leveraged to purchase tools (e.g. GPS) to support ongoing AMP and efforts. In this way the Town is equipped to work independent of consultants and contractors. At the same time, RESPEC continues its current responsibility managing of the Town's GIS database.

QUALITY ASSURANCE AND COMPLIANCE

RESPEC recognizes that effective project control is foundational to delivering successful outcomes—on time and within budget—especially for complex municipal projects. We will develop a customized Project Management Plan (PMP) with input from the Town of Paonia and relevant stakeholders. We will present the PMP, including project goals, milestones, deliverables, and any identified opportunities or challenges at the project kickoff meeting. This includes compliance with WaterSMART milestone reporting requirements (approximately 10) and deferral procurement standards. The development of this plan, with input from the Town, helps guide the project schedule and budget to keep the team focused on the defined project tasks and schedule throughout design.

SCOPE PROGRESS MEASUREMENT AND REPORTING

The development and execution of the PMP will include a Scope Management Plan. This portion of the PMP will finalize the defined scope management approach and processes, as well as the roles and responsibilities of the project team members participating in those processes. The Scope Management Plan will describe how the project team will define the project scope, create the work breakdown, validate the scope, verify the completion of project deliverables, control the scope baseline, and handle scope changes.

RESPEC project managers review project budgets every month (at a minimum). Project accounting information is available at any time for each project manager. Our project managers continuously monitor the scopes of work and discuss them with the project team. Our Project Manager, Doug Schwenke, will discuss out-of-scope items immediately with the Town's project team and support them in writing documentation.

SCHEDULE MEASUREMENT AND REPORTING

The development and execution of the PMP will include a Schedule Management Plan. This portion of the PMP will define how the project schedule is managed throughout the project life cycle. The Schedule Management Plan provides guidance and sets expectations for project schedule policies and procedures for planning, developing, managing, executing, and controlling the project schedule. As the project schedule is the tool that communicates what work needs to be performed, which resources will perform the work, and the timeframes in which that work needs to be performed, it will reflect all the work associated with delivering the project on time.

The project status will be reviewed during weekly internal meetings, and updates will be communicated to the Town via progress reports and regular coordination meetings. Milestones will be communicated to the team using calendar meetings to ensure everyone is aware of the expected schedule and allow time for quality assurance (QA) reviews before sharing any deliverables with the Town.

If, during any of the status meetings or checks, it is determined that the schedule is slipping, Doug will confirm with the team the root cause of the deviation and develop a plan to correct the schedule. Resource leveling or task reprioritization may bring the schedule back on track.

STAFF TEAM MANAGEMENT

This portion of the PMP will identify the processes and procedures used to manage staff throughout the project life cycle. We will define the responsibilities assigned to each team member and capture how staff resources will be managed for the project's duration.

Effective communication is the very foundation of our business. Organizations with effective and efficient communication methods are more likely to stay within scope, budget, and schedule and meet client expectations. We establish a Communication Plan at the beginning of each project, regardless of project size. Managers hold regular meetings to review project workload, budgets, resources, and schedules. Project managers review upcoming project tasks, match personnel to project needs, and adjust the internal team interaction to fit the size and complexity of the project. Project managers will hold team meetings to address issues and ensure that all team members know the project goals and deliverables. Project managers are also responsible for checking in with staff during production and working one-on-one as the project develops.

TOOLS FOR PROJECT MANAGEMENT

RESPEC project managers discuss project schedules and resources weekly during team meetings. Microsoft Project is available to project managers for scheduling and tracking. Project budgets and schedules for this project use Microsoft Project and BST Cost Plus. The RESPEC project managers will notify the Town if budgets, schedules, or project deliverables appear out of line.

RESPEC upholds a rigorous project management structure to keep our clients “in the know,” ensuring that projects stay on schedule, within budget, and aligned with the project and client goals.

QUALITY ASSURANCE AND QUALITY CONTROL

The PMP also includes the Quality Assurance and Quality Control (QA/QC) Plan. The QA/QC Plan is the working document that enables all the project team members and the Town of Paonia to maintain awareness of the status of our quality management practices. Specific project reviews are scheduled and recorded. RESPEC’s QA/QC program is tailored to each client and project objective. Our QA/QC procedures are applied to all projects, regardless of size. Fundamental features include standard operating practices, staff training, and project checklists.

Adhering to the QA/QC program is an integral function of all managers and technical leaders. Several levels of technical review are applied to preparing designs, calculations, drawings, details, specifications, quantities, cost opinions, and reports through qualified staff, and checklists, and reviews are performed by similarly qualified staff. Each level of technical and legal analysis will be vetted by peer project partners as part of our overall QA/QC Plan. Proper project oversight, conscientious documentation, and record-keeping are also components of our QA/QC program. The Project Manager assumes responsibility for all staff members and project quality.

COST CONTROL

The plans outlined above for project control and management are key to ensuring the project remains on budget. In addition to the scope plan, team plan, and schedule plan, RESPEC also exercises cost control by establishing a detailed work breakdown schedule and utilizing that to monitor progress throughout the project. Using that plan to review the current project cost, status, and invoices ensures that the budget is regularly reviewed and any deviations are captured early in the project instead of at the end. Any requests for deviation from the agreed-upon scope undergo multi-level review and approval, with clear documentation provided to the Town.

PROJECT PERFORMANCE

RESPEC is committed to transparency regarding project performance. Across our extensive municipal and utilities portfolio, delays have been rare, however, in the isolated instances where design projects exceeded the originally projected schedule, root causes included third-party permitting delays or unforeseen owner-directed scope changes. In all such situations, RESPEC took the following corrective actions:

- » **Enhanced Permitting Coordination:** Designating a Permitting Lead responsible for targeted agency coordination to preempt approval bottlenecks
- » **Integrated Change Management:** Incorporating scope changes into the schedule and budget, with immediate notification to the client and updated delivery timelines
- » **Strengthened Risk Management:** Instituting more frequent risk assessment workshops and early warning indicators on project dashboards

These improvements have mitigated recurrences of schedule issues and bolster our confidence in delivering an implementable Town of Paonia Water Strategy on time. Our ongoing commitment to lean project delivery and digital collaboration ensures continuous refinement of project control processes.

SCHEDULE AND AVAILABILITY

RESPEC confirms staffing and capacity to ensure timely completion of project milestones from late 2025 through 2027 or based on a revised schedule pending approval by the Town and United States Bureau of Reclamation (USBR). Our staffing plan includes redundancy at all levels to ensure availability based on final contracted scope of work and deliverable timelines. RESPEC will be engaged in ongoing Capital Improvement Work with the Town of Paonia. The extension of these efforts is represented by the proposed Water Strategy document.

Project Milestones (Pending USBR Schedule Update)

- **Environmental and cultural compliance for field activities:** Nov 2025 – Mar 2026
- **Communication plan and stakeholder outreach:** Mar 2026 – May 2026
- **Brush clearing and field activities:** Apr 2026 – Aug 2026
- **Technical analyses (hydrology, hydraulics, water modeling, watershed assessment):** Apr 2026 – Aug 2026
- **Water rights analyses:** Mar 2026 – Jun 2026
- **Legal and institutional requirements research:** Mar 2026 – Aug 2026
- **Decision support tools analysis:** Jul 2026 – Aug 2026
- **Comparison of project alternatives and final project list:** Sep 2026 – Dec 2026
- **Stakeholder review and input:** Jan 2027 – Mar 2027
- **Draft Water Strategy submitted to Reclamation:** Jan 2027 – Mar 2027
- **Final Water Strategy document:** Apr 2027 – Sep 2027

REFERENCES

References are provided above with Project Examples in Firm Qualifications and Experience

INSURANCE AND ADDITIONAL INFORMATION

RESPEC is committed to meeting all Town and federal requirements for the WaterSMART project. In addition to demonstrating technical expertise and project experience, we provide the following supporting information:

- **Proof of Insurance:** Both firms carry insurance coverage that meets or exceeds the minimum Town and federal requirements, including general liability, professional liability, and workers' compensation. Certificates of insurance can be provided upon request.
- **Compliance with Federal Requirements:** RESPEC is experienced in complying with the U.S. Bureau of Reclamation (USBR) grant requirements, U.S. Forest Service (USFS) regulations, and NEPA-related processes. Our team ensures all work aligns with federal, state, and local regulations, including permitting, environmental compliance, and reporting obligations.
- **Capacity and Resources:** Both firms have sufficient staffing, technical expertise, and project management resources to complete the WaterSMART project within the proposed schedule. Our team structure allows for flexibility to adjust to evolving project needs and timelines while maintaining high-quality deliverables.
- **Additional Supporting Information:** RESPEC has established procedures for quality assurance, internal review, and documentation to ensure accurate, defensible, and actionable project outcomes. We maintain long-term relationships with local stakeholders, federal agencies, and regulatory authorities facilitating effective collaboration throughout project execution.



Project Management Institute (PMI): Five Phases of Project Management

Attachment B: Team Member Resumes

Experience Overview

Jonathan is a water resources engineer with experience in water supply and water rights engineering, hydrologic analysis of groundwater and surface water systems, channel hydraulics and floodplain delineations, water quality evaluations, application of best management practices (BMPs), and sizing of stormwater facilities.



Water Rights and Water Resources Engineering

Relevant Project Experience:

- ❖ Registered Professional Engineer
- ❖ Project Manager
- ❖ Water Quality
- ❖ Rate Studies
- ❖ Funding
- ❖ Modeling Experience
- ❖ Utility Master Planning

Education

- M.S., Civil Engineering, 1993, University of California, Los Angeles, 1993
- B.S., Civil Engineering, 1992, University of California, Los Angeles, 1992

Registrations

- Registered Professional Engineer
(Colorado # 33901)

Professional Associations

- American Council of Engineering Companies (ACEC), Board Member
- Colorado Association of Stormwater and Floodplain Managers (CASFM), Northwest Regional Representative

Hydrogeological Study for Town of Paonia, Colorado. Project manager for hydrogeological study related to the Town of Paonia's complex network of groundwater springs. Worked closely with Town water operations staff to provide water rights engineering, 2DR hydrogeological survey, and Hydrogeological Study Report.

Mountain Coal Company—West Elk Mine. Work closely with mine personnel and water counsel to implement augmentation plan for mine diversions. Performed field measurements to quantify transit losses for reservoir releases to replace out-of-priority depletions. Study reduced the charged channel seepage losses from 50 percent down to 10 percent. Implemented accounting for administration of augmentation plan for stream losses due to mine subsidence resulting from longwall coal mining. Assisted client with removing water right on Division Engineers' abandonment listing.

Mt. Werner Water and Sanitation District. Serve as District Engineer providing services related to water rights and water resources management. Work including calculating projected water demands at full build out and evaluation of lagged depletions associated with infiltration gallery in the Yampa River alluvium.

Exxon Mobil Corporation. Performed engineering services relating to extensive water rights portfolio of an energy producer in the Piceance Basin. Engineer of record on nine different water court filings, including multiple augmentation plans, quantification of historical consumptive use (HCU) credits from irrigated lands, and use of Glover to calculate lagged stream depletions due to well pumping. Pending cases include transbasin diversion from Colorado River to the White River basin. Provided expert reports on multiple conditional water rights in the Parachute, Piceance, and Yellow Creek drainage basins documenting the contemplated draft of the industrial water rights.

City of Glenwood Springs. Providing hydrologic and water rights engineering services in support of the City's 2013 Water Court application for recreational in-channel diversion (RICD) water rights. Actively working with objectors to attempt to address their concerns.

Flattops Water Company. Engineer for water court filing involving establishing the firm yield of transbasin water rights from the Yampa River to the Colorado River basin. Successfully negotiated technical issues with nineteen objectors to obtain decree. Managed feasibility evaluation of additional reservoir sites based on criteria, including inundation wetlands and storage versus dam height. Assessed ditch loss characteristics and return flow patterns for Stillwater Ditch, which runs along the drainage divide. Assisted client with removing water right on Division Engineers' abandonment listing.

High Valley Farms. Provided expert testimony in Division of Water Resources 600-foot spacing hearing relating to potential for well-to-well interference in the Roaring Fork alluvium near Basalt.

Adam's Rib Ranch. Lead engineer on augmentation plan for a golf course residential development south of Eagle, CO. Working with attorneys to optimize use of water rights portfolio, while maintaining diligence on conditional water rights. Augmentation plan included quantification of historical consumptive use (HCU) credits from irrigated lands to offset evaporative losses from golf course ponds.

Shorefox/GDL. Engineered the water rights for a 1,200 equivalent residential unit development in Granby, CO. Working with objectors on six interrelated water court cases involving golf course/open space irrigation, municipal water supply, and onsite storage ponds. Also assisted client with negotiations with Town of Granby regarding annexation of the property.

Coal Basin. Developed augmentation plan for large private property in Coal Creek watershed near Redstone, CO. Decreed augmentation plan adjudicated storage rights and quantified releases to replace out-of-priority evaporative depletions. Successfully protested abandonment of water right through negotiation with Division Engineer.

Hell's Gate Ranch. Developed augmentation plan for large lot subdivision in Sweetwater Creek watershed. Engineering evaluation included incorporating historical uses and water rights with proposed development amenities.

Tybar Ranch. Provided engineering analyses relating to an augmentation plan for a cattle ranch outside Carbondale, CO.

Stella Polare. Completed engineering analyses to quantify water demands and depletions associated with a luxury property above Aspen. Augmentation supplies included contract water and onsite storage to satisfy local calls.

Small Water Court Cases. Provided water rights engineering services to numerous small projects for water court applications.

ExxonMobil Administrative Complex. Project manager for design engineering services for the water system to serve the ExxonMobil Section 26 Administrative Complex (Complex) in the Piceance basin. The major components of the water system design were a raw water submersible pump, associated piping from the B & M Reservoir to the Complex and a water treatment facility in the Complex. The water treatment facility includes filtration in accordance with the Long Term 2 Enhanced Surface Water Treatment Rule and chlorination for disinfection. The process treatment design includes filtration, chlorination, and storage sufficient to achieve the minimum chlorine contact time and a pressure system for distribution system delivery. WWE provided limited services during bidding and services during construction. WWE's work addressed CDPHE submittals of the water treatment system component.

CDOT Bridge Geothermal Evaluation. Served as peer reviewer for the evaluation of the potential effects of bridge construction on a geothermal resource under various proposed alternatives. WWE worked as a subconsultant to Jacobs Engineering on this project for the Colorado Department of Transportation (CDOT). The analysis was conducted as part of a National Environmental Policy Act (NEPA) study for the proposed modification or reconstruction of a bridge over the Colorado River in Glenwood Springs, Colorado.

Pine Creek Cookhouse. Project manager for permitting of a water system that is considered to be a transient, non-community water system according to criteria established by the Colorado Department of Public Health and Environment (CDPHE) and subject to specific water treatment requirements.

Group of North Fork Coal Mines. Conducted a transit loss study a stream system in western Colorado to assess the channel seepage losses. Reservoir water is released to the stream system to augment out-of-priority depletions over twenty miles downstream. Downstream water users must account for transit losses before taking credit at their points of diversion.

Adams Rib Recreation Area. Developed a comprehensive river basin simulation model for a proposed resort in Eagle County. Performed numerous simulation runs for alternative development scenarios to assess water rights implications and water quality issues.

Experience Overview

Wayne is project manager, peer reviewer or principal-in-charge for WWE's design/construction projects. His projects relate to water transmission, including diversions, non-potable water, reservoir/lagoon planning and design, water and wastewater treatment, water quality, potable water systems, reclamation and reuse, pollutant control and design and planning of treatment controls for water resources projects. Wayne has 48 years of professional engineering experience.



Relevant Project Experience:

- ❖ Registered Professional Engineer
- ❖ Water supply planning, development, and design
- ❖ Reservoir planning and design
- ❖ Construction documents
- ❖ Water rights
- ❖ Diversions/intakes
- ❖ Distribution
- ❖ 48 years professional experience

Education

- M.S., Civil and Environmental Engineering, University of Colorado, 1981
- B.S., Civil and Environmental Engineering, University of Colorado, 1974

Registrations/Affiliations

- Registered Professional Engineer—Colorado #16188 and 13 other states
- American Society of Civil Engineers
- Water Environment Federation
- Nonpoint Sources of Pollution Committee, Former National Chairman
- International Water Association
- Society for American Archaeology

Water Resources Engineering

Goose Bay Marina Concession Area Modernization, Canyon Ferry Lake, Montana. Project manager for the planning/design of water distribution and water treatment systems including a new well, buried storage tank, booster pump station and disinfection. Performed water distribution system modeling. Performed services during construction for the project.

Country Club Towers, Denver, Colorado. Project manager for the planning and design of a groundwater pumping system to include an exfiltration bed for reintroduction of the water to the groundwater table. Included the system approval under the USEPA Class V underground injection control program.

5075 Leetsdale, Denver, Colorado. Project manager for design of a groundwater system to include a cartridge filter, storage, and pumping from a foundation of a strip mall. Included PFAS sampling and evaluation and discharge permit negotiations with the CDPHE.

Marble Water Company Water and Sewer Tap Fee Analysis. To assist the Marble Water Company with fee development, performed research and analysis on water and sewer tap fees in seven comparable communities. Wayne also calculated equivalent residential units (EQRs) for each stand-alone building at a new resort development in the service area, and calculated the costs associated with connecting various combinations of resort buildings to the Marble Water Company Water and Sewer systems.

River Run Ranch for Sun Communities Water Supply and Augmentation Master Planning and Design, Granby. From 2019 through 2023, provided complete water supply and augmentation masterplan, design, and permitting services for the River Run RV Resort in Granby, Colorado, for Sun Communities. Master planning services included developing EQR ratings for different development scenarios, research on water demands, and development of Water Service Agreements. The most complex water agreement was one WWE helped our client negotiate with the Town of Granby. The water supply involves the use of several wells and converting an existing pit into a lined non-jurisdictional water storage reservoir.

Forest Lakes Metropolitan District, Colorado. Project manager on a new surface water treatment system serving a development in Monument, Colorado. Design included a raw water intake and pumping station, a 1-MGD treatment plant to meet surface water treatment regulations, and backwash waste disposal considerations.

Town of Larkspur Water System, Colorado. Project manager on the design of a water treatment plant to remove radium, iron, and manganese, a 451,000 gallon steel water storage tank, and distribution piping. Assisted in obtaining revolving fund and U.S. Department of Agriculture funding.

Granby Ranch Metropolitan District CFF Litigation. Retained as an expert witness by attorneys at Wells, Anderson, & Race, LLC, to evaluate the Granby Ranch Metropolitan District (GRMD) and its Capital Facility Fees (CFFs), which were being contested by a Plaintiff. WWE's Wayne Lorenz provided this evaluation, which included: (1) providing a general overview of the practice of residential metro district rates and the collection of fees to fund infrastructure that benefits the public and the property owners; (2) reviewing the water, sewer, road, and stormwater infrastructure that serves the public needs within Granby Ranch to determine if there are benefits to the Plaintiff due to the previously existing infrastructure that helps serve the Plaintiff's lots within the Granby Ranch Metro Bond District Boundaries; and (3) developing an opinion regarding the design service life of water, sewer, and road infrastructure. WWE produced a written report on these matters.

Arapahoe County Water and Wastewater Authority (ACWWA) Water Consumption Per Tap Equivalent (TE). ACWWA is a water and wastewater district in the southeastern Denver metropolitan area that serves about 3,500 residences and businesses. Wayne Lorenz performed extensive water and wastewater master planning work for ACWWA over a period of about 20 years. As part of this work, Wayne conducted a detailed assessment of ACWWA's domestic and irrigation water use through analysis of TEs, meter sizes, and groundwater pumping. WWE found that domestic water use correlated well with the TEs in use, but the actual irrigation water use was approximately 2.5 times the planned use for all commercial irrigation water meter sizes. This analysis gave ACWAA a more realistic water planning horizon moving forward.

PFAS and Emerging Contaminants. Designed water and wastewater treatment facilities for industries and municipalities, including state-of-the-art reuse/reclamation facilities. Many of these projects have involved emerging contaminants, most recently, per- and polyfluoroalkyl substances (PFAS). Representative projects related to PFAS include: directing sampling plans for water providers; evaluating several small water treatment systems for PFAS removal; designing an ion-exchange treatment system targeting PFAS for foundation drain water at the University of Colorado Boulder; and evaluating need for PFAS removal for other groundwater treatment systems, including identifying and comparing candidate treatment technologies.

Santa Fe, New Mexico Water Treatment System. Provided detailed evaluation and expert reports on the design and operations of a raw water delivery and treatment system for a 15-MGD facility. The water system diverts water from the Rio Grande River and pumps that water to a major municipal water treatment plant. Work included review of diversion planning and design, the hydraulics within the raw water system, and the geomorphology of the Rio Grande. Services included preliminary design of facilities to address sediment removal; pumping; ozone/biological activated carbon for emerging contaminant removal (e.g. PFAS) and membrane treatment processes.

Water Treatment Plant and Storage Tank Plan Design, Palisade, Colorado. Project manager for master planning and final design of a 2-MGD membrane treatment plant and a 2.5-million-gallon cast-in-place concrete storage tank. Performed construction administration. Participated in public hearings to inform customers and determine policy preferences for either obtaining water service from a neighboring provider or rebuilding Town system. Performed cost and funding planning and obtained low interest loans for the project.

Shenandoah, Iowa Water Treatment Plant. Performed assessment of treatment processes and concrete integrity on a new 2.4-MGD water treatment plant designed for softening and iron removal.

Brushy Creek Regional Utility Authority Water Treatment Plant, Cedar Park, Texas. Performed evaluation of treatment processes and concrete integrity of water containing structures for a 20-MGD surface water treatment plant. The raw water supply was from a reservoir.

Bell Mountain Ranch Metropolitan District, Colorado. Performed an engineering evaluation and preliminary design of modifications of a 0.4-MGD water treatment plant designed to remove radium, iron, and manganese. The radium removal required special considerations for the disposal of filter backwash wastes.

Experience Overview

Rachel is a water resources engineer with experience on projects related to water supply and planning, water rights investigation, water rights valuation, water rights operation modeling, watershed modeling and planning, funding, and technical evaluation related to water supply projects and construction management.



Water Rights/Water Supply/Project Management

Relevant Credentials/ Specialties

- ❖ Water Rights
- ❖ Water Supply Planning
- ❖ Watershed Modeling
- ❖ Construction Management
- ❖ Project Management
- ❖ Water Rights Valuation
- ❖ Water Rights Operation Modeling

Education

- B.S., Civil Engineering, 1999, University of Colorado, Boulder

Registrations/Affiliations

- Professional Engineer
 - Colorado #40300
 - Utah #13095739-2202
 - Wyoming #20340
- Certified Professional in Erosion and Sediment Control (CPESC) #3771
- Certified Erosion, Sediment, Storm Water Inspector (CESSWI) #4700

Town of Buena Vista, Colorado. Project Manager for Town on development planning review, new water supply planning, monthly accounting preparation, and State submittals. Presented to the Board of Trustees on the Water Resources Master Plan, prepared an internal planning tool spreadsheet used to estimate single family equivalents for development, worked on quantification of historic consumptive use for water rights change case currently underway, prepared water court case opposition reports on Town's behalf, participated in revegetation plan review, and performed drought analysis for the Town.

Project Manager, Colorado Water Conservation Board (CWCB) Finance Program, 2017–2022. Provided technical consultation, financial analysis, and written materials to assist borrowers and their consultants in the preparation and successful completion of project designs and construction contract documents. These are outlined in the CWCB's Construction Fund Guidelines for construction projects receiving loan or grant funds. Regularly attend and present at stakeholder meetings and CWCB meetings related to raw water construction project funding.

Confidential Nuclear Power Plant Water Supply and Water Yield Analysis. Prepared water supply and water yield analysis report working closely with power producers, stakeholders, and the state to support the Industrial Siting Council permit process. This state permit covers all construction and operational activities at the plant that are not under the jurisdiction of the U.S. Nuclear Regulatory Commission. It was the first state permit ever awarded to a commercial-scale advanced nuclear project.

Eastern Adams County Metropolitan District, Strasburg, Colorado. Provided grant writing, water rights engineering support, and groundwater resource assessment associated with residential developments, wellfield management, and additional well recommendations for expanded use of Denver Basin aquifers to meet water demands.

Pacific Institute. Worked with interdisciplinary team under direction and approval by the Colorado Water Conservation Board on rainwater harvesting potential and preliminary volumetric quantification to meet the Colorado Water Plan defined gap in the Colorado basins.

Energy client. Analyzed and quantified stream flow, reservoir storage, water rights inventory and tabulation, climate data inventory and analysis, HEC RESSIM model, water supply and yield analysis working with State regulatory approving agency.

Mile High Flood District/Merrick and Company. Analyzed and quantified stream flow and performed a water rights summary evaluation on the South Platte River for recreation use determination.

Confidential Mining Company. Evaluated water rights and summarized hydrology to calculate the feasibility of additional water supply alternatives.

Coors Brewing Company. Evaluated water supply and water rights including augmentation plans and feasibility studies. Prepared engineering evaluations, water rights inventories, hydrologic evaluations, and ditch analyses. Performed audits and replacement analysis of water system facilities for potential acquisition, water supply planning, consumptive use analysis, return flows, transit loss, exchange and depletion quantification, and flood flow analysis for risk-based assessment.

Valuation Consultation for San Juan County Water Conservancy District, San Juan County, Colorado. Performed audit and replacement cost new-less-depreciation analysis of water system facilities for a private water company for potential acquisition.

Water Rights Acquisition, Former Rocky Flats Environmental Technology Site (U.S. Department of Energy [DOE] facility located near Golden, Colorado). Provided engineering support to DOE for negotiations to acquire long-term lease of water from neighboring municipality to offset depletions related to operation of detention ponds.

Appraisal of Surface and Groundwater Water Rights for Federal Deposit Insurance Company (FDIC), Confidential Client, Colorado. Analyzed and prepared an appraisal of South Platte surface water rights and Denver basin groundwater.

Yield Analysis and Appraisal of Yampa River Water Rights, Routt County, Colorado. River operation study of Yampa River in northwest Colorado to determine average and dry year yield. Assisted in preparation of appraisal of water rights.

Buried Water Storage Tank, Arapahoe County Water Wastewater Authority, Centennial, Colorado. Assisted in preparation of a Location and Extent Plan and Subdivision Exemption Plat for the development and approval from the City of Centennial for a gray zone, 4-million-gallon, buried water storage tank to meet emergency fire flow requirements.

Basalt Wastewater Treatment Plant Expansion, Basalt, Colorado. Submittal review and construction administration for design of a treatment plant expansion for a flow of 0.8 MGD. Facilities included a new pretreatment building, nitrification/denitrification activated sludge, clarifier, and disinfection. Prepared a site application engineering report.

Buried Water Storage Tank, Arapahoe County Water Wastewater Authority (ACWWA), Centennial, Colorado. Assisted in preparation of a Location and Extent Plan and Subdivision Exemption Plat for the development and approval from the City of Centennial for a gray zone, 4-million gallon (MG), buried water storage tank to meet emergency fire flow requirements. Part of a team that attended and presented at many public hearings with City and meetings with homeowners to address neighborhood concerns. Prepared site erosion and sediment control plan.

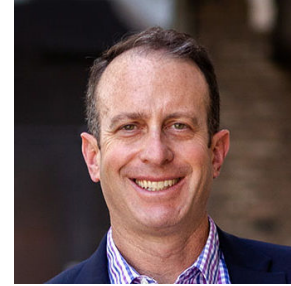
Four MG Water Storage Tank, ACWWA, Greenwood Village, Colorado. Assisted in preparation of Location and Extent Plan and coordinated preparation of easement exhibits and Subdivision Exemption Plat for development approval from the City of Centennial for buried 4 MG water storage tank. Attended public hearings with City and meetings with homeowners to address neighborhood concerns. Prepared site erosion and sediment control plan.

Basalt Wastewater Treatment Plant Expansion, Basalt, Colorado. Performed submittal review and construction administration for design of a treatment plant expansion for a flow of 0.8 million gallons per day (MGD). Facilities included a new pretreatment building, nitrification/denitrification activated sludge, clarifier, and disinfection. Prepared a site application engineering report.

Construction Dewatering Projects, Summit County, Colorado. Project included permitting of construction dewatering discharges to sensitive water bodies in the Colorado high country. Calculated anticipated pumping rates to draw groundwater down in alluvial aquifer for construction below the water table. Developed innovative treatment methods utilizing a combination of chemical treatment and best management practices to remove colloidal clays from groundwater with low alkalinity and low temperatures.

Experience Overview

Noah Greenberg is a senior Aquatic Resources Scientist in WWE's Denver Office who serves as lead on waters of the U.S. identification and evaluation and Clean Water Act Section 404 permitting. With 16 ½ years of wetland and water resources experience in Colorado, he consults on projects related to wetlands, aquatic biology, and ecological assessments. Noah has a proven track record in working with agencies such as the U.S. Army Corps of Engineers (USACE), the U.S. Environmental Protection Agency (USEPA), the U.S. Fish and Wildlife Service (USFWS), the Bureau of Land Management (BLM), and various city and county regulatory authorities in Colorado and the West.



Relevant Credentials/Specialties

- ❖ 23 Years Professional Experience
- ❖ Wetland Delineation
- ❖ 404 Permitting
- ❖ Mitigation
- ❖ Floodplain Permitting
- ❖ NEPA Compliance
- ❖ Biological Assessments
- ❖ Vegetation Surveys
- ❖ Landscape Plans
- ❖ Aquatic Toxicology Research
- ❖ T & E Species

Education

- M.A., Ecology, University of Colorado, Boulder, Colorado, 2008
- B.A. Biology, The Colorado College, Colorado Springs, Colorado, 2001

Registrations/Affiliations

- Certified Professional Wetland Scientist #3019
- Water Education Colorado Water Leader Program, 2020
- Graduate-level GIS coursework
- Graduate coursework in wildlife biology
- Basic Wetland Delineation Certificate, Wetland Training Institute, 2008
- Invasive Weed Management Master Course, CSU Extension Program, 2010

Wetlands and Ecology, Assessment and Permitting

Hess Lateral, Durango, Colorado. As lead permit scientist, developed an Environmental Assessment (EA) for National Environmental Policy Act (NEPA) compliance. Submitted EA to Bureau of Reclamation (Reclamation) related to WaterSMART funding to support this irrigation pipeline.

Florida Canal Diversion Structure Rehabilitation, Durango, Colorado. Lead permit scientist on a project to utilize a push up dam, stabilize a failing diversion structure, and remove the need for continued maintenance. Obtained section 404 permit exemption in coordination with USACE.

City of Boulder Wetland Permitting Program. Project manager on wetland permitting program evaluation involving the review and analysis of current wetland codes, policies, and practices, including field visits to compare the program's successes and areas for improvement.

Bowie Coal Mine No. 2. Evaluated physical stream habitat to establish baseline conditions prior to proposed long wall mining in a stream with a federally listed fish subspecies. Subsequently, working with geologists, developed a model for post-mining stream channel conditions that would occur as a result of the proposed mining. The results of these evaluations were compiled into a Biological Assessment, which was reviewed and supported by the U.S. Fish and Wildlife Service.

Douglas County Department of Public Works Engineering. Conducted evaluation of Douglas County's facilities that are maintained under their Municipal Separate Storm Sewer System (MS4) to develop opinions regarding the facilities' potential jurisdiction under existing guidance and the USEPA and USACE 2014 proposed rule on Waters of the U.S. The evaluation report was subsequently attached to the County's comments on the proposed rule.

Colorado Water Quality Control Commission Regulation 93 Rulemaking. Submitted written testimony regarding the potential use of Policy 10-1 (Aquatic Life Use Attainment) on Salt Creek in the San Juan River basin. This testimony was in support of the La Plata County Energy Council's response to the Water Quality Control Division's preliminary proposal.

Sediment Criteria Development Work Group. Served as an invited technical participant on a work group developing recommended numeric and narrative criteria for sediment in waterbodies. This work resulted in recommendations that were adopted by the Water Quality Control Commission during formal rulemaking hearings.

Williams Overland Pass Pipeline Stormwater Permit Evaluation. Evaluated over 300 miles of a natural gas liquids pipeline right-of-way in Wyoming to evaluate potential for stormwater permit closure. WWE used this information to develop a revised monitoring plan that reduced inspection costs, maintained a high level of protection for State Waters, and met the intent of Wyoming's stormwater permitting program.

Sanderson Gulch Drainageway. Obtained USACE Individual Permit for a residential development of the former Green Gables Country Club. To offset impacts to Sanderson Gulch, designed a native riparian corridor that met a variety of natural and human objectives, including promotion of water quality, establishment of wildlife habitat, and floodplain management.

South Shore. Provided guidance for the construction of a wetland mitigation shelf located adjacent to a large pond in Aurora, Colorado. As part of the project, a wetland-vegetated channel was created upstream of the pond. The purpose of the project was to meet Section 404 requirements as well as to create wildlife habitat and visual interest for the surrounding residential community. Signage was developed for the local residents to help them identify wildlife and plant species. Monitoring of the wetland (vegetation and water levels) and surrounding trees/shrubs occurred for two years until the USACE agreed that the mitigation area reached the established performance standards.

The Ranch in Sidney, Nebraska. Working for the outdoor equipment supplier, Cabela's, developed conceptual plans for a roughly 70-acre portion of the Lodgepole Creek floodplain that would be restored to be a natural open space area. The project included an approximate 10-acre pond, riparian wetlands, and stormwater quality wetlands. This project was acknowledged by the South Platte Natural Resources District and resulted in their dedication of substantial water rights for maintenance of the designed pond and native vegetation areas.

Snowmass Water Supply Wetland Permitting. Conducted a delineation of wetlands and other potential waters of the U.S. in the vicinity of a water supply project in Snowmass, Colorado. This delineation included evaluation of areas for potential fen presence in addition to hydrologic analysis of the water source for the wetlands. Analytical methods used included soil organic carbon measurements and water quality fingerprinting.

Eastern Nebraska Wetlands Evaluation for Confidential Client. WWE assisted a developer with due diligence planning of a potential development in in the Salt Creek watershed near Lincoln, Nebraska. Noah Greenberg conducted a delineation of wetlands and other waters of the U.S. for an approximate 50-acre parcel with a central focus on the subject wetland's connectivity to downstream waters. To this end, Noah conducted a delineation of contributing basins to the wetland, evaluated local topography, and developed a surface hydrology model that predicted the frequency of events that would result in a direct surface hydrological connection between the subject wetlands and downstream receiving waters.

Arapahoe County Water and Wastewater Authority. Reviewed a proposed pipeline installation project for Section 404 of the Clean Water Act considerations in Arapahoe County, Colorado. Received confirmation from the USACE that the project qualified for Nationwide Permit No. 12: Utility Line Activities without pre-construction notification.

Basalt Sanitation District. Delineated wetlands for a sewer line replacement project in western Colorado. Prepared a pre-construction notification for submittal to the USACE and received authorization that the project qualified for Nationwide Permit No. 12: Utility Line Activities. Prepared construction specifications for wetland reclamation.

Flattops Water Company. Delineated wetlands and other waters of the U.S. adjacent to two reservoirs and one gulch that could potentially be used for future reservoir sites in Routt County, Colorado. Completed vegetation surveys in each area. Coordinated with the Denver Botanic Gardens to confirm unique plant identification.

Confidential Colorado and New Mexico Project. Conducted desktop review of potential waters of the U.S. for permitting and planning purposes in the San Juan River Basin of New Mexico and Colorado. Effort included two days of site visits to refine criteria for desktop approach. Results of this work were intended to assist operator planning and prioritization efforts.

Experience Overview

Hayes is a civil engineer, project manager, and the office manager of WWE's Durango office. He has about 18 years of experience in hydrology, hydrologic modeling, water rights, surface water, stormwater management planning, and municipal water supply and infrastructure projects. Hayes also provides engineering design services, including development of design plans, contract documents and technical specifications, and services during bidding/construction.



Hydrology/Hydraulics

Relevant Experience

- ❖ Registered Professional Engineer
- ❖ Modeling
- ❖ BMPs
- ❖ Stormwater Quality Protection and Assessment
- ❖ AutoCAD Drafting

Education

- B.S., Civil Engineering, Oregon State University, 2006
- M.S. Biological and Agricultural Engineering, North Carolina State University, 2008

Registrations/Affiliations

- Colorado Professional Engineer # 46527
- Certified Professional in Erosion and Sediment Control # 7639
- Member, Order of the Engineer (inducted 2002)
- Peer Reviewer for ASCE, Journal of Environmental Engineering

Wildfire Ready Action Plan (WRAP) Dolores Watershed. Collaborative. Developing a WRAP for the upper Dolores and Mancos watersheds for the Dolores Watersheds Collaborative. Teamed with Olsson Associates, Round River Engineering, and SWCA to identify post fire susceptibility and create an action plan for pre-fire and post-fire mitigation strategies to effectively reduce risk throughout the study area.

Confidential Litigation Case Involving Surface Water and Groundwater. Lead engineer tasked with determining the feasibility of developing a model to understand the connection between the surface water and groundwater in eastern New York.

Watershed Modeling, Long Pine Creek, Nebraska. Project manager and lead engineer for the development of a water quality and quantity model for a 520-square-mile watershed in central Nebraska. The model was a spreadsheet-based, in-house watershed model developed to identify sources of and quantify the existing and annual pollutant loads to the watershed's primary receiving water.

Watershed Modeling, Clear Creek, Nebraska. Project manager and lead engineer for the development of an United States Environmental Protection Agency (USEPA) STEP-L model in conjunction with a lake model (BATHTUB) in order to reasonably estimate existing pollutant loads to Pibel Lake, the primary receiving waterbody in the watershed.

Deltic Timber Corporation and Lake Maumelle Watershed, Little Rock, Arkansas. Advised Deltic Timber regarding the practical implications of regulatory limitations related to proposed land development in the Lake Maumelle watershed. Specific tasks have included long term hydrograph analysis, HSPF model review and development, and research related to forest and urban runoff.

Wines Ditch Fish Passage. Working with Colorado Parks and Wildlife (CPW) and Gateway Resort, designed a series of fish passage structures to replace an old diversion that was unsafe for boaters. The old diversion also limited fish passage by native species. The new fish passage design will allow safe boat passage and provide the ability to modify fish passage operations to limit passage of certain fish species during certain parts of the year.

Hess Lateral Irrigation Water System. Project engineer and engineer of record for the design of a 4.5-mile-long irrigation water system to deliver 18 cubic-feet-per-second of pressurized irrigation water to lateral users on the Florida Mesa in La Plata County, Colorado.

Experience Overview

Thomas Dwyer, P.G., is an Adjunct Senior Geophysicist with 43 years of experience in geophysical exploration for water resources, water supply testing and development, aquifer replenishment with stormwater and treated wastewater, aquifer storage-recovery, and aquifer thermal energy storage. He has completed over 300 hydrogeologic and hydrologic investigations. Mr. Dwyer is experienced with the most current tools and techniques for water resources exploration using geophysical methods, particularly very-low-frequency electromagnetics (VLF) and two-dimensional resistivity (2DR) profiling for locating water-bearing bedrock fracture zones.



Relevant Credentials/Specialties

- ❖ 40+ Years of Experience
- ❖ Geophysical exploration for water resources
- ❖ Water supply testing and development
- ❖ Aquifer replenishment with stormwater and treated wastewater
- ❖ Aquifer storage-recovery
- ❖ Aquifer thermal energy storage
- ❖ Geophysical modeling

Education

- M.S., Geology, Kent State University, 1986
- B.S., Geology, Summa Cum Laude, Old Dominion University, 1983

Training/Certifications

- Professional Geologist License: Virginia (2801 000945), Pennsylvania (PG-000036-G), and Delaware (S40000964)

Memberships

- Engineers Without Borders
- American Institute of Professional Geologists
- Association of Environmental & Engineering Geologists

Geophysical Exploration for Water Resources

Hydrogeological Study for Town of Paonia, Colorado. Performed a 2DR geophysical survey and data review for hydrogeological study related to the Town of Paonia's complex network of groundwater springs.

Deerpark Geophysical Survey. Performed a 2DR geophysical survey to evaluate the presence of both deep (Paleozoic fractured rock) and shallow (springs and alluvium) water supplies. The traverse crossed a prominent spring, which was being considered as a potential supply. However, the spring was thought to be fed by the shallow alluvium, so viability of the spring during the dry season or during drought was in question. The 2DR survey showed that the spring and the alluvium were fed by a deep, high-angle fracture system. To maximize yield and to minimize the effect of drought, a deep well was drilled to intersect the fracture, providing a yield of approximately 300 GPM.

Headley Farm 2DR Geophysical Survey. Performed a 2DR geophysical survey to locate water-bearing fractures in carbonate bedrock for a large residential development. The traverse crossed a major, regional-scale fault zone showing direct hydraulic connection to a broad area of wetlands and springs. Development of the water supply from the fracture zone required hydraulic testing to demonstrate that the proposed water supply would not have an adverse impact on the wetlands and springs.

Riverview 2DR Survey. At a carbonate bedrock site where a development was proposed, it was thought that overlying alluvium might provide sufficient water supply capacity for a large residential development. Performed a 2DR geophysical survey to map out the extent and thickness of the alluvium and to determine whether the alluvium is in hydraulic connection with deeper bedrock fractures. The alluvium proved to be too shallow for a reliable supply of the magnitude required. However, the 2DR results showed the deeper, carbonate bedrock to be highly fractured and solutioned. Heavy clay content in the larger solution zones created a turbidity problem. The 2DR results were used to find a smaller, less solutioned fracture free of turbidity.

Vernon Geophysical Survey. Returning water to a shallow groundwater flow system was the priority for maintaining the health of springs and wetlands at the Vernon site. Municipal wastewater derived from nearby glacial sediments was treated to meet groundwater quality standards prior to discharge back to the shallow flow system. To determine if the discharge site was in hydraulic connection with the springs and wetlands, performed a 2DR survey.

Geophysical Methods. Mr. Dwyer is experienced with the most current tools and latest techniques for water resources exploration using geophysical methods, particularly very-low-frequency electromagnetics (VLF) and two-dimensional resistivity (2DR) profiling for locating water-bearing bedrock fracture zones. This work has resulted in a successful history of high-yielding water supply wells for potable and irrigation supplies, as well as development of aquifer recharge capacity. He is also experienced with borehole geophysical logging and interpretation, having owned and operated an advanced borehole system at Mid-Atlantic Geosciences, LLC.

Analytical and Numerical Ground-Water Flow and Transport Models. Mr. Dwyer is an expert in the application and development of both analytical and numerical ground-water flow and transport models. As an undergraduate student, he completed (in addition to the traditional geology curriculum) the same mathematics program as the engineers and computer scientists in order to pursue his goal of combining mathematics and geology for solving real-world problems. This self-designed academic program culminated with developing a two-dimensional, finite-element, ground-water flow and thermal/contaminant transport model as part of his master's thesis and, as an independent contract, a multi-grid, two-dimensional, finite-difference surface-water flow model. Mr. Dwyer continues to apply numerical models to ground-water problems on a regular basis. Most of his project efforts have utilized numerical simulation models, such as MODFLOW and MT3D, for flow system characterization and for evaluating hydraulic capacity, surface-water/ground-water interactions, and water-quality impacts.

Publications

Hydraulic and Geophysical Characterization of a Spatially Discontinuous Conjugate Fracture Set; presentation with Heather T O'Shea at 2015 NGWA Conference on Groundwater in Fractured Rock, Burlington, VT (Principal Author).

Innovative Methods of Ground Water Recharge of Tertiary Treated Wastewater; oral presentation and published proceeding for the 26th Mid-Atlantic Industrial and Hazardous Waste Conference; August 7-10, 1994, University of Delaware (Principal Author/Speaker).

Design Considerations for Underground Discharge; Guest Speaker at An Educational Conference on Watershed Management, "Meeting the Challenge: Wastewater Treatment for Communities in the NY City Watershed - Technology and Management Options", Mahopac, NY; June 1994 (Co-speaker).

Ground Water Recharge Wells in a Saltwater Marsh Environment for Disposal of Residential Wastewater Effluent Treated by Constructed Wetlands; oral presentation at May 15-21, 1993 Second United States/Commonwealth of Independent States Joint Conference on Environmental Hydrology and Hydrogeology, Washington, D.C.; and written paper in Special Issue of the "Hydrological Science and Technology Journal", Volume 8, 1993 (Principal Author/Speaker).

A Computer Spreadsheet Method for Correcting Aquifer Test Data for Ocean Tide Influence; Abstract published in 10/91 issue of "Ground Water", Oral Presentation at conference on "Innovative Ground Water Technology for the 90's", Washington, DC Convention Center: October 1991 (Principal Author/Speaker).

Natural Processes for Tertiary Treatment of Municipal Wastewater Coupled with Shallow Ground-Water Discharge in a Salt-Water Marsh Environment - A Case Study, AGWSE conference on "Ground Water Issues and Solutions in the Potomac River Basin/Chesapeake Bay Region"; March 1989 (Principal Author/Speaker).

Finite-Element Simulation of Low-Temperature, Heat-Pump-Coupled, Aquifer Thermal Energy Storage; with Yoram Eckstein; Journal of Hydrology, vol. 95, pp. 19-38; 1987 (Principal Author).

A Finite-Element Thermal Energy Storage Model; Geological Society of America, 98th Annual Meeting, Abstracts with Programs, vol. 17, no. 7, p. 570; 1985 (Speaker).

Experience Overview

Greg Wetherbee is a senior water resources engineer in WWE's Denver office with more than four decades of water resources experience in Colorado. Greg has returned to WWE after completing a 29-year career with the U.S. Geological Survey (USGS) Water Mission Area, where he served in several project and program management roles. Greg has previous experience with several sectors, including land developers, agricultural producers, mining companies, and the former Rocky Flats Nuclear Weapons Facility, where he worked for 12 years before he rejoined the USGS.



Relevant Credentials/Specialties

- ❖ 40 years professional experience
- ❖ Hydrology
- ❖ Flow measurement
- ❖ Sediment transport
- ❖ Chemistry of natural waters
- ❖ Quality assurance of laboratory and field measurements
- ❖ Atmospheric deposition
- ❖ Radionuclides
- ❖ Acidic mine drainage
- ❖ Nutrients
- ❖ Borehole geophysics

Education

- M.S., Environmental Science, Colorado School of Mines, Golden, 1992
- B.A. Chemistry, Metro State University, Denver, 1987

Modeling Expertise

- Geochemical – WATEQ, PHREEQC
- Erosion – RUSLE, WEPP
- Sediment transport
- Atmospheric – HYSPLIT

Geology/Hydrogeology

Spring-Collection System Flow Measurement for Public Water Supply Assessment. Computed discharge records for spring collection systems that collect shallow sub-surface water, which is delivered to the Town of Paonia's Water Treatment Plant. The records were used to develop components of water balance calculations at various scales to inform future water-development decisions for the Town.

Coal Mine Hydrologic Monitoring. Evaluated and assisted with upgrades to the surface-water monitoring network for Mountain Coal Company, Paonia, Colorado. The network monitored water resources in complex montane watersheds that overlie the underground mine.

Evaluation of Water Supply Potential for Towns of Lead and Deadwood, South Dakota. Conducted a field reconnaissance of a 120-year-old spring-water collection system built by William Randolph Hearst to control all water supplies to gold mines in this historic Black Hills region. The field study identified many new sources of water not captured by the current system and opportunities for minimizing system losses by repairing leaks. The assessment was done as due diligence on the part of the Homestake Mining Company in preparation for deeding the system over to the Towns of Lead and Deadwood.

Porosity of Paleozoic Rocks in the Upper Colorado River Basin. Greg began his career as a Student Trainee and Hydrologic Assistant on the Regional Aquifer Systems Analysis (RASA) for USGS, in Denver. The RASA study included modeling to evaluate the regional groundwater supply in this large, complex basin, which required assessment of aquifer characteristics such as porosity of the sedimentary formations. Greg gathered and analyzed printed borehole geophysical logs by hand in the dawning age of computerized computation, culminating in his authorship of USGS Water Resources Investigation Report 90-4049.

Suburban Watershed Drainage Monitoring. Provided technical support to a groundwater study that evaluated potential effects of future surface-drainage improvements on groundwater levels in a residential community in Broomfield, Colorado.

Independence Pass Hydrology and Erosion. Conducted snowmelt runoff modeling to estimate surface and shallow subsurface flows with potential for erosion of decomposed granite surface materials and natural debris in high-altitude drainage chutes on Independence Pass, Colorado.

Experience Overview

Gary is a senior geologist and hydrogeologist for WWE on water resources projects with particular emphasis on geologic and hydrogeologic issues including: water rights analysis (surface and groundwater), water supply, water management, water quality issues, permitting, groundwater investigations, and well design and installation.



Hydrogeology/Water Supply/Water Quality

Relevant Credentials/ Specialties

- ❖ Registered Professional Geologist
- ❖ Water Rights
- ❖ Water Source Planning
- ❖ Project Management
- ❖ Well Design and Installation
- ❖ Over 30 years Professional Experience

Education

- B.S., Geology, Colorado State University, 1983
- M.E. Geological Engineering–Hydrogeology emphasis, Colorado School of Mines, 1992

Registrations/Affiliations

- Professional Geologist, Wyoming P.G. #1910
- Certified Professional Geologist, American Institute of Professional Geologists CPG #13332

Special Studies

- Aquifer Test Analysis in Fractured Rock, National Ground Water Association
- Western Water Rights and Water Engineering, University of Colorado at Denver
- Risk Assessment Short Course, Society of Mining Metallurgy and Exploration

Hydrogeological Study for Town of Paonia, Colorado. Provided assessment of hydrogeologic features related to Town of Paonia hydrogeological study. Acted as senior advisor and peer reviewer.

West Elk Mine, Gunnison County, Colorado. Prepared permit text for submittal to Colorado Division of Reclamation, Mining and Safety regarding all aspects of surface water and groundwater quality/quantity impacts associated with mining-induced ground subsidence at the West Elk Mine near Somerset. Conducted multiple field visits to the back-country areas above the subject mine to observe, document, and evaluate subsidence features and their potential impacts to water resources.

West Elk Mine Subsidence Monitoring, Gunnison County, Colorado. Part of a team conducting biannual field surveys of back country topography making observations of subsidence-related features (i.e., rockfalls, landslides, and surface fractures) in a 15-square-mile back-country area overlying underground coal mining activities.

Historic Agricultural Water Right Changes for Municipal Uses. Completed studies for several entities using aerial photography, power use records, and crop types to demonstrate the historic consumptive use on irrigated farm fields to develop a defensible basis for transfer to municipal uses. Studies were completed for the Town of Yuma and the Eastern Adams County Metropolitan District in Strasburg.

Bedrock Groundwater Production Wells, Colorado. Designed, prepared specifications/bid packages for and observed construction of several Denver Basin groundwater production and observation wells in Colorado. Construction oversight included monitoring of water level data and water quality during aquifer testing and analysis of aquifer properties.

Denver Basin Aquifer Groundwater Quantification and Evaluation. Hydrogeologic consulting to quantify and evaluate the available groundwater in the Denver Basin aquifer underlying large tracts of land for multiple landowners. Consulting services included well permitting, well design and construction oversight, well yield analysis, and water quality sampling and evaluation.

Aquifer Testing and Analysis, Various Locations, Rocky Mountain West. Coordination and collection of water level data and water quality sampling during aquifer (bedrock and alluvial) testing with aquifer properties analyzed using various spreadsheet and commercial models.

Confidential Mining Client, Delta County, Colorado. Investigated to assess potential impacts to water supply wells and wetlands located in close proximity to a proposed aggregate mining operation. Potential impacts were assessed for both dry- and wet-mining alternatives.

Nontributary Produced Groundwater Assessments. Completed investigations and analyses using spreadsheet and commercial models to assess the areas within specific geologic formations where produced groundwater associated with oil and gas development would meet the nontributary statutory definition. Specific energy company clients and their developments areas included ExxonMobil Corporation (Piceance Creek Basin), Gunnison Energy Corporation (southeast Piceance Basin near Paonia Reservoir), and Laramie Energy II (eastern Piceance Basin near Rifle).

Permitting and Groundwater Rights Assessments. Investigated well permitting and water rights associated with numerous properties as part of due diligence before purchase or after purchase to assist owners with water supply planning for future use and development of the property.

Gunnison Energy Corporation, Gunnison and Delta Counties, Colorado. Part of an interdisciplinary team that prepared a comprehensive baseline water resources investigation and impact assessment from gas exploration for Gunnison Energy Corporation, a Denver-based natural gas exploration company.

BP America, La Plata and Archuleta Counties, Colorado. Lead technical consultant and liaison between this energy company and their groundwater modeling consultant relative to an evaluation of depletive effects on surface water resulting from the production of groundwater from coalbed methane extraction wells in the Northern San Juan Basin. Services included preparation of the scope of work, logistical coordination of contractor bids and selection, participation as the lead member of a technical advisory committee, and peer reviewer of a numeric groundwater model.

Abandoned Gravel Operation, Rifle, Colorado. Prepared a substitute water supply plan and renewal for an abandoned gravel operation on the Colorado River near Rifle. Planned for the eventual backfilling of the pit above the historic high groundwater surface. Submitted satisfactory survey information to the State Engineer's Office to enable the gravel well permit to be dropped and the augmentation liability of the client to be curtailed.

Gold Mine Investigation, Alma, Colorado. Conducted an evaluation of a fracture-controlled aquifer system inside a 1,000-foot-deep active gold mine near Alma. This investigation determined the characteristics of the fractured aquifer while a portion of the mine was dewatered via use of core hole water level and flow data.

ARCO Coal, Colorado. Successfully assisted with the evaluation and submittal of an application to Colorado Division 4 Water Court for a nontributary designation of groundwater intercepted in underground coal mine workings.

Sanctuary Golf Course, Castle Pines, Colorado. Prepared an engineering report for Division 1 Water Court summarizing a plan for augmentation for the Sanctuary Golf Course relative to its use of Denver aquifer water for golf course irrigation. Involved in negotiations with objectors related to return flow and post-pumping depletion obligations.

Homestake Mining Company, South Dakota. Conducted an analysis of water rights within the Elk Creek basin in western South Dakota. This analysis was conducted to assess the impacts to downstream water rights if Homestake divested its senior water rights near the Elk Creek headwaters. This study included a review of the hydrologic and geologic factors contributing to losses throughout the basin.

High Plains Aquifer Management, Southwest Kansas. Assisted southwestern Kansas consortium of irrigation farmers with evaluation of alternatives for High Plains aquifer management, including consideration of water quality degradation.

Central South Platte River Corridor, Denver, Colorado. Conducted survey of well use and well water quality for Colorado groundwater classification and standards hearing.

Dunbar Resort, Deadwood, South Dakota. Assisted the Dunbar in obtaining a surface water right from Whitewood Creek in western South Dakota for golf course irrigation purposes. This study included water quality impacts.

Experience Overview

Claire Vavrus is a water resources engineer focused on hydrogeology, water rights, and post-fire hydrologic hazards. Her experience includes groundwater monitoring and resource development, post-fire risk assessment, permitting for well construction, and groundwater dewatering. Claire also has experience conducting geophysical surveys on groundwater resource development projects in alpine areas.



Relevant Credentials/Specialties

- ❖ Regulatory Compliance
- ❖ Well Design and Permitting
- ❖ Groundwater Monitoring
- ❖ Aquifer Testing
- ❖ Hydrologic Studies
- ❖ Water Rights Accounting
- ❖ Post-fire Hazard and Risk Assessment
- ❖ Water Quality
- ❖ Geophysical Surveys

Education

- M.S., Geology, 2021
Colorado School of Mines
Thesis: *Investigating impacts of land-use on hillslope erosion via rilling and gullying in post-wildfire landscapes*
- B.S., Geological Engineering and Geology & Geophysics, 2018, University of Wisconsin–Madison
Certificate: *Environmental Studies*

Registrations

- Registered Professional Engineer (Colorado #0067592)

Prior Experience

- Summer Research Experience for Undergraduates at Virginia Tech
Project: *Effects of Oxygenation on Fe and Mn Concentrations in a Reservoir*

Water Resources Engineering

Town of Paonia Hydrogeologic Investigation (Phase 1). Assisted with geophysical and hydrological data review and analysis for the hydrogeological investigation of the Town of Paonia's spring water supply. Assisted with writing the report summarizing the hydrogeological investigation and results and recommendations.

CWCB Wildfire Ready Watersheds (WRW) Initiative. Estimated the likelihood of each watershed in the state to generate a debris flow if it was disturbed by wildfire. Authored three fact sheets to support the greater WRW effort including detailed sheets on post-fire geomorphic hazards, urban post-fire water quality considerations, and potential impacts of wildfire disturbance on Colorado's water supply systems.

Camp Tahosa. Performed due diligence evaluation associated with the Boy Scouts of America Camp. Evaluation included water rights estimation, water demand assessment, well yield and water quality testing and assessment, projection of physical water supply, geophysical survey to identify possible bedrock fractures, and estimated costs for site improvements.

Everland Well Development. Assisted with locating a well in the Pike-Rampart Water Supply Zone of Douglas County. Performed a Very Low Frequency (VLF) electromagnetics survey method to increase the likelihood of identifying possible well locations that intersect water-bearing fracture zones.

Boxelder Basin Regional Stormwater Authority. Assisted in conducting the groundwater monitoring program and site evaluation to assess the potential water rights injury to nearby irrigation wells due to the proximity of a dewatering pipeline. Provided support on water rights evaluation.

Eastern Adams County Metro District Well No. 6. Oversaw the drilling and completion of Arapahoe Well No. 6 near Strasburg, Colorado, for the Eastern Adams County Metro District. The well was borehole drilled with a reverse mud rotary drill rig over a period of about 36 hours and constructed to 510 feet into the Upper Arapahoe aquifer. Eight-inch steel casing was used, along with 40,000 pounds of gravel and 55,000 pounds of cement grout. The new well performs at about 117 gallons per minute.

Confidential Post-fire Hazard Evaluation in New Mexico. Calculated annual post-fire hillslope erosion to understand potential impact of fire in terms of erosion and filling of on-channel stock ponds. Conducted a site visit to incorporate field observations to desktop erosion calculations.



DOUGLAS E. SCHWENKE, PE

PROJECT MANAGER

OVERVIEW

Doug Schwenke has more than 30 years of civil engineering experience in the design and analysis of civil engineering projects, including water and wastewater systems planning and design; wastewater treatment plant (WWTP) design; water treatment plant design; concrete and steel design and analysis; analysis and design of water-impoundment, diversion, and monitoring structures; water and wastewater distribution design; water resources engineering; and construction observation and management.

PROJECT EXPERIENCE

Victor Reservoir No. 2, Outlet Tower Replacement Project, Victor, Colorado. Doug is the project manager overseeing the permitting and design of valve tower replacement for Victor Reservoir #2 for the City of Victor. The outlet valve tower replacement will be replaced by a traditional sloped outlet structure, complete with dual slide gates, stems, stem guides, and a pedestal operator. The design will also feature a full-scale inlet control box, cast-in-place pipe lining of the 20-inch mud line and 12-inch supply line, and bubbler lines for water elevation measurements.

Colorado Department of Local Affairs (DOLA) Small Communities Water and Wastewater Technical Assistance Program, Denver, Colorado. Doug has been the project manager for this technical assistance program for DOLA since 2019. Doug has provided water and wastewater technical assistance to more than 30 communities in Colorado's Front Range, Eastern Plains, and Western Slopes through this program. Technical assistance includes third-party reviews of project needs assessments, preliminary engineering reports, master plans, construction cost estimates, capital improvement plans, asset management plans, WWTP discharge permits, well monitoring plans, water infrastructure, wastewater infrastructure, spring structures, and other planning assessments.

2023 Distribution System Improvements, Beulah Water Works District, Beulah, Colorado. Doug was the project manager overseeing the design and construction of removing or abandoning existing water lines in Beulah Water Works District's distribution system, and replacing them with 12,600 linear feet (LF) of PVC or HDPE water lines. Work also included replacing service lines, meters, and meter pits; and installing hydrants. Provisioning of a new Automatic Drive-By meter reading system was also included with this work. Construction is slated for substantial completion in May 2025.

Wells C1, C2, and C3 Air Stripper Facility, Widefield Water and Sanitation District (WWSD), Fountain, Colorado. Doug was the project engineer responsible for the Colorado Department of Public Health and Environment (CDPHE) permitting, City of Fountain Permitting, planning, design, and construction observation of a dual Air Stripper Facility designed to remove PCEs from wells C1, C2, and C3 for the WWSD. Doug was specifically responsible for the design of the disinfection system, underground chlorine contact tank and building foundation, distribution booster pumps, site plan, HVAC design, and superstructure design.

Wastewater Treatment Plant Expansion – Structural Design, WWSD, Fountain, Colorado. Doug was the structural engineer responsible for the structural design of cast-in-place foundation slabs and spread footings, reinforced concrete masonry unit superstructures, reinforced concrete tanks, and double tee roof structures for the WWSD WWTP expansion. Facilities that were structurally designed were the new headworks facility, return-activated sludge/waste-activated sludge pump station, digester facility, and aerated sludge holdings tanks.

TECHNICAL EXPERTISE

- / Dam Design and Permitting
- / Water Treatment and Distribution Design
- / Design of Open Channel Diversion and Measuring Structures
- / Water Resources Engineering
- / Structural Design and Analysis
- / Wastewater Treatment Plant Design and Process Analysis
- / Wastewater Lift Station and Collections System Design
- / Construction Observation and Management

EDUCATION

- / BS in Engineering (Specialty Civil), Colorado School of Mines, Golden, CO (1994)

REGISTRATIONS & LICENSES

- / Professional Engineer in Montana
pending
- / Professional Engineer in Colorado –
PE No. 35711

PROFESSIONAL MEMBERSHIPS

- / American Water Works Association
- / Colorado Rural Water Association
- / American Concrete Institute
- / Water Environment Federation

CERTIFICATIONS & TRAINING

- / Special Inspector, State of Colorado Flood Response Team (2013)

HONORS & AWARDS

- / H₂O Project Award, Colorado Contractors Association, WWTP Nutrients and Dewatering Improvements (2019)
- / Flood Response Award, Colorado Department of Natural Resources, Dam Safety Branch (2013)

WORK HISTORY

- / RESPEC (2021–Present)
- / JDS-Hydro Consultants (2002–2021)
- / Kiowa Engineering, Inc. (1998–2002)
- / ECI (1994–1998)

Water Quality Management Plan and 9-Element Watershed Plan, Pueblo Area Council of Governments (PACOG), Pueblo, Colorado. Doug has been the project manager overseeing the development and update of PACOG's Water Quality Management Plan since 2019. The Water Quality Management Plan is responsible for establishing water quality parameters, background data, wastewater projections, contaminants of constituents in Pueblo County receiving streams, and background data for the eight wastewater treatment entities in Pueblo County. PACOG's 9-Element Watershed Plan is being developed according to the EPA's 9-point standard for protecting stream resources from non-point pollution sources. Specifically, this 9-Element Watershed Plan is being developed to protect the St. Charles River from non-point contamination by septic system failures, such as phosphorus, nitrogen, and other contaminants consistent with septic system failures.

Eastonville Road Design, Meridian Service Metropolitan District, Falcon, Colorado. Doug was the project manager for the design of approximately 2,700 LF of municipal street for the Meridian Service Metropolitan District. Design for Eastonville Road included pavement design, road grading, curb and gutter, storm drain, and street subgrade design.

Elevated Tank Repair, Strasburg Sanitation and Water District (SSWD), Strasburg, Colorado. Doug is the project manager overseeing the design of repairs to the 75,000-gallon elevated water tank for SSWD. Repairs include removal and abatement of existing lead-based coating system, design of Occupational Safety and Health Administration (OSHA) standard improvements to the tanks, such as new safety railing, access ladder, and cell phone antennae corral, and recoating of elevated tank and associated support superstructure.

Highland Lakes Water District – Groundwater Under the Direct Influence (GWUDI) Treatment Addition, Divide, Colorado. Doug was the project manager responsible for overseeing the planning, funding, design, permitting, bidding, and construction of a water treatment plant addition featuring ultrafiltration to enable the facility to meet GWUDI Surface Water. The project has been funded by an Energy Impact and Assistance Fund (EIAF) grant and Drinking Water Revolving Fund (DWRF) loan and was permitted through the CDPHE.

Teller County Water and Sanitation District No. 1, Radium Removal Addition, Woodland Park, Colorado. Doug is the project manager responsible for overseeing the planning, funding, design, permitting, bidding, and construction of a water treatment plant addition featuring ion exchange meant to enable the facility to remove radium from the District's source water. The project has been funded by an EIAF grant and DWRF loan and was permitted through CDPHE.

Town of Kit Carson, Wastewater Treatment Plant Lagoon Conversion, Kit Carson, Colorado. Doug is the project manager responsible for overseeing, planning, funding, and permitting the conversion of a facultative lagoon to an evaporative non-discharging lagoon. The project is currently in the design phase, preparing a process design report, technical specifications, construction drawings, and other associated permitting documents. The project has been funded by an EIAF grant and DWRF loan and was permitted through CDPHE.

Denver Basin Water Resources Engineering; Monson, Cummins, Shohet, and Farr, LLC; El Paso County, Colorado. Doug has provided water resources engineering services to support the development of Denver Basin Augmentation Plans and Replacement Plans for clients served by Monson, Cummins, Shohet, and Farr, LLC. Work includes estimates of Denver Basin Aquifer Allocations, estimates of indoor and outdoor water demands, estimates of not-nontributary depletions to the alluvium, and calculation of lagged depletions, as necessary

WWTP Technological Improvements, WWSD, Fountain, Colorado. Doug was the project manager providing construction engineering services for the construction of \$5.5 million in improvements to meet Regulation No. 85 requirements for the WWSD WWTP. Improvements included the addition of a new anoxic zone and internal recycle pumps for the biological removal of nitrogen, an anaerobic basin for the luxury update removal of phosphorus, a chemical building to dose alum and caustic soda for the chemical precipitation of phosphorus and control of alkalinity, and provision of two screw presses to accommodate the additional production of sludge caused by the biological and chemical removal of nitrogen and phosphorus.

Wagons West Lift Station, ProTerra Properties, Monument, Colorado. Doug was the project manager responsible for preparing a site application for constructing a new lift station for ProTerra Properties at the new Wagons West development. The new lift station site application and design will ultimately be used to convey wastewater from the Wagons West development into the Monument Sanitation District collections system. The site application will be developed to meet Pikes Peak Area Council of Governments 208 Plan requirements.



ALAN J. LEAK, PE

TECHNICAL ADVISOR/QAQC

TECHNICAL EXPERTISE

- / Water and Wastewater Infrastructure
- / Water Rights
- / Stormwater Management

EDUCATION

- / BS in Civil Engineering, Colorado State University, Fort Collins, Colorado (1981)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado and Nevada

PROFESSIONAL MEMBERSHIPS

- / American Counsel of Engineering Companies (ACEC)
- / Colorado Association of Stormwater and Floodplain Managers (CASFM)
- / Colorado Water Congress (CWC)

WORK HISTORY

- / RESPEC (2013–Present)
- / WRC Engineering, Inc. (1981–2013)

OVERVIEW

Before joining RESPEC in 2013, Alan Leak served as the President of WRC Engineering, Inc. (WRC) in Denver, Colorado, and other roles for WRC since 1981. Alan has 43 years of extensive and comprehensive experience in all aspects of water resources engineering including water supply transmission and distribution, and wastewater collection; expert water-rights engineering services; and stormwater management and flood control. His responsibilities include business development, project management, and leading teams of RESPEC employees in solving critical water-resource engineering problems.

TECHNICAL EXPERIENCE

Water and Wastewater Infrastructure. Alan's experience in water and wastewater infrastructure includes project management; water and wastewater master planning; capital improvements planning and management; reuse plans and substitute water supply plans; planning and designing water transmission and distribution lines, wastewater collection and interception lines, pump stations, and wells; and water and wastewater systems management. Alan has also provided expert testimony before the Colorado Water Quality Control Commission regarding municipal water quality issues.

Water Rights. Alan's experience with water rights includes evaluating and analyzing water rights, water-rights accounting, preparing augmentation plans, preparing comprehensive plans for acquisition, and implementing water rights for raw and treated water supplies. Alan has also served as an expert witness in several water-related court proceedings. These water-rights support services have included investigating claims and determining facts; engineering analyses; producing expert reports; preparing and answering discovery requests, including interrogatories and document production, strategy preparation, and assistance to council; giving depositions; exhibit and trial preparation; participating in settlement negotiations; and providing expert testimony at hearings and trials.

Stormwater Management. Alan's stormwater management responsibilities include project management, stormwater master planning, floodplain management, and drainage facility design and construction. His stormwater master planning projects have included major drainageway and outfall systems planning, and alternatives analyses. Alan's floodplain management experience includes hydrologic and hydraulic analyses, floodplain modeling, floodplain delineation, and Federal Emergency Management Agency (FEMA) map revision processing. He has provided expert testimony before the Colorado Water Quality Control Commission regarding municipal water quality issues. He has authored and coauthored over 25 stormwater, floodplain, and water quality manuals throughout the United States.

PROJECT EXPERIENCE

Water Rights Engineering Seminar for the Urban Watersheds Research Institute, Colorado. Alan was the lead instructor for this seminar, which provided engineering professionals in the water resources field with an overview of Colorado water rights, including basic concepts, water administration, water measurement, and services commonly required by clients (e.g., water rights protection, consumptive use analysis, accounting, and Water Court change case applications).

On-Call Water Rights and Water Resources Services, Pueblo West Metropolitan District, Pueblo West, Colorado. Alan is the project manager who oversees the full spectrum of services for the Pueblo West Metropolitan District's water rights and water resources needs. The services include protecting existing water rights, analyzing the value of potential water-rights purchases, and providing technical support for change-of-use cases involving acquired water rights. Alan developed a water reuse and exchange plan to maximize using the Pueblo West Metropolitan District's water rights. This project included evaluating

lawn-watering practices, returning flow quantification from various potable and non-potable (wastewater) uses, developing a plan for water accounting/allocation, and provided engineering services connected to the Pueblo West Metropolitan District's application for plan approval for reuse and exchange. His work also included modeling the surface water and groundwater systems, determining impacts on other vested rights and approved exchanges near the project, and developing plans for alleviating potential injury to other water rights. Alan also managed the Pueblo West Metropolitan District's acquisition of water rights associated with the Hill Ranch in Chaffee County, Colorado. The Hill Ranch water-rights portfolio was evaluated for acquiring and recommending purchase prices. Once acquired, Alan led the historic consumptive use and stream depletions evaluation and supported the Pueblo West Metropolitan District's legal counsel through the Water Court process. The final decree provides the Pueblo West Metropolitan District with an average annual yield of over 1,900 acre-feet of fully consumable water. Alan designed water measurement structures on the Willowdale Ditch and the Pioneer Ditch using 24" Parshall flumes and telemetry tied into the State of Colorado satellite monitoring system. Alan also provides support for Pueblo West's Metropolitan District's water rights accounting including exchange and storage operations.

On-Call Water Right Services, Town of Morrison, Morrison, Colorado. The Town of Morrison maintains multiple shared water rights and storage reservoirs that require ongoing tracking and analyzing water use/water rights, including the protection of their existing rights. Alan provides ongoing water-rights services that include preparing Water Court applications, change of water rights to Quarry Reservoirs No. 1 and No. 2, and engineering services to protect the town's water rights from proposed changes on the stream system. Alan also served as project manager and coordinated the physical and regulatory process of bringing the town's new raw water storage reservoirs online.

City of Greeley Boyd Freeman Ditch Measurement Structure, City of Greeley, Colorado. Alan was the principal in charge of the design of a new measurement structure for the Boyd Freeman Ditch. The existing measurement structure became useless and unreliable due to continuous silting of the underground pipe measurement structure. The new measurement structure consisted of the installation of a 36" prefabricated Parshall flume with upstream and downstream ditch grading to comply with the required flume flow regimes for accurate flow measurement.

Water and Wastewater Authority Engineering Services, ACWWA, Arapahoe County, Colorado. Alan currently serves as the authority engineer for the ACWWA. In this role, Alan provides engineering support for their water and wastewater activities, including planning, design, and constructing capital improvement projects as well as advising the Board of Directors on engineering matters. Alan also supports ACWWA's Water Resources Engineer in managing the portfolio of water rights. In this role, Alan managed the due diligence activities for reviewing a proposed water-rights portfolio comprised of shares and water rights in over 15 ditch and reservoir companies on over 30 farms, which, in aggregate, would yield an average of 4,400 acre-feet of fully consumable water for the ACWWA. This diligence activity extended over a period of several years and included consumptive use and stream depletions analyses; a review of diversion records, aerial photographs, and farming records; and the verification of expected water yield to make recommendations on the suitability of including the water rights into ACWWA's water portfolio. Alan also provided technical oversight and evaluation of surface water models and results provided by others to ACWWA.

Water Rights Engineer, FHMD, Jefferson County, Colorado. Alan currently serves as the FHMD's water-rights engineer and monitors and oversees their water-rights accounting. Alan developed and provided the engineering support for the FHMD's water augmentation plan and prepared technical input and expert testimony in support of the application filed in the Water Court of Water Division 1 for the plan's approval. Alan also provided engineering design management for installing and operating the water supply system, the water distribution system, and the wastewater collection and treatment facilities.

Chatfield Arboretum Wetlands Plan of Augmentation and Exchange, Colorado Department of Transportation, Littleton, Colorado. Alan prepared an analysis of the replacement water requirements for mitigation wetlands for the Chatfield Arboretum Wetlands project. This included preparing a plan of exchange to provide replacement water from reusable return flows from the Town of Castle Rock for surface diversions to the wetlands from Deer Creek. Alan assisted in preparing a Water Court application and provided engineering support to the State of Colorado Attorney General's office.

Powder Ridge Development, Mesa County, Colorado. Alan developed a water supply plan using both surface and groundwater sources for the proposed Powder Ridge Development. He also assessed water rights available to the proposed development and developed a water augmentation plan to protect vested rights on the stream system.



BRIAN L. ELKINS JR., PE

PROJECT MANAGER

TECHNICAL EXPERTISE

- / Water and Wastewater Systems Master Planning
- / Water and Wastewater System Infrastructure Design
- / Conceptual Master Planning Project Management

EDUCATION

- / MS in Civil Engineering, Colorado State University, Fort Collins, CO (2020)
- / BS in Civil Engineering, Louisiana Tech University, Ruston, LA (2018)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado (No.0062955)
- / Professional Engineer in Louisiana (No. 0048048)
- / Professional Civil Engineer in Alaska (No. 24214)

PROFESSIONAL MEMBERSHIPS

- / American Society of Civil Engineers (ASCE)
- / National Society of Professional Engineers (NSPE)

WORK HISTORY

- / RESPEC (2023–Present)
- / Engineering Ministries International (EMI), Colorado Springs, CO (2021–2023)
- / Landmark EPC (2020–2021)
- / DeForest Engineering (2016–2019)

OVERVIEW

Brian Elkins is a water/wastewater engineer experienced in the analysis, concept design, and master planning design of various water and wastewater facilities, including well sources, water distribution systems, wastewater collection facilities, groundwater systems, pumping and lift stations, raw and potable water storage, and rural water systems. Brian's role as a water/wastewater engineer involves conducting detailed analyses to assess project needs, evaluating existing infrastructure, conducting feasibility studies, and developing comprehensive plans to design and implement water and wastewater facilities.

SELECTED PROJECT EXPERIENCE

Water and Wastewater Improvements, Mueller State Park, Colorado Parks & Wildlife, Colorado. As the project manager, Brian has completed an evaluation study with asset inventory, is developing a capital improvement plan, and is managing the design of a dump station, wastewater facility improvements, a 4,800-lineal-foot pipe waterline, and a new SCADA system for the water treatment systems Mueller State Park. The analysis and design includes using ArcGIS Pro software, management of construction documentation, and coordination with the Park, Teller county and CDPHE.

Distribution System Improvements, Paonia, Colorado. As the project engineer, Brian has designed a \$5M 12-inch PVC waterline to replace an existing 8,000-lineal-foot, 8-inch steel pipe waterline with associated appurtenance improvements for fire flow protection. The analysis includes using InfoWater Pro hydraulic modeling software, management of construction documentation, and coordination with the Town, Delta county and CDPHE.

Distribution System Improvements, Paonia, Colorado. As the project engineer, Brian is managing the design of a \$5M 12-inch PVC waterline to replace an existing 8,000-lineal-foot, 8-inch steel pipe waterline with associated appurtenance improvements for fire flow protection. The analysis includes using InfoWater Pro hydraulic modeling software, management of construction documentation, and coordination with the Town, Delta county and CDPHE.

Source Water Improvements Project Needs Assessment (PNA), Cheyenne Wells, Colorado. As the project engineer, Brian developed a PNA for the Town of Cheyenne Wells to improve the source water quality of the town. It included the conceptual design of an ion-exchange water treatment plant for nitrate removal, new well, and blending vault. The PNA has been submitted to CDPHE and is pending approval.

Department of Local Affairs (DOLA) PNA Review, Holly, Colorado. As the project engineer, Brian evaluated a PNA by a third-party engineering company through the Colorado DOLA Small Communities Water and Wastewater Project Development program for the Town of Holly. The proposed alternative contained in the PNA report is estimated to cost \$9.9 million. The purpose of the PNA is to reduce radium levels of the drinking water supply below the Maximum Contaminant Level (MCL), increase drinking water storage supply, and improve the distribution system.

Water and Wastewater System Evaluation, Lost Valley Ranch, Sedalia, Colorado. As the project engineer, Brian evaluated a private water and wastewater system for Lost Valley Ranch. The analysis included mapping the system to QL-B standards, performing hydraulic modeling of the water distribution and sewer collection systems, prioritizing future repairs and replacements of major water and wastewater infrastructure, and implementation of an asset management program. The deliverables included utility maps of the campus, an asset repair and replacement prioritization report, and future improvement recommendations.



New Distribution System, Falcon Heights Property Owners Association (POA), Colorado Springs, Colorado. As the project engineer, Brian designed and drafted an 8-inch waterline for the Falcon Heights POA. The purpose of the waterline was to meet fire-flow requirements for the FOA that was previously undersized.

Water and Wastewater Infrastructure Engineering Assessment, Norton Sound Region, Alaska. With a previous employer, Brian was an engineer on the team for the assessment of all water and sewer systems for the Norton Sound region in northwest Alaska. The project included documentation of all water and sewer infrastructure parts and deficiencies, implementation of asset management software, establishing standardization for the region, and establishing a Community Utility Assistance Program (CUAP) over the region.

Gravity Flow System Design in Bundibugyo, Uganda. While with a previous employer, Brian was an engineer on the team for a Preliminary Engineering Report (PER) regarding the gravity flow system design for the Town of Bundibugyo. The civil design emphasized providing recommendations for three gravity flow water systems (North, Central, and South Ridges), including stream collection, treatment, storage, and distribution. Brian designed and modeled the North Ridge system using EPANET software to determine pipe sizing, BPT spacing, and pipe layout.

Conceptual Master Plan, Maranatha Hospital, Fort Portal, Uganda. While with a previous employer, Brian was the co-project leader of the 8-acre conceptual masterplan project for Maranatha Hospital in Uganda. He co-led a multinational/multidisciplinary team of engineers and architects to conduct a design charrette for a master plan and conceptual building design for the first two-phase buildings. He designed the potable water system, onsite wastewater treatment system, and site grading.

Conceptual Master Plan, Tenwek Hospital, Bomet, Kenya. While with a previous employer, Brian was an engineer on the team for the 8-acre conceptual masterplan project for Maranatha Hospital in Uganda. He co-led a multinational/multidisciplinary team of engineers and architects to perform a design charrette for a master plan and conceptual building design for the first two-phase buildings. He designed the potable water system, onsite wastewater treatment system, and site grading.

Conceptual Master Plan, ICM School and Church, Dominican Republic. With a previous employer, Brian was the deputy project leader for the 3-acre conceptual masterplan project for ICM School and Church in the Dominican Republic. He co-led, alongside a licensed P.E., a multinational/multidisciplinary team of engineers, architects, and a surveyor to conduct a design charrette for a master plan and conceptual building design for the first two-phase buildings. He designed the potable water system, wastewater collection system with a lift station, porous pavement parking area with an underdrain, and a bioretention rain garden for stormwater volume reduction.

Piped Water and Sewer PER, Town of Wales, Alaska. With a previous employer, Brian was an engineer on the team for the design of a piped water and sewer system for the town of Wales, Alaska. The project included designing and analyzing five alternatives and selecting an alternative using life-cycle analysis. The selected alternative consisted of an infiltration gallery, a 2 MG tank, both above- and below-ground water distribution, a vacuum sewer collection system, and a subcontracted wastewater treatment package plant.

Conceptual Master Plan, Bongolo Hospital, Gabon. With a previous employer, Brian was an engineer on the team to design a water and wastewater treatment system for the conceptual master plan for Bongolo Hospital in Gabon. Brian conducted in-situ water quality and soil percolation tests to determine the suitability of the existing water treatment and the soil for on-site wastewater treatment. He designed the water storage tanks, estimated submersible well pump size, utility layout, and conceptual water treatment schematic.

Tanyard Creek Land Development Design, Ruston, Louisiana. With a previous employer, Brian was an engineer on the team that provided the civil engineering documents required to construct the Tanyard Creek development, an 80-acre property in Ruston, Louisiana, featuring over one hundred 8th-acre residential lots. He used the rational method and modeling software (AutoCAD Civil 3D and Hydraflow Storm Sewers) to design the underground drainage infrastructure and detention ponds sized to handle runoff from a 100-year storm, following Louisiana standards. He also designed the site grading and calculated the required cut/fill quantities. The subdivision has now been successfully constructed.



REBECCA E. NORTON, PE

MODELING AND WATER DISTRIBUTION LEAD

TECHNICAL EXPERTISE

- / Project Management
- / Water, Wastewater, and Stormwater Modeling
- / Utilities Master Planning and Design
- / ArcGIS Enterprise/Portal and ArcGIS Online
- / Asset Management

EDUCATION

- / BS in Civil Engineering, University of Kansas, Lawrence, KS (2001)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado

PROFESSIONAL MEMBERSHIPS

- / American Society of Civil Engineers (ASCE)
- / American Water Works Association (AWWA)

WORK HISTORY

- / RESPEC (2022–Present)
- / InVision GIS, LLC (2014–2022)
- / Civil Resources, LLC (2013–2014)
- / City of Loveland (2010–2013)
- / Civil Resources, LLC (2010)
- / TST, Inc. Consulting Engineers (2006–2009)
- / Tetra Tech RMC, Inc. (2003–2006)
- / Kansas Department of Transportation, Bureau of Traffic Engineering (2002–2003)
- / Phelps Engineering, Inc. (2001–2002)

OVERVIEW

Rebecca Norton is a professional civil engineer, project manager, and GIS analyst specializing in water, wastewater, and stormwater utilities. She has 23 years of experience in engineering design, modeling, and GIS. Rebecca has worked in both the public and private sectors, providing her with utilities experience that extends from the initial planning and feasibility phases through design, construction, and long-term operations. Rebecca's combined experience in engineering and GIS gives her an understanding of project management, model development, data analysis, capital improvement planning, master plan development, customized GIS data and mapping solutions, and asset management.

PROJECT EXPERIENCE

WATER

Southwest Link 30-Inch Ductile Iron Transmission Main, Fountain, Colorado. As the project manager, Rebecca led the pipeline design process, which included alignment selection, subsurface utility engineering (SUE) investigation, pipeline materials selection, easement acquisition, and preparation of final construction drawings and specifications. The 6,600-linear-foot pipeline includes a welded connection to an existing steel tank, a 470-foot-long bore under I-25, and the BNSF railroad. She managed the project through bidding, and it is currently under construction.

Waterline Replacements, Beulah, Colorado. Rebecca is currently managing a waterline replacement project consisting of over 10,000 linear feet of replacements. The existing water system is undersized and experiencing significant water loss. The selected construction solution includes installing the new waterlines while leaving the existing lines in place to serve customers. Eventually, the existing system will be abandoned. The design process includes geotechnical analysis, SUE, easement acquisition, bid document preparation, and construction sequencing. The project is currently under construction and is scheduled for completion in 2025.

Northern Delivery System (NDS) Transient Analysis and Mitigation Design, El Paso County, Colorado. Rebecca performed the transient analysis for the NDS booster pump station for Triview Metropolitan District using Bentley OpenFlows HAMMER software. The NDS booster pump station consists of three 350-hp pumps discharging a total of 2,780 gallons per minute. She worked with the design team to develop the proposed mitigation strategies for the booster pump station, which included a hydropneumatic bladder tank, air-vac valves, pump station control valves, and variable frequency drives.

Town of Estes Park, Water Model Manager, Estes Park, Colorado. Rebecca converted the Town's Water model from Water GEMS to InfoWater in 2014 and then upgraded the model to InfoWater Pro in 2019. She provided ongoing maintenance, updates, and water model analyses for future projects. Rebecca delivered modeling results in a GIS mapping format for the Town to forward to the developer or project design engineers.

Saint Charles Mesa Water District, Water Model Update, Pueblo, Colorado. Rebecca updated the District's water model using WaterCAD software. The previous model was more than 10 years old and was not maintained. She presented different water modeling software options and helped select the best option for the District. The pipes, nodes, control valves, pump stations, and tanks were updated based on new GIS data. System demands were updated based on current meter and water plant production data. The model was calibrated based on SCADA and fire hydrant testing data. Rebecca provided ongoing modeling support by performing specific modeling requests for the district as needed.



City of Loveland, Water Model Manager, Loveland, Colorado. As a City employee, Rebecca managed the water model for existing and future planning conditions. She worked with the engineering consultant to update the water model and performed fire flow simulations for new developments.

Moraine Avenue Water Main Upgrade, Estes Park, Colorado. Rebecca prepared the design plans for a water main upgrade project, ranging between 12 and 24 inches. The water project occurred simultaneously with a bridge replacement project over Fall River in downtown Estes Park. Rebecca also coordinated electrical conduit placement for the Town's Electric Division.

Morning Drive Alternate 36-Inch Steel Water Main, Loveland, Colorado. Rebecca managed the 2,000-linear-foot steel pipeline project from conceptual/preliminary design through final design and construction. She performed the alignment alternatives and cost analyses, acquired easements, and obtained a 1041 permit through Larimer County. Rebecca managed the project through bidding and construction.

Highway 34 Emergency Waterline Replacement, Loveland, Colorado. Rebecca managed an emergency waterline replacement project in west Loveland, which replaced approximately 500 feet of 6-inch cast iron waterline with 6-inch PVC. The waterline was a dead-end line located under West Highway 34, resulting in challenges with rocky soils, vehicle traffic on the major highway, and water service to customers during construction.

Overland Pump Station for Fort Collins-Loveland Water District, Fort Collins, Colorado. As a project engineer, Rebecca analyzed the District's system to determine the required capacity of the station and prepared the construction plans and specifications. She administered the project through the City of Fort Collins development review process. Rebecca also assisted the District through the bidding and construction processes.

WASTEWATER

Highway 402 Corridor Planning, Loveland, Colorado. Rebecca worked on a multi-disciplinary team at the City of Loveland to provide long-term planning for a growing corridor of approximately 9 square miles of undeveloped land. Rebecca represented the water and wastewater utilities on a team that included representatives from planning, public works, stormwater utilities, electric utilities, and economic development. She provided conceptual design information, infrastructure sizing, and costs to support water and wastewater service to the area based on various land-use plans and development densities.

Liberty Gulch Trunkline, Saint Vrain Sanitation District, Weld County, Colorado. Rebecca performed the service area and alignment alternatives analysis for a 36-inch sanitary sewer trunkline. She helped acquire easements, prepared the construction plans and specifications, and managed the project through construction.

RAW WATER AND WATER RIGHTS

Raw Water Storage and Conveyance Feasibility Studies, United Water and Sanitation District, Colorado. Rebecca performed several feasibility studies to evaluate the District's raw water storage and conveyance projects. The analyses consisted of the conceptual design of storage reservoirs, raw water pump stations, pipelines, canals, and diversion structures. She performed conceptual-level cost estimates for the proposed infrastructure and calculated projected water delivery volumes versus operational costs over a 30-year timeframe.

Water Court Case No. 13CW029, Firestone, Colorado. Rebecca prepared the final engineering report to support a water rights change of use application. She performed the historic consumptive use analysis and determined historic return flows to Saint Vrain Creek.

Water Court Case No. 02CW404/03CW442, Adams & Weld Counties, Colorado. Rebecca prepared the final engineering report that evaluated the hydraulic capacity and operation of the proposed raw water diversion and delivery systems. The project included conceptual design, the feasibility of raw water delivery infrastructure, and estimated costs.

GIS PROJECTS

West River Regional Water and Wastewater Study, South Dakota. Rebecca organized the project GIS database, compiling data from twelve different water and wastewater utilities and districts for a regional study near Rapid City, South Dakota. She set up interactive maps for the engineering team to review and evaluate the data. She performed data analysis and summaries and prepared approximately 50 exhibits for the final report.



JAMES STARNES, PE

QA/QC

TECHNICAL EXPERTISE

- / Client Needs Analysis
- / Microsoft and Adobe Suite
- / Mechanical and Biological Treatment
- / Hydraulic Systems
- / BioWin, HEC-RAS, WaterCAD
- / Project Management
- / Process Performance and Optimization Analyses
- / Rate Study Analyses

EDUCATION

- / M.Sc. in Process and Environmental Engineering, University of Stuttgart, Stuttgart, Germany (2011)
- / BSE in Civil and Environmental Engineering, University of Michigan, Ann Arbor, MI (2007)

REGISTRATIONS & LICENSES

- / Professional Engineer in Colorado

PROFESSIONAL MEMBERSHIPS

- / Water Environment Federation (WEF)
- / American Society of Civil Engineers (ASCE)
- / WASTE Club, Stuttgart, Germany

WORK HISTORY

- / RESPEC (2021–Present)
- / JDS-Hydro Consultants, Inc. (2015–2021)
- / Rain for Rent (2012–2015)
- / California Polytechnic University – San Luis Obispo (2011–2012)
- / Fraunhofer Institute – Stuttgart, Germany (2010)

**RESPEC acquired JDS-Hydro Consultants, Inc. in 2021.*

OVERVIEW

James Starnes has 15 years of experience in civil and environmental engineering and related fields, including 2 years in research, 3 years in construction, and 10 years in design. His professional focus is asset management and treatment system optimization. He is incredibly proficient with cost analyses and process technology evaluations. He is also proficient with complex hydraulic systems, including pump system design and controls for potable and wastewater applications. James process engineer for three biological nutrient removal (BNR) wastewater treatment facilities, combining his data analytics and EnviroSim BioWin modeling skillsets. He is also an adept project manager, overseeing permitting, design, schedule, and budgeting for various projects.

PROJECT EXPERIENCE

Water System Capital Improvement Plan – Phase I, Town of Paonia, Paonia, Colorado. James served as the project manager for the first phase of capital improvements to the Town's water system. Phase I includes improvements to water supply monitoring and finished-water storage, and replacement of approximately 9,500 feet of aging 8-inch steel water main with 12-inch C900 PVC, including two new pressure-reducing valve vaults.

Marshall Community Water Supply Evaluation, Colorado Division of Reclamation, Mining and Safety, Marshall, Colorado. James served as the project manager in support of a water supply evaluation in the Marshall community that arose because of water quality impact concerns caused by nearby mining activity. Multiple rounds of water quality testing were conducted, and a multivariate analysis was employed to first determine the impact and then the severity of the impact. The evaluation included budgetary estimates for water supply alternatives including in-home treatment, connections to nearby systems, and new wells. Community engagement was critical completing the evaluation.

Wastewater Treatment Facility (WWTF) Expansion Process Needs Assessment (PNA), Teller County, Divide, Colorado. James served as a senior project engineer in evaluating alternatives for expanding the existing 0.035-million-gallon-per-day (MGD) WWTF in four phases to an ultimate build-out of 0.480 MGD. The selected alternative was presented in the form of a PNA as part of the State Revolving Fund application process. The project was awarded a \$285,000 Design and Engineering grant to support the final design of the proposed alternative.

Water System Evaluation, Town of Paonia, Paonia, Colorado. James served as the senior project engineer responsible for evaluating the Town of Paonia's water supply and distribution systems. He supported the development of a water system distribution model of nine distinct pressure zones and initiated a multiple-phase capital improvement plan that addresses supply, treatment, storage, and distribution improvements.

District 70 WWTF Improvements, Pueblo County School District, Pueblo, Colorado. James is the project manager and technical manager for improvements to a WWTF, serving approximately 1,500 staff and students. The existing WWTF was undersized and unable to consistently meet total inorganic nitrogen and total coliform effluent limits. The new WWTF will incorporate additional equalization and expanded multiple-stage secondary treatment capacity. The design makes use of existing infrastructure and was contracted within the client's budget.



WWTF Expansion Planning, Widefield Water and Sanitation District (WWSD), Widefield, Colorado. James served as a senior project engineer in evaluating alternative aeration equipment to improve aeration efficiency at the existing facility while also planning for an increase in treatment capacity from 2.5 MGD to 5.0 MGD. Before selecting aeration equipment, the client requested a master plan for expanding to build-out capacity and improved treatment to meet stringent future effluent limitations. James supported the evaluation and estimating cost of four expansion alternatives. Expansion planning is proceeding in phases with the first phase to include improvements to headworks, aeration, disinfection, and solids handling.

WHMD Regional Water Reclamation Facility Expansion Planning, Woodmen Hills Metropolitan District, Falcon, Colorado. James served as the project engineer in evaluating the expansion of an existing WWTF and conversion from conventional treatment to a membrane bioreactor system followed by reverse osmosis and ultimately meet both surface water and groundwater discharge regulations. James leveraged EnviroSim BioWin modeling software to conceptually convert the existing facility and optimize treatment capacity. James also helped support interior equipment layout design and cost estimating for use in an intergovernmental agreement between the client and developers.

General Engineering Services, Town of Paonia, Paonia, Colorado. James serves as a project manager and project engineer in support of the Town of Paonia's water and wastewater infrastructure. Working with Town staff, James helps keep track of 15 to 30 projects, providing engineering technical support or administration support as needed.

Lagoon Aeration Replacement, Town of Paonia, Paonia, Colorado. James supported the Town of Paonia staff in soliciting proposals for new aeration equipment to replace failing equipment. The effort was urgent and resulted in an in-kind site location application of injection aeration equipment with Misco AERS equipment. While evaluating replacement alternatives, James also leveraged his operations network to identify short-term solutions to maintain operations while waiting for new permanent equipment to be installed.

Town of Paonia, WWTF Conditions Assessment. James conducted an inventory of the Town of Paonia's WWTF and applied American Water Works Association (AWWA) M28 to assess short- and long-term capital replacement needs. The effort was driven by a desire to better proactively manage existing assets while also supporting longer term finance planning.

Utility Master Planning, Lost Valley Ranch, Lost Valley Wilderness, Colorado. James served as a technical manager to help a long-term client kick start a multiphase improvement master plan for a historic property. Efforts included subsurface utility engineering, a conditions assessment, and preliminary planning for a new WWTF capable of meeting strict future effluent limitations.

WWTF Conditions Assessment, Lost Valley Ranch, Lost Valley Wilderness, Colorado. James supported the team as a technical manager in applying AWWA M28 to the existing WWTF. The resulting deliverable was used as a blueprint for making strategic investments to maintain the operation of the existing facility until a new facility can be designed and permitted.

Nuiqsut Septage Receiving Facility, UMIAQ Design, LLC, Nuiqsut, Alaska. James served as a senior project engineer for a new solids receiving facility on the north slope of Alaska. The project included an influent JWC Environmental Honey Monster® to screen rocks, trash, and larger solids; and two holding tanks to equalize loading into an existing WWTF. Spacing limitations required a compact design and relatively sophisticated controls to allow a single pump system to serve three purposes and the holding tanks to effectively function as sequencing batch reactors if required. An existing drum screen for the WWTF was replaced with a passive sidehill screen.

Flying J Ranch Augmentation Pond, Ramah in the Rockies, Lost Valley Wilderness, Colorado. James served as the project manager for a design and construction of a 5-AF augmentation pond that includes diversion and flow monitoring from Wigwam Creek. The design-build concept was introduced after initial project estimates were more than double the client's budget. Working with the client and selected contractor, the overall construction budget was reduced by approximately \$1 million and met client objectives.

Wastewater Treatment System Improvements – Phase II, City of Woodland Park, Woodland Park, Colorado. James completed a Basis of Design report and developed physical design and construction drawings and specifications for constructing a \$7.8-million expansion of the existing WWTF. The project included expanded biological treatment, installation of new blowers, a final clarifier, a screw press dewatering and composting facility, ultraviolet disinfection, and tertiary treatment for treated effluent reuse for golf-course irrigation. Value-engineering efforts delivered the project within budget. Construction responsibilities included submittal review and construction sequencing modeling to ensure continued compliance during construction.



Regional Water Reclamation Facility, Woodmen Hills Metropolitan District, Woodmen Hills, Colorado. James completed Site Location Application and Basis of Design reports for a new 1.2 MGD BNR water reclamation facility. His efforts included biological process modeling and the development of system hydraulics used as a basis for equipment specifications.

WWTF Paper Rerate, WWSO, Wadsworth, Colorado. James was a process engineer who evaluated existing infrastructure and assessed unit process capacity. This work included developing an as-built model of the existing anaerobic-anoxic-aerobic (A²O) biological process using EnviroSim BioWin software. A Site Location Amendment report was submitted to the Colorado Department of Public Health and Environment (CDPHE), outlining an increase in hydraulic and biological capacity without any necessary capital improvements.

Wastewater Treatment System Expansion, Ramah in the Rockies, Deckers, Colorado. James was the project manager and design engineer and provided master planning for wastewater demands and collections engineering for a recreational camp. He also designed and permitted a Moving Bed Biofilm Reactor expansion of a WWTF. The design incorporated multiple system components, reducing the overall project cost.

Wayward Wind Mobile Home Park WWTF – Plant Performance Evaluation and Process Instrumentation and Control Recommendations, Ute Pass, LLC, Fort Morgan, Colorado. James was the project engineer for this project. He developed a plant performance evaluation and made process instrumentation and control recommendations for the Wayward Wind Mobile Home Park WWTF, bringing the facility back into compliance with CDPHE discharge requirements. His efforts also included working with the CDPHE on alternative permit requirements.

District 70 WWTF Evaluation, Pueblo County Public Schools, Pueblo, Colorado. James served as the project manager and process engineer. He evaluated an existing system holistically, identified process limitations, and proposed a phased approach to improvements that would first optimize existing infrastructure before expansion, if necessary.

District 20 WWTF Evaluation, Colorado Public Schools, Colorado Springs, Colorado. James investigated cost-effective alternatives for a small wastewater treatment system that needed to meet new stringent effluent permit limits with a limited budget. His investigations also yielded solutions to improve operations and ensure compliance with current permit limits.

Wastewater Treatment System – Plant Performance Evaluation, Royal Gorge Bridge and Park, Canon City, Colorado. James was the project manager and design engineer for this project. He developed a plant performance evaluation of the existing treatment system for planning purposes.

Emerald Park WWTF Groundwater Monitoring Plan, Ute Pass, LLC, Fort Morgan, Colorado. As the project engineer, James developed a groundwater monitoring plan for WWTF discharge to satisfy the requirements of a new permit and demonstrate compliance with total dissolved solids limitations.

Wastewater Treatment System Evaluation, Cave of the Winds, Manitou Springs, Colorado. James assisted in developing short- and long-term alternatives for managing wastewater flows in a remote location.

WWTF Evaluation, Royal Gorge Bridge and Park, Canon City, Colorado. James served as the project engineer for this project. His efforts included an assessment of individual unit processes to improve operations and evaluate the overall system capacity. He worked with the client on a phased approach to capital improvements that would align with budget and operational goals.

Water Treatment System Improvements, Royal Gorge Bridge and Park, Canon City, Colorado. James was the project manager and design engineer for this project that involved the evaluation of short- and long-term needs. James drafted a Basis of Design report and was responsible for the physical design of an expandable 50-gallon-per-minute conventional water treatment system and a 120,000-gallon finished water storage tank. He also provided contract and bid assistance and on-site construction administration and engineering services for the construction of all project elements while serving as a liaison between park ownership, park management, park operations, and the general contractor.

Intake Structure Improvements, Royal Gorge Bridge and Park, Canon City, Colorado. As the project manager and design engineer, James assessed the existing unreliable infrastructure, made short-term recommendations, and developed a long-term design of an expanded and improved means of pumping water 1,000 vertical feet from a cantilevered position over the Arkansas River into an existing raw water tank at the top of the Royal Gorge. Relatively complicated hydraulics were accommodated in a



location with severely limited access and available footprint. The project required coordination with local fire authorities, the owner, the railway, and the U.S. Army Corps of Engineers (USACE).

Small Community Water and Wastewater Project Development Assistance Program, Colorado Department of Local Affairs (DOLA), Colorado. James is the project engineer for the Colorado DOLA Small Community Water and Wastewater Project Development Assistance Program. James has performed multiple technical and financial evaluations of existing and proposed wastewater treatment facilities used for planning and funding purposes through this program.

Lift Station and Pretreatment, 4-Way Ranch Metropolitan District, Falcon, Colorado. James completed a Basis of Design report for a new sanitary lift station, which included designing and modeling a sequencing batch reactor biological pretreatment system to reduce organic load to the receiving WWTF.

Water System Design and Permitting, Transport Metropolitan District No. 1, Aurora, Colorado. James is the project manager and engineer and serves as the project lead for designing and permitting a new public water system. He drafted a Technical, Managerial, and Financial Capacity Assessment report, which included defining long-term capital outlays. He also orchestrated the hydraulic modeling of a raw water delivery and treatment design.

River Bend Creek Lift Station, Avatar, LLC, Security, Colorado. James was the project manager and design engineer for this project, consisting of planning, designing, and permitting a sanitary sewer lift station for new development. James also assisted with environmental assessment.

Timber Ridge Booster Pump Station, Classic Homes, Inc., Colorado Springs, Colorado. James was the project engineer for this project that consisted of designing a potable water booster pump station for new development using WaterCAD hydraulic modeling. James' responsibilities also include site planning and developing construction drawings and specifications. Four alternative designs were evaluated based on a variety of considerations. The pump system includes pressure vessels and fire flow components.

Limon Correctional Facility Water Treatment System, Limon Correctional Facility, Limon, Colorado. As the project engineer, James evaluated the existing water treatment system and made repair and upgrade recommendations based on performance, operational considerations, and long-term financial impact.

Fort Carson Brigade Complex, Tepa Companies, Colorado Springs, Colorado. As the project engineer, James performed site drainage and a geotechnical investigation to determine best-value mitigation strategies to protect the building foundation against future ground-swell.

Rio Secco Drainage Channel, Woodmen Hills Metropolitan District, Falcon, Colorado. James was the project engineer responsible for improvements to a 760-cubic-foot-per-second open-channel conveyance system, including riprap drop structures and re-grading the invert to provide less erosive conditions. HEC-RAS hydraulic modeling software was employed in the design to ensure that the floodplain limitations were met. The project required coordination between USACE and the Federal Emergency Management Agency.

FVA West Lateral, WWSD, Fountain, Colorado. James performed the hydraulic and physical design of a 1-inch C900 waterline, including tap onto existing 32-inch steel pipe, bore under Interstate 25, and pressure-reducing valve vault, before termination into existing 12-inch C900 water line on the opposite side of Interstate 25. He worked with authorities at Fort Carson, the City of Colorado Springs, and the Colorado Department of Transportation to ensure that respective design criteria were satisfied and proper authorizations were in place.

On-Site Wastewater Treatment System, WWSD, Fountain, Colorado. James performed the design and permitting for the lift station and 750-square-foot soil treatment area for wastewater disposal from a commercial building.

Forest Lakes Metro Pump System, Forest Lakes Metro, Monument, Colorado. James was the project engineer and designed an irrigation pumping system, including lake intake, to replace reliance on more expensive potable water.

Fort Carson Disinfection System Improvements, Tepa Companies, Fort Carson, Colorado. James provided on-site construction management assistance while installing a new ultraviolet disinfection system. He worked with the general contractor, operators, and owner to resolve issues during the start-up and produced as-built drawings of the final product.



Saddlehorn Ranch Metropolitan District Water System Design and Permitting, Saddlehorn Ranch Metropolitan District, Falcon, Colorado. James drafted the Technical, Managerial, and Financial Capacity Assessment report, which includes defining long-term capital outlays. As the project engineer, he also supported treatment design and equipment procurement.

Design Assistance, DOLA, Colorado. As the design engineer, James provided design assistance for new, pressurized (i.e., pumped) individual sanitary sewer connections where gravity connections were not possible.

Well Permitting, Various Clients, Colorado. James provides permitting assistance for new well construction.



SARAH N. ITZ

BIOLOGIST

TECHNICAL EXPERTISE

- / Section 404 Permitting
- / Wetland Delineations
- / T&E Habitat Assessments
- / NEPA Compliance
- / Project Management
- / GIS Analysis
- / Trimble GPS Data Collection

EDUCATION

- / BS in Biology, University of Texas at Austin, Austin, TX (2003)

CERTIFICATIONS & TRAINING

- / Texas Department of Transportation Pre-certifications: 2.3.1 Wetland Delineation, 2.4.1 Nationwide Permit, 2.6.2 Impact Evaluation Assessments, 2.13.1 Hazardous Materials Initial Site Assessment (2020)
- / Wetland Training Institute 40-Hour Wetland Delineation Course (2005)
- / USACE 404 Permit Application and Compliance (2009)
- / Wetland Training Institute Wetland Plant Identification (2011)
- / Wetland Training Institute Regional Field Refresher Courses in Laramie WY and Santa Fe NM (2017, 2018)
- / University of Texas at Austin Technical Writing Course (2013)

WORK HISTORY

- / RESPEC (2021–Present)
- / JDS Hydro Consultants, Inc. (2019–2021)*
- / EST, Inc. (2020–2023)
- / CP&Y, Inc. (2005–2019)
- / Texas Department of Transportation (2005)
- / Stormwater Research Group (2004)
- / Environmental Careers Organization (2004)

**RESPEC acquired JDS Hydro Consultants in 2021*

OVERVIEW

Sarah Itz has 17 years of experience working on a variety of water/wastewater, transportation, land development, and environmental projects. Sarah's technical specialties include project management, National Environmental Policy Act (NEPA) compliance, wetland delineations, Section 404 permitting, agency consultation, plant identification, threatened and endangered (T&E) species habitat assessment, and presence/absence surveys. Most of her projects have been in Texas, Oklahoma, and Colorado for a wide variety of clients, including departments of transportation, counties, municipalities, oil/gas and utility companies, private landowners, Native American tribes, regional water districts, landfills, airports, and civic groups.

PROJECT EXPERIENCE

Victor Waterlines Replacement Project, City of Victor, Colorado. Sarah is currently leading the Environmental Assessment (EA) for the proposed replacement of approximately 14,500 linear feet of aging, 135-year-old waterlines. During the field assessment, she identified extensive wetland areas along the existing waterline corridor and is actively collaborating with the engineering design team to develop strategies that avoid and minimize impacts to these sensitive habitats. Additionally, she conducted a comprehensive habitat assessment for federally and state-listed T&E species. Her responsibilities also include contributing to the alternatives analysis and facilitating coordination with relevant regulatory agencies.

Glen Aspen Dam, Reservoir, Access Roads, and Waterlines EA and 404 Permitting, City of Woodland Park, Colorado. Sarah is currently heading up the environmental efforts for a distinctive water infrastructure project near Woodland Park. The proposed development includes a 345-acre-foot reservoir, a 90-foot-tall by 650-foot-long earthen dam, two access roads, and a water treatment facility to support the City's raw water storage needs. She is preparing the EA and Section 404 permit documentation to address jurisdictional wetland impacts associated with the access roads. Her responsibilities also include conducting habitat assessments, migratory bird and nest surveys, and collaborating with project archaeologists to ensure protection of cultural resources within the project area.

Beaver Creek Diversion Structure Replacement, Town of Ridgway, Colorado. After a major flood and debris event in August 2024 destroyed the Town's raw water diversion structure on Beaver Creek near Mount Sneffels, this emergency project focused on relocating and replacing the structure at a more secure upstream site. Sarah served as the Section 404 permitting specialist, conducting field investigations and preparing a Pre-Construction Notification (PCN) under Regional General Permit 96 for emergency flood-related activities. All environmental permitting and coordination were completed within six months to support the Town's urgent water infrastructure needs.

Capital Improvements Phase I EA, Town of Paonia, Colorado. This project involved improvements in a municipal water system, including installing a new 9,400 linear foot waterline, relining a 2-million-gallon water tank, and improvements to four raw water monitoring sites on the side of Mount Lamborn. Sarah served as the environmental specialist and completed wetland delineations and habitat assessments for T&E species for each project component. She conducted agency coordination, which resulted in additional biological surveys for bog violets and the federally threatened silverspot butterfly. She prepared the final EA for the Colorado Department of Public Health and Environment (CDPHE) review and approval.

Cottonwood Creek Drop Structures, City of Colorado Springs, Colorado. As an environmental project manager, Sarah completed field investigations for Section 404 permitting purposes for three proposed drop structures in Cottonwood Creek north of N. Academy Blvd. Field investigations included wetland delineations along the creek, delineating the ordinary high-water marks (OHWM) of the creek, habitat assessment for federally listed species known to occur in the vicinity, and taking representative photos and notes. Sarah prepared a PCN under Regional General Permit (RGP) 37 for the U.S. Army Corps of Engineers (USACE) submission.

Flying J Pond Section 404 Permitting, Ramah of the Rockies, Jefferson County, Colorado. Sarah served as the Section 404 permitting specialist on this project, which involved a proposed diversion structure in Wigwam Creek, an underground waterline, and a 5-acre-foot augmentation pond and embankment. She completed an on-site Waters of the U.S. determination and wetland delineation and a habitat assessment for federally listed T&E species. Using the newly available Regulatory Request System site maintained by USACE, she prepared and submitted a PCN under Nationwide Permit (NWP) 39.

West Water Pipeline Project 1041 Environmental Documentation, Woodmen Hills Metropolitan District, Colorado Springs, Colorado. As an environmental specialist, Sarah completed a habitat assessment and waters/wetlands delineation along the proposed West Water pipeline project area and completed the environmental sections of the El Paso County 1041 environmental document. Field investigations also involved taking representative photographs and GPS data of notable features within the project area.

Bar-X Waterline Project 1041 Environmental Documentation, Falcon Area Water Authority, Falcon and Black Forest, Colorado. Sarah served as the environmental specialist for this proposed 10-mile-long Bar-X waterline project and completed a habitat assessment, waters/wetlands delineation, and the environmental sections of the El Paso County 1041 environmental document. She also coordinated with the State Historic Preservation Office regarding potential cultural resources along the project and with the Colorado Natural Heritage Program staff regarding potential protected areas and special status species within and near the project.

Riverbend Crossing Proposed Development Environmental Studies, Avatar Riverbend, LP, Southern El Paso County, Colorado. This project involved the proposed residential development of two parcels totaling 52 acres. As the project's environmental specialist, Sarah completed a waters and wetlands delineation, T&E species habitat assessment, and migratory bird and nest survey on the entire property. She then prepared an environmental report for the client and detailed the field results. Fountain Creek and one emergent wetland were delineated on the property; however, based on project plans, no impacts to either would occur, and no Section 404 permit was deemed necessary.

Beulah Distribution System Improvements, Beulah Water Works District, Beulah, Colorado. This project involved the proposed replacement of numerous deteriorating waterlines in the Town of Beulah. Sarah served as the lead environmental specialist, completing field investigations, listed species habitat assessment, GIS mapping and analyses, and preparing a PCN under NWP 58 for submittal to the USACE.

Fountain Creek Diversion Project, City of Fountain, Colorado. Sarah is currently serving as the Section 404 permitting specialist for the proposed Fountain Creek Diversion Project that would divert raw water from the creek to storage reservoirs via underground waterlines. She completed wetland and OHWM delineations along the creek and creekbanks in the project area and conducted habitat assessments for federally listed species in the vicinity. She aided in preparing the alternatives analysis and agency coordination with Colorado Parks and Wildlife, the U.S. Environmental Protection Agency, and USACE. As a result of the coordination, the project was re-designed at a different location to reduce and/or avoid impacts to fish passage, riparian areas, wetlands, and T&E species. With these changes, the project may be permitted under an NWP 3a instead of the original Individual Permit, saving the City considerable money and time.

Triview Northern Delivery System Waterlines and Pump Station, Colorado Springs, Colorado. Sarah served as environmental project manager for this project in eastern Colorado Springs. Because of the presence of Preble's meadow jumping mouse critical habitat near the project area, a Biological Assessment (BA) was prepared on the U.S. Fish and Wildlife Service (USFWS) IPaC website. The BA included results of the habitat assessment and an effects analysis for each federally listed species on the project's IPaC list. Sarah coordinated with USFWS and project engineers regarding conservation measures to avoid impacts on Preble's meadow jumping mouse and its critical habitat. She also conducted a wetland delineation along the proposed waterlines and prepared the environmental sections of the 1041 application for submittal to El Paso County.

Attachment C: Proposer Submission Checklist

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

All proposals must be complete, well-organized, and submitted in accordance with the requirements of this RFQ. Proposers shall use this checklist to confirm that their submission includes all required components. Incomplete proposals may be deemed non-responsive.

Proposal submissions must include the following:

1. Cover Letter

- ☒ Firm name, address, and principal contact information
- ☒ Signed statement of interest in the project
- ☒ Confirmation of proposal validity

2. Firm Qualifications and Experience

- ☒ Description of firm's history, size, and organizational structure
- ☒ Examples of at least three (3) successfully completed projects of similar scope and complexity
- ☒ Demonstrated experience with water resources planning, hydrological analyses, water rights evaluation, and federally funded projects

3. Project Team and Key Personnel

- ☒ Identification of proposed project manager and key technical staff
- ☒ Resumes highlighting relevant certifications, qualifications, and experience
- ☒ Statement of staff availability and assigned responsibilities

4. Project Understanding and Approach

- ☒ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions
- ☒ Proposed methodology for technical analyses, stakeholder outreach, and strategy development
- ☒ Alignment of approach with USBR Scope of Work and project milestones

5. Quality Assurance and Compliance

☒ Description of internal quality control processes

☒ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☒ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

☒ Confirmation of ability to meet milestones pending Bureau of Reclamation schedule update

7. References

☒ Contact information for at least three (3) client references from similar projects

☒ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☒ Proof of insurance meeting minimum Town and federal requirements

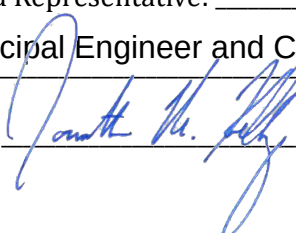
☒ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: Jonathan Kelly, P.E.

Title: Principal Engineer and Chief Financial Officer

Signature:  Date: November 13, 2025

Attachment D: Proof of Insurance

ACORDTM**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

4/29/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC 4600 S. Ulster Street, Suite 1200 Denver, CO 80237 800 873-8500	CONTACT NAME: PHONE (A/C, No, Ext): 800 873-8500 FAX (A/C, No): E-MAIL ADDRESS: den.certificate@usi.com														
INSURED Wright Water Engineers, Inc. 2490 W. 26th Ave., Suite 100a Denver, CO 80211	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Hartford Casualty Insurance Company</td> <td>29424</td> </tr> <tr> <td>INSURER B : Hartford Ins Co of the Southeast</td> <td>38261</td> </tr> <tr> <td>INSURER C : XL Specialty Insurance Company</td> <td>37885</td> </tr> <tr> <td>INSURER D : Hartford Underwriters Insurance Company</td> <td>30104</td> </tr> <tr> <td>INSURER E : Lloyd's of London</td> <td>SURPLU</td> </tr> <tr> <td>INSURER F : American Alternative Insurance Corp</td> <td>19720</td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hartford Casualty Insurance Company	29424	INSURER B : Hartford Ins Co of the Southeast	38261	INSURER C : XL Specialty Insurance Company	37885	INSURER D : Hartford Underwriters Insurance Company	30104	INSURER E : Lloyd's of London	SURPLU	INSURER F : American Alternative Insurance Corp	19720
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COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:	X	X	34SBAPN5697	12/31/2024	12/31/2025	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
D	AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	34UECIE8064	12/31/2024	12/31/2025	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☐ EXCESS LIAB DED ☒ RETENTION \$10000	X	X	34SBAPN5697	12/31/2024	12/31/2025	EACH OCCURRENCE \$4,000,000 AGGREGATE \$4,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	34WECBG0Y2B	12/31/2024	12/31/2025	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
C	Professional Liab Incl Pollution Claims Made		X	DPR5036800	12/31/2024	12/31/2025	\$2,000,000 per claim \$4,000,000 annl aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Insurer E: Cyber Liability, Policy #MZ399CYLA250, Limit of Liability - \$2,000,000,

Policy Dates: 3/25/2025-12/31/2025

Insurer F: Drone Liability, Policy #9027026, Limits of Liability - \$1,000,000, Policy Dates 12/31/2024 - 12/31/2025

As required by written contract or written agreement, the following provisions apply subject to the policy (See Attached Descriptions)

CERTIFICATE HOLDER**CANCELLATION**

For Proposal Purposes Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



DESCRIPTIONS (Continued from Page 1)

terms, conditions, limitations and exclusions: The Certificate Holder and owner are included as Automatic Additional Insured's for ongoing and completed operations under General Liability; Designated Insured under Automobile Liability; and Additional Insured under Umbrella / Excess Liability but only with respect to liability arising out of the Named Insured's work performed on behalf of the certificate holder and owner. The General Liability, Automobile Liability, Umbrella/Excess insurance policies applies on a primary and noncontributory basis. A Blanket Waiver of Subrogation applies for General Liability, Automobile Liability, Umbrella/Excess Liability and Workers Compensation. The Umbrella / Excess Liability policy provides excess coverage over the General Liability, Automobile Liability and Employers Liability. Please note that Additional Insured status does not apply to Professional Liability or Workers' Compensation.

Statement of Qualifications for WaterSMART Consultant, RFQ 2025-06

PREPARED FOR

TOWN OF PAONIA, COLORADO



November 2025

241-019.010

TOWN OF PAONIA

COLORADO

Request for Qualifications
WaterSMART Consultant



November 13, 2025

BRUCE LYTLE, PE | SENIOR PROJECT MANAGER

303.941.2077 | bruce.lytle@mooreengineeringinc.com
12600 West Colfax Avenue, Suite A-500 | Lakewood, CO 80215



mooreengineeringinc.com

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1. COVER LETTER & SUBMISSION CHECKLIST

November 13, 2025

Town of Paonia
Attention Stefen Wynn-Town Administrator
214 Grand Avenue
Paonia, CO 81428

RE: RFQ 2025-06: WaterSMART Consultant

Dear Stefen Wynn and Selection Committee,

Thank you for the opportunity for Moore Engineering to demonstrate our experience, expertise, and commitment to helping your community build a bright future for all your residents. We have an electronic copy of our proposal for review, in which you will find several benefits of working with Moore Engineering:

We are eager to partner with the Town on this important initiative. With expertise in water rights, hydrogeology, public outreach, and federally funded programs, our team is well-equipped to deliver a technically sound, stakeholder-driven Water Strategy that secures Paonia's water future.

THE RIGHT TEAM

For over 60 years, Moore Engineering has proudly served thousands of public and private clients across the region. Our team of engineers, scientists, and specialists has successfully delivered numerous water resource, civil, environmental, and transportation related infrastructure projects. Bruce Lytle will serve as Senior Project Manager and primary contact for your Town's Water Strategy, with Don Frick as Senior Project Engineer and secondary contact.

DEDICATED TO YOUR FUTURE

Moore's commitment to strengthening communities sets us apart. We know true partnerships are built on trust, and we strive to be your long-term advisor. Every community is unique, so we tailor our approach to your specific needs—minimizing disruption, maximizing value, and delivering lasting results on time and within budget.

STRONG REPUTATION

With over 60 years of success, Moore Engineering has built a strong reputation for proactive planning, securing and managing federal funding, and fostering lasting partnerships. Our Lakewood team has proudly supported communities across Colorado through comprehensive water resource planning.

Thank you for the opportunity to showcase our qualifications. We are eager to continue the conversation about how our expertise, company values, and service model align with the current and future needs of the Town of Paonia. Please contact Bruce at 303-941-2077 and Don at 970-227-9040 if you have any questions.

Respectfully,
Moore Engineering Inc.



Bruce Lytle, PE
Senior Project Manager
bruce.lytle@mooreengineeringinc.com



Don Frick, PE
Senior Project Engineer
don.frick@mooreengineeringinc.com

Submission Checklist

RFQ 2025-06 WaterSMART Consultant - Attachment B

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

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- ☒ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions
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5. Quality Assurance and Compliance

Submission Checklist

RFQ 2025-06 WaterSMART Consultant - Attachment B

☒ Description of internal quality control processes

☒ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☒ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

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7. References

☒ Contact information for at least three (3) client references from similar projects

☒ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☒ Proof of insurance meeting minimum Town and federal requirements

☒ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: Bruce Lytle, PE

Title: Senior Project Manager

Signature:  Date: 11/7/25

Firm Introduction

Moore Engineering, Inc., established in 1960 and proudly 100% employee-owned through an ESOP structure, is a leading water resource, civil, and environmental engineering firm dedicated to improving lives and building strong communities across the Midwest and Mountain West. With more than 200 employees in 11 offices across North Dakota, Minnesota, and Colorado, Moore provides comprehensive engineering, surveying, environmental, and GIS services. The Lakewood, CO office, located at 12600 West Colfax Avenue, Suite A-270, Lakewood, CO 80215, will manage this project. Bruce Lytle, PE, Senior Project Manager, will serve as the principal contact and can be reached at 303.941.2077 or bruce.lytle@mooreengineeringinc.com. Guided by its core values of respect, integrity, accountability, and kindness, Moore Engineering partners with public and private clients to deliver innovative and lasting infrastructure solutions.

Firm's Interest & Understanding

Moore Engineering understands that the Town of Paonia seeks to develop a **comprehensive Water Strategy** under the Bureau of Reclamation's **WaterSMART Grant R24AP00466** to address water supply, infrastructure, and long-term resiliency challenges. Paonia's reliance on high-elevation spring sources, combined with watershed vulnerability and infrastructure limitations, requires a data-driven, stakeholder-informed plan that ensures sustainable water management through 2027 and beyond.

Moore Engineering is highly interested in supporting this initiative. Our firm provides complete in-house expertise in all critical areas of WaterSMART planning, including:

- **Water rights specialists** experienced in portfolio evaluation and basin administration.
- **Water Resource Engineers** skilled in ground water hydrology/modeling watershed modeling, hydraulic river modeling, and watershed planning.
- **Public outreach professionals** who facilitate transparent, accessible stakeholder engagement.
- **Funding and federal program experts** who navigate Bureau of Reclamation and other agency requirements to ensure compliance and funding readiness.

With a proven record in **water resource planning, watershed management, public outreach and program assistance**, Moore Engineering delivers technically sound, compliant, and implementable strategies. We share Paonia's commitment to resilient, community-driven water management and stand ready to help the Town secure, manage, and optimize its water resources for the future.





2. FIRM QUALIFICATIONS & EXPERIENCE

Firm History & Overview

1960

YEAR ESTABLISHED

ESOP

OWNERSHIP TYPE - S-CORP

200+

EMPLOYEES

Engineers
Engineering Technicians
Surveyors & Crews (PLS)
CADD & GIS Technicians
Environmental Scientists

11

OFFICE LOCATIONS

North Dakota

Bismarck
Minot
Valley City
West Fargo
Williston

Minnesota

Bemidji
East Grand Forks
Fergus Falls
Plymouth
St. Cloud

Colorado

Lakewood

SERVICE OFFICE

12600 West Colfax Avenue,
Suite A-500
Lakewood, CO 80215

Kip Moore and Marshall Moore founded Moore Engineering in 1960 to create solutions for everyday problems. The brothers incorporated their partnership in 1970. Today, Moore Engineering is a 100% employee-owned ESOP company that continues its dedication to advancing the region's water, municipal and transportation infrastructure.

Since our company's inception, Moore's engineering and technical teams have completed thousands of water resource, civil, and environmental projects throughout the region. As members of the same communities we serve, our employees are invested in every project's success, and work with hundreds of municipalities, counties, water resource and watershed districts, developers and private citizens to help them thrive. Many of our clients have been with us for decades – we've served as the City Engineer for Casselton, ND, since 1962.

We attribute our success to the values that have guided our growth since the beginning. Moore Engineering is a family that believes in **Respect** and we strive to show **Integrity** in all our work. We consistently maintain our **Accountability** and **Loyalty**, upholding our obligation to the health, safety and welfare of the people at the center of our work. By giving back to those in need and incorporating **Kindness** into our daily work, we are truly committed to improving lives and building strong communities.

Moore works with multiple entities at local, state and federal levels to effectively carry out projects with the understanding that the work we do for you today is an investment in your future. We recognize that every project is unique and we always take the opportunity to improve the quality of life for the people the project impacts. We look forward to growing side by side with our clients, and we nurture that relationship from day one.

IMPROVING LIVES BY BUILDING STRONG COMMUNITIES.



Bruce Lytle, PE

Senior Project Manager

303.941.2077

bruce.lytle@mooreengineeringinc.com



Don Frick, PE

Senior Project Engineer - Water Rights

970.227.9040

don.frick@mooreengineeringinc.com

Water Resources

SOLUTIONS & SERVICES

Moore Engineering is a leader in water resources evaluation, management, and project implementation. For decades, we've played a key role in developing infrastructure that manages our most valuable resource. Our engineers and scientists have provided comprehensive water resource services to hundreds of public organizations and private landowners, ensuring comprehensive resource understanding, securing water rights, developing flood protection or water storage, and managing urban and rural water resources.

CAPABILITIES

WATERSHED MANAGEMENT SPECIALTIES

- Agricultural drainage systems
- Urban stormwater systems
- Reservoirs and impoundments
- Water supply infrastructure
- Flood control diversions and levees
- River and stream restorations
- Channel stabilization
- River snagging and clearing
- Culverts and bridges
- Hydraulic structures
- Well development
- Water quality and natural resource enhancements

ADDITIONAL CONSULTING SERVICES

- Permitting
- Right-of-way acquisitions
- Land surveying
- Construction administration
- Flood response services
- Public board advisement & facilitation
- Assessment districts and benefit determinations

STUDIES & ANALYSIS

- Watershed planning
- Capital improvement planning
- Hydrologic watershed modeling
- Hydraulic river/floodplain modeling
- Hydraulic structure modeling
- Urban stormwater modeling
- Erosion and scour analysis
- Engineering Feasibility studies
- Water quality/nutrient modeling
- Groundwater modeling
- Water rights and appropriation
- FEMA flood insurance studies/revisions
- Geographic Information Systems (GIS)

Technical Qualifications



WATER RESOURCES

- Flood Control Studies & Infrastructure
- Complex Surface & Groundwater Modeling
- Drainage Structures & Systems
- Floodplain Administration | FEMA
- Watershed Planning & Management
- Stormwater Management and MS4
- Stream/River/Ditch/Bank Restoration
- Large-Scale Water Storage Infrastructure
- Water Rights & Regulatory Coordination



TRANSPORTATION

- Urban-Rural Highway Design
- Parking Facilities
- Project Concept Reports
- Environmental Clearance
- Trails and Shared-use Paths
- ADA
- Utilities Coordination
- ROW Acquisition
- Airport Site Design and Survey Services



MUNICIPAL

- Capital Improvement Planning & Tools
- Plat Reviews
- Pavement Management
- Park and Recreation Facilities
- Street and Utility Planning and Design
- Infrastructure Planning and Design
- Bid Solicitation
- Contract Documents
- Construction Management
- Construction Observation (RPR)
- Funding Assistance and Strategic Services
- Stormwater



LAND & SITE DEVELOPMENT

- Master Planning
- Residential Subdivisions
- Industrial Parks
- Recreational Facilities
- Parking Facilities
- Site Design
- Landscape Architecture



WATER & WASTEWATER

- Water Treatment Plants
- Storage Facilities
- Wastewater Treatment Facilities
- Distribution Systems
- Inflow/Infiltration Studies
- Pumping Facilities & Intake
- Collection Systems
- Facility Needs Studies



GIS

- Topographic Mapping
- Assessment District Analysis
- Facility Mapping
- Flood Mapping & Analysis
- Mobile Mapping Applications
- Geographic/Spatial Analysis
- Parcel Databases
- Asset Management
- Utility Relocation Documentation



ENVIRONMENTAL

- Environmental Review (EAW,EA,EIS)
- Wetland Delineation
- Wetland Permitting & Mitigation Plans
- NEPA Expertise
- Site Constraints/Fatal Flaws Analysis
- Threatened & Endangered Species
- Regulatory Compliance & Permits
- BMP Design & Implementation
- Watershed Planning & Implementation
- Water Quality Assessment



SURVEY

- Platting
- Topographic
- Legal Surveys
- Construction Staking
- ALTA
- GPS
- Building Scanning (Interior & Exterior)



REALITY CAPTURE

- LiDAR Technology
- 3D Laser Scanning
- Photogrammetry
- Thermal Imagery
- Bathymetric Surveying
- Project & Structure Inspection
- Mass Data Collection & Processing
- Create & Track Flight Plans
- Magnetometer Services
- POLLi Software Integration
- GIS Integration



FUNDING & PUBLIC ENGAGEMENT

- Award Management & Compliance Support
- Report Development
- Stakeholder Engagement Strategy
- Outreach and Feedback Tools & Integration
- Communication Plan
- Integration of Feedback with Project Plans
- Pre- and Post-Award Services
- Funding Strategy and Insights
- Proposal Development

Related Experience



Craft Companies Denver Basin Wells Elbert County, CO

CHALLENGE

Craft Companies is developing multiple properties in Elbert County, which is located southeast of the Denver metro area. This is a growing county and Craft is developing residential and commercial communities at three locations. The lack of surface water supplies in Elbert County results in the development of deep bedrock aquifer wells in the Denver Basin. Sufficient wells need to be developed to reliably support the developments.

SOLUTION

Moore Engineering (formerly Lytle Water Solutions) personnel is assisting with the water supply development on the three properties through the design, construction observation, development, and testing of large municipal production wells. To date, we have assisted with the installation of six Denver Basin wells, ranging in depth from approximately 1,200 feet to almost 2,200 feet. These wells are designed based on interpretations of geophysical logs run in the boreholes once the total drilling depth has been reached. Our personnel then designs the casing and screen string, as well as the specifications on the gravel pack around the screened area in the target aquifer and the grout seal to prevent infiltration of contaminants from the surface down the annular space. The well development methods and aquifer testing are also specified. A step test is conducted to evaluate both well and aquifer losses as a baseline against which future tests can be compared to assess when/if wells need rehabilitation to restore production efficiencies. Constant rate tests are conducted to evaluate the short-term peaking capability of the well, in addition to the long-term, sustainable pumping rate. Additional Denver Basin aquifer wells are planned to coincide with development plans.

OUTCOME

Moore Engineering has been able to secure the necessary water supplies, both in terms of quantity and quality, identifying water treatment needs for each well. Once the wells and testing are complete, treatment options, and water distribution can be determined.

CLIENT

Craft Companies

POINT OF CONTACT

Jim Yates

303.803.7036

KEY DATES

Start Date: 2022

End Date: Ongoing

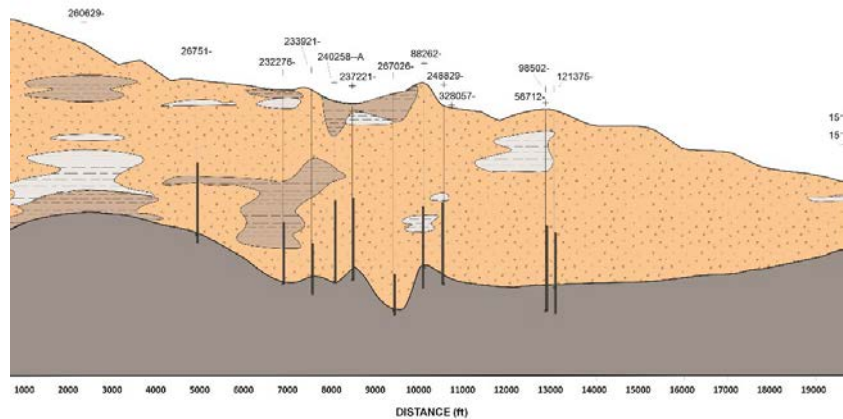
SERVICES

Groundwater Hydrology

Well Design

Municipal Water Supply
Development

Related Experience



MSMD Replacement Plan

Falcon, CO

CHALLENGE

The Meridian Service Metropolitan District (MSMD) doesn't operate a water reclamation facility (WRF), it has its wastewater treated at two separate WRFs. Since all of MSMD's water supply is fully reusable, it is important that it can maintain dominion and control over the WRF effluent so it can develop a reuse plan. MSMD's wastewater treated at the Cherokee WRF, is recharged into the local alluvial aquifer via rapid infiltration basins (RIBs). Therefore, the means to recover MSMD's and Cherokee's reusable effluent is through alluvial aquifer wells downgradient of the RIBs. To do that, the co-applicants have to obtain approval of a replacement plan that prevents material injury to existing water rights.

SOLUTION

Moore Engineering (formerly Lytle Water Solutions) personnel is the water resources engineering consultant representing MSMD in the joint replacement plan application. The groundwater being recovered at the wells downgradient from the RIBs is not the same water being recharged, so it has to be proven that the substitute supply being pumped will not cause injury to existing water rights, i.e., the drawdown caused by the wells will not negatively affect other existing wells from continuing to divert the same volume and the same quality of water they have enjoyed prior to the replacement plan. A MODFLOW model of the alluvial aquifer system was developed to assess aquifer responses to pumping. In addition, our engineers developed the historical use of existing wells to input to the model. Then, schedules of pumping were evaluated that wouldn't negatively impact the existing wells. Expert reports were prepared to support the case.

OUTCOME

While the project was scheduled to go to trial, one business day before the trial all opposers to the case settled and the replacement plan has been approved. The design of the wells, pipelines, and pump stations are currently underway to deliver the reusable water to the respective districts.

CLIENT

Meridian Service Metropolitan District

POINT OF CONTACT

Jennette Coe, General Manager
719.495.6567 x110

KEY DATES

Start Date: 2020
End Date: 2024

SERVICES

Water Rights
Ground water Modeling
Groundwater Monitoring

Related Experience

Ground Water Supply System Monument, CO



DESCRIPTION

Moore Engineering (formerly Lytle Water Solutions) personnel has been the water resource consultant to the Town of Monument (Monument) since 1987. During that time Moore personnel have assisted Monument with the development of its Denver Basin ground water system through the design and installation of 3 new Denver Basin aquifer wells as well as the redrilling on an existing Denver Basin aquifer well.

Monument is integrating its Denver Basin aquifer supplies with alluvial sources and surface water storage at Monument Lake. We are assisting with managing aquifer well pumping and using reuse from alluvial wells and surface storage to reduce reliance on aquifer wells during summer peaks. We continue helping Monument improve system efficiency to ensure reliable water for all customers.

CLIENT

Town of Monument

POINT OF CONTACT

Tom Tharnish, Director of Public Works
719.884.8039 Ext 1300

SERVICES

- Aquifer Yield Analyses
- Construction Observation Services
- Deep Bedrock Well Design
- Geophysical Log Interpretation
- Hydrogeologic Evaluations
- Water Rights
- Water Supply Reliability Evaluations
- Water Quality Analyses
- Well Permitting
- Well Development & Aquifer Testing
- Well Impact Analyses



Municipal Ground Water System Parker, CO



DESCRIPTION

Moore Engineering (formerly Lytle Water Solutions) began working as a consultant to the Parker Water and Sanitation District (PWSD) in 1982 when it had only 400 taps. Currently, PWSD serves over 13,000 taps and is expected to have an ultimate service area of 45,000 taps.

The PWSD municipal ground water supply system is comprised of alluvial wells associated with Cherry Creek and deep bedrock wells of the Denver Basin. We have been involved in the design and construction observation of three alluvial wells, as well as over twenty Denver Basin bedrock aquifer wells. This work includes the design, construction observation, development and aquifer testing and the recommendations regarding pump setting depths and design pumping rates. We have also been involved with the water supply reliability evaluations on an on-going basis to allow PWSD to maintain a reliable water supply for all of its customers.

CLIENT

Parker Water and Sanitation District

POINT OF CONTACT

Frank Jaeger, District Manager
303.841.4627

SERVICES

- Alluvial Aquifer Well Design
- Aquifer Yield Analyses
- Construction Observation Services
- Deep Bedrock Well Design
- Geophysical Log Interpretation
- Hydrogeologic Evaluations
- Water Rights
- Water Quality Analyses
- Well Permitting
- Well Development & Aquifer Testing
- Well Impact Analyses



Related Experience



Timnath Lakes Augmentation Plan

Timnath, CO

CHALLENGE

CAC Timnath, LLC is the developer of a property that is using ponds to passively dewater shallow groundwater conditions. Because the ponds expose natural groundwater, depletions associated with evaporation have to be augmented. This mode of operation created a very complex hydrogeologic issue to evaluate. CAC Timnath could not proceed with the development until an augmentation plan was adjudicated in Water Court.

SOLUTION

Moore Engineering (formerly Lytle Water Solutions) had to assess how to evaluate the passive dewatering system and how to augment the depletions associated with the dewatering ponds. This involved a two-prong solution; (1) develop a numerical groundwater models to assess dewatering rates and (2) assess the surface water supplies that would be used to augment the depletions. The model results indicated the ponds would passively dewater only a portion of the property, therefore, we also modeled two separate underdrain systems that would lower the high groundwater table at locations unaffected by the dewatering ponds. Our engineers also identified a senior direct flow right (Lake Canal) that was evaluated for a change of use to allow augmentation. This, however, also resulted in the need for another pond to store the changed water since augmentation is required on a year-round basis and irrigation water supplies are only available during the irrigation season. Since water needed to be available on a year-round basis, the pond had to be lined and our engineers prepared a reservoir operations model to demonstrate a reliable water supply could be provided.

OUTCOME

The augmentation plan was decreed in Water Court, the passive dewatering ponds and augmentation pond are all in place, and development of the property is well underway. Moore Engineering continues to assist with the instrumentation and controls to monitor all parameters that are necessary under the augmentation plan.

CLIENT

CAC Timnath, LLC

POINT OF CONTACT

Michael Kuykendall,
Senior Vice President
510.267.3428

KEY DATES

Start Date: 2015

End Date: 2024

SERVICES

Water Rights

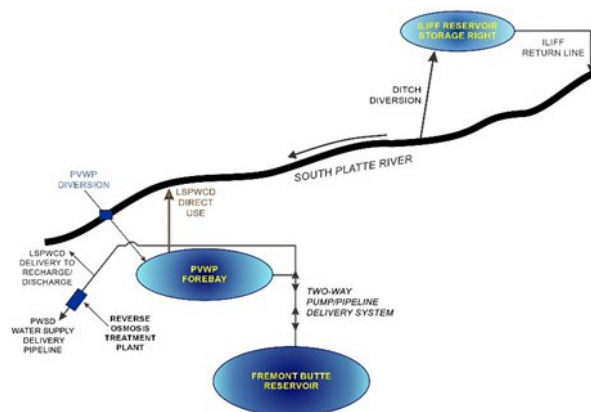
Ground Water Modeling

Groundwater Monitoring

Surface Water Hydrology

Reservoir Operations Modeling

Related Experience



Platte Valley Water Partnership Project

Eastern Plains, CO

CHALLENGE

The Parker Water and Sanitation District (PWSD), a municipal water supplier in the Denver metropolitan area is heavily reliant on deep bedrock wells that are a non-renewable water supply. In addition, water levels are declining in the aquifers while the PWSD continues to grow. Therefore, PWSD has been seeking a source of reliable, renewable water supplies to supplement or replace its current bedrock aquifer well use.

SOLUTION

For many years, PWSD has been collaborating with the Lower South Platte Water Conservancy District (LSPWCD) in developing ideas for a water supply project to mutually benefit municipal and agricultural users. Moore Engineering (formerly Lytle Water Solutions) personnel is the engineer of record on the project, and has used a point-flow and reservoir operational model developed by our personnel to identify and optimize points of diversion on the South Platte River, forebay storage, and downstream terminal storage that can then feed a water supply delivery pipeline back to Parker and for LSPWCD's use on the lower river. The Platte Valley Water Partnership (PVWP) project is currently in Water Court to obtain the necessary water rights. The PVWP water supply project is designed to benefit both municipal water users along the Front Range, as well as providing supplemental agricultural water to LSPWCD on the Eastern Plains of Colorado. PWSD can manage variable water supply yields being delivered to Parker by its upstream terminal reservoir, Rueter-Hess, and LSPWCD users have extensive water supply shortages so available water can supplement late season irrigation supply deficits. They are co-applicants and will share the yields from the project equally.

OUTCOME

It is expected that the water rights will be obtained in 2026 and then permitting will commence to obtain a Section 404 permit, as well as ancillary permits. It is anticipated the project will be on line by 2035-2040.

CLIENT

Parker Water and Sanitation District

POINT OF CONTACT

Heather Justus, P.G.
Water Resources Manager
303.818.5988

KEY DATES

Start Date: 2019

End Date: Ongoing

SERVICES

Surface Water Hydrology

Surface Water Modeling

Water Rights

Reservoir Operations Modeling

FUNDING & ENGAGEMENT SERVICES

Unlocking Funding for Communities

Moore Engineering's Funding Services Team specializes in helping communities secure funding, manage grants, execute engagement strategies, and complete successful projects without the burden of handling the process alone.

HOW WE HELP OUR COMMUNITIES



Identify the Right Funding - We find grants that fit your community's needs and build strategies to maximize funding.



Grant Writing and Proposal Support - We manage data, narratives, and budgets to create strong, compliant funding applications.



Post-Award Grant Management - We handle documentation, financial tracking, and reporting to keep your grant in compliance.



Community and Stakeholder Engagement - We engage stakeholders through multi-media outreach to build support and transparency.

SUCCESS STORIES

Bois de Sioux Watershed District, MN - Redpath Impoundment Project - The Mustinka River experiences widespread flooding and breakout flows that damage cropland and infrastructure. To construct the impoundment's channel, levees, and spillway, Moore's team has helped the District secure and administer more than \$23M in funding from 8 different federal, state, and private funding sources.

City of Mayville, ND - Dam 2 Reconstruction Project - Following a major failure of the dam caused by spring flooding, Moore assisted the City with securing and managing nearly \$6M in funding to reconstruct the dam and perform habitat and recreational improvements. Funding came from 2 federal agencies (FEMA and USFWS) and 2 state agencies (DES and OHF).

Comfort Lake–Forest Lake Watershed District, MN – Natural Shoreline Restoration Campaign - Moore Engineering is leading a multi-channel outreach campaign, including print, web, and a video series, to motivate residents to restore natural shorelines and show how small actions improve water quality.

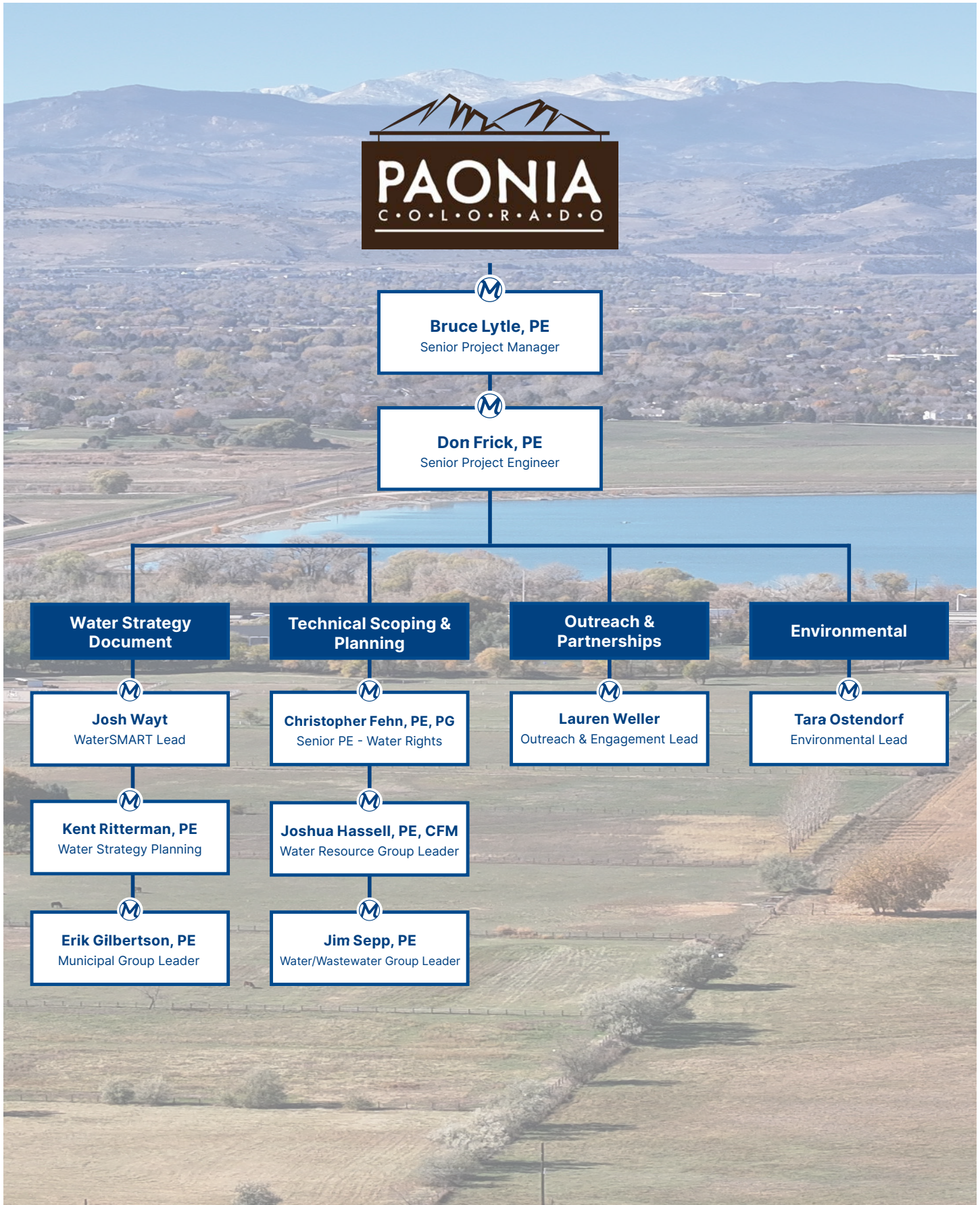
Bemidji, MN – Climate Action Plan - Moore Engineering led the public engagement for Bemidji's Climate Action Plan, gathering input through surveys and digital outreach to shape priorities and build support around shared values of stewardship and resilience.





3. PROJECT TEAM & KEY PERSONNEL

Organization Chart





Bruce Lytle, PE, former President of Lytle Water Solutions (acquired by Moore Engineering), has nearly 50 years of experience in surface and groundwater hydrology. His expertise spans water resource challenges, supply development, water rights, mining hydrology, and environmental studies. He led numerous aquifer storage and recovery (ASR) projects, including modeling ASR systems, groundwater flow, and contaminant transport. Mr. Lytle also has extensive knowledge of water quality and environmental remediation. His career reflects a strong commitment to advancing hydrologic science and practical water management.

Education

- BS in Civil & Environ. Eng., Clarkson College of Technology
- MS in Civil & Environ. Eng., University of Colorado

Professional Experience

- Moore Engineering since 2024
- Lytle Water Solutions: 21 Years
- Other Firms: 27 Years

Professional Registrations

- Professional Engineer - CO, NM, NE, SC, NV, CA, AK, WY, AZ

Professional Affiliations

- American Water Resources Association
- Special District Association of Colorado
- National Ground Water Association
- American Council of Eng. Companies
- American Society of Civil Engineers

Bruce Lytle, PE Senior Project Manager

bruce.lytle@mooreengineeringinc.com
303.941.2077

RELEVANT EXPERIENCE

*Town of Monument – Water Supply Development and Management

» Town of Monument, Colorado

Bruce has served as the Town of Monument's water resource consultant since 1987, providing ongoing support for the development and management of its municipal water supply system. Bruce designed and oversaw the installation of three new Denver Basin aquifer wells and the redrilling of an existing well to expand groundwater capacity. In addition, Bruce is assisting the Town with integrating Denver Basin groundwater, alluvial sources, and surface water storage at Monument Lake to improve system efficiency, enhance reuse potential, and reduce reliance on deep aquifer pumping during peak summer demand. Opportunities for a full water reuse system for the Town is currently being evaluated through both indirect and direct reuse methods.

*Parker Water and Sanitation District – Surface and Groundwater Supply Development

» Douglas County, Colorado

Bruce has served as Parker's water resource consultant since 1981, when Parker had only 400 taps. He has provided technical services to develop water supplies supporting growth to 25,000 taps, with a projected buildout of 55,000. His work includes designing, constructing, and testing over 30 Denver Basin bedrock wells and multiple alluvial wells, plus engineering studies for water storage rights and permitting for the 72,000-acre-foot Rueter-Hess Reservoir. With the reservoir online, we assisted Parker in developing a reuse system for reliable water delivery. We are also engineers of record for a major Eastern Plains project to secure renewable water supplies.

*Meridian Service Metropolitan District – Reuse and Replacement Plan Development

» El Paso County, Colorado

Meridian Service has relied on Denver Basin groundwater since 2010. As its water resources consultant, we help the growing community meet its needs efficiently. Recently, we engineered and secured approval for a joint replacement plan to recover and reuse effluent recharged through rapid infiltration basins. This included groundwater modeling, historical well-use evaluation, pumping schedule analysis, and expert reports confirming no injury to existing rights. Following settlement, the plan enabled design of wells, pipelines, and pump stations for reuse delivery. The project provides supplemental supplies, reduces reliance on deep groundwater, and improves resource efficiency through reuse.

**PROJECT STARTED WHILE EMPLOYED BY
LYTLE WATER SOLUTIONS AND IS STILL ACTIVE*



Graduated from Colorado State University in 2002 with a B.S. in Civil Engineering and worked full time at Applegate Group, Inc., while attending Law School at the University of Denver at night. Obtained licensure as professional engineer in Wyoming in 2006, reciprocal licensure from Colorado in 2007. Licensed to practice law in Colorado in 2007. easements, and water use agreements.

Education

- Juris Doctorate, University of Denver Sturm College of Law
- BS in Civil Engineering
- Colorado State University

Professional Experience

- Moore Engineering since 2025
- Water Supply and Storage Company – 5 Years
- Fischer, Brown, Bartlett & Gunn, P.C. – 12 Years
- Applegate Group, Inc. – 5 years

Professional Registrations

- Professional Engineer - CO, WY
- Licensed Attorney - CO, WY

Don Frick, PE Senior Project Engineer - Water Rights

don.frick@mooreengineeringinc.com
970.227.9040

RELEVANT EXPERIENCE

*City of Northglenn

» July 2007 – December 2022

The City of Northglenn provides water service to roughly 40,000 residents. Northglenn's raw water supply is delivered from Standley Lake, which receives its water supply from a number of sources, including transmountain diversions, and several mutual ditch companies. Work for Northglenn has included water planning and management, including water portfolio diversification, assistance with the acquisition of new water sources, prosecution of civil water court cases, intergovernmental agreements, and water right protection.

*City of Brighton

» July 2007 - November 2019

The City of Brighton provides water service to roughly 39,000 residents. Brighton's raw water supply is derived from a combination of alluvial ground water wells, raw water purchased from other municipalities, and reservoir sources. Work for Brighton included assistance with the acquisition of new water sources, prosecution of civil water court cases, intergovernmental agreements, and water right protection.

*City of Greeley

» May 2002 – July 2007

The City of Greeley provides water service to over 100,000 residents. Greeley's water supply derives from water imported from the Colorado River Basin through both the Colorado-Big Thompson and Windy Gap projects. Greeley also obtains raw water from two different major watersheds, the Big Thompson River and the Poudre River. Work for Greeley included water resource planning and management, expert witness report preparation, water right evaluations, and water right protection.

*City of Arvada

» May 2002 – July 2007

The City of Arvada provides water service to over 110,000 residents. Arvada obtains its water service from various reservoirs and ownership in mutual ditch companies, among other sources. Work for Arvada included water right evaluations, water right yield simulations, drought planning and management, and water court assistance.

**PROJECT COMPLETED WHILE EMPLOYED BY ANOTHER FIRM*



Josh brings 13 years of experience in grant writing and grant management to this project. Before joining Moore, he worked at Sisseton Wahpeton College (2016-2021) and consulted with many other tribal communities across the Midwest and Northern Plains. Josh is deeply committed to a collaborative approach that nurtures meaningful contributions and trusting relationships among diverse team members. He has led numerous application efforts that have secured large grants from state, federal, and private entities.

Since joining Moore, Josh has introduced and refined processes that simplify and streamline application development and award management systems. He also provides project teams with actionable insights by building productive relationships with funding agency staff and comprehensively researching funding opportunities. He is passionate about developing proposals and managing awards in ways that align with the needs, interests, and concerns of clients.

Education

- BS in Secondary English Education, University of South Florida
- MA in Linguistics, University of Virginia

Professional Experience

- Moore Engineering since 2022
- Other Firms - 10 Years

Josh Wayt WaterSMART Lead

josh.wayt@mooreengineeringinc.com
701.200.5455

RELEVANT EXPERIENCE

Dam #2 Replacement Project

» City of Mayville, ND

Led the administration and implementation of nearly \$6M in state and federal grant funding. Federal funding was provided by FEMA's Disaster Program (\$4.5M).

Westwood Addition Reconstruction Project

» City of West Fargo, ND

Led the overall funding strategy and oversaw the administration of \$7.8M in state and federal funding. Federal funds were provided by the US Environmental Protection Agency (\$6.1M).

Water Treatment Plant Rehabilitation Project

» City of Danube, MN

Led the overall funding strategy and oversaw the implementation of \$4.4M in state and federal grant awards. Federal funds were provided by the U.S. Environmental Protection Agency (\$1.2M) and USDA Rural Development (\$2.6M).

Water System Improvements Project

» City of Ashley, ND

Developed the overall funding strategy and the administration of \$4.6M in state and federal grant awards. Federal funds were provided by HUD's Community Development Block Grant (\$700k).

12-Mile Creek Flood Mitigation Study

» Bois de Sioux Watershed District, MN

Lead grant writer and award coordinator for a successful application to FEMA's Hazard Mitigation Assistance (HMA) Program. Project was awarded \$301k in Advanced Assistance funding.

Redpath Impoundment Project

» Bois de Sioux Watershed District, MN

Lead grant writer and award coordinator for \$2M in grant funding provided by multiple programs administered by the Board of Water and Soil Resources (BWSR).



Lauren joined Moore Engineering in 2024 as the firm's first dedicated engagement professional, bringing over a decade of experience in public outreach and communications. In her previous roles at Colorado State University, she built international partnerships, led communications teams, and supported R1 research initiatives. Her work has earned three national marketing awards and she was recognized as one of BizWest Magazine's 40 Under Forty in 2023. She has also completed a Public Engagement certificate through Pepperdine University's Davenport Institute, expanding her skills in inclusive outreach and innovative engagement tools. At Moore, she supports efforts to integrate community input into project planning and communication.

Education

- BS in Journalism and Technical Communication, Colorado State University
- MS in Agricultural Science, Colorado State University
- Certificate in Public Engagement, Pepperdine University

Professional Experience

- Moore Engineering since 2024
- Other Firms – 11 Years

Lauren Weller Community Engagement Manager

lauren.weller@mooreengineeringinc.com
612.895.7667

RELEVANT EXPERIENCE

Bemidji Climate Action Plan, Engagement Specialist

» Bemidji, MN

Leads the public engagement effort for the Climate Resiliency Survey by developing and distributing promotional materials, including posters, flyers, and digital graphics. Coordinates with partner organizations and leverages social media and mailings to maximize survey participation, gathering diverse community input to inform the City's climate resiliency strategies.

Bemidji Avenue Public Input, Engagement Specialist

» Beltrami County, MN

Leads the public input process to gather feedback on proposed safety and accessibility improvements. Through a virtual survey and collaboration with local organizations, collected survey responses and provided actionable feedback.

Ottawa Street Reconstruction, Engagement Specialist

» Bismarck, ND

Coordinates engagement by focusing on bridging information gaps and building consensus among property owners. Established a Stakeholder Advisory Committee to ensure direct input from impacted property owners. Used surveys and ongoing discussions to guide design decisions, addressing key issues like accessibility, safety, and stormwater management, creating a collaborative, community-driven process.

Buck's Mill Dam Modification, Engagement Specialist

» Pelican River Watershed District

Leads multi-media outreach for the Buck's Mill Dam Modification project, engaging the Detroit Lakes, MN, community through visual tools like an ARC GIS StoryMap and a project video that highlights the need for the project. These resources communicate project details and enhance community understanding.

*CSU Impact(o) Map, Project Manager

» Colorado State University

Managed and contributed to the design of the CSU IMPACT(O) Map, a GIS/StoryMaps platform featuring over 140 bilingual stories about CSU's global research efforts. This project demonstrated Lauren's expertise in making complex research accessible and engaging for a diverse audience.

**PROJECT COMPLETED WHILE EMPLOYED BY ANOTHER FIRM*



Kent has served as a Project Manager and Design Engineer on all types of civil engineering projects with over 32 years of experience. He has assisted with wastewater collection/treatment, pumping systems, water treatment, water supply, stormwater collection/conveyance, overland drainage, storage facilities, distribution, and roadway design. Duties that he has been assigned include preliminary engineering and feasibility studies, design, process design, selection of equipment, plant operation, construction inspection and contract administration. His involvement in these projects has brought him a great deal of experience working in conjunction with local, state, and federal agencies.

Education

- BS in Civil Engineering, University of North Dakota

Professional Experience

- Moore Engineering since 1996
- Other Firms - 3 Years

Professional Registrations

- Professional Eng. - ND, MN, SD, MT

Professional Affiliations

- ND Society of Professional Engineers
- American Society of Civil Engineers
- American Water Works Association
- Water Environment Federation – 2008
- Young Engineer of the Year – 2003

Kent Ritterman, PE Senior Project Manager

kent.ritterman@mooreengineeringinc.com
701.373.5486

RELEVANT EXPERIENCE

Cass Rural Water Users District/Fargo, ND Effluent Reuse Facility

» Fargo, ND

Project Manager & Design Engineer activities associated with an advanced tertiary treatment plant using Fargo WWTP secondary effluent to produce 1.4 MGD reverse osmosis quality water using state-of-the-art water treatment equipment with the finish water pumped 26 miles to Tharaldson Ethanol plant. Technical and design skills were utilized to successfully bring this project thru a short time table to meet required design, procurement, and construction schedules.

Garrison Raw Water Intake Improvements

» Garrison, ND

Project Manager for a project that upgraded and expanded the existing raw water intake into Missouri River system. The project includes new HDD intake pipe, new pumps & controls, air & chemical system, new intake screen/structure.

Water Treatment Plant Upgrade - Phases 1 and 2

» Beulah, ND

Project Manager for the multi-phase of a project that transformed the existing lime softening treatment plant to a Reverse Osmosis treatment plant while re-purposing areas in the plant for more usefulness. The project included adding a new concentrate discharge line into the Knife River. Roof rehabilitation, installation of multiple new process equipment and piping throughout the WTP. Upgrading the SCADA and operator interface to help optimize the efficacy of water treatment.

Citywide Water, Sanitary Sewer, Storm Sewer & Street Improvements, Phase 1, 2, 3 & 4

» Fargo, ND

Project Management and Engineering responsible for the planning, design, securing of financing, project overview and construction administration of the replacement of 130 blocks of sanitary sewer mains, 110 blocks of water mains, 14 blocks of storm sewer, and 130 blocks of street infrastructure over a four year period. Project included coordination with City, Dickey County, and NDDOT and included the complete replacement of the infrastructure in the City's downtown business district and along the ND Hwy 1 corridor throughout the City.



Chris Fehn, PE, PG, is a Water Resources Group Leader at Moore Engineering formally and specializes in predictive modeling of complex reservoir systems, HCU analyses and change cases, all aspect of deep and shallow well drilling, augmentation plans, lawn irrigation return flow analysis, and more. Mr. Fehn is an alumnus of the Colorado School of Mines Geological Engineering Department.

Education

- BS in Geological Engineering, Colorado School of Mines

Professional Experience

- Moore Engineering since 2024
- Lytle Water Solutions – 12 Years

Professional Registrations

- Professional Engineer - CO
- Professional Geologist - CA, WY, AZ

Professional Affiliations

- Colorado Environmental Management Society
- Colorado Water Congress
- Association of Environmental & Engineering Geologists

Christopher Fehn, PE, PG Senior Project Engineer - Water Rights

chris.fehn@mooreengineeringinc.com
804.691.4795

RELEVANT EXPERIENCE

*Platte Valley Water Partnership – Water Availability Modeling

» Lower South Platte River, CO

Developed and continues to refine a large-scale operations model to evaluate project yield, augmentation strategy, and downstream water rights impact. The model integrates daily streamflow records, synthetic gage estimates, and complex infrastructure components (diversions, reservoirs, exchanges) controlled by real-world constraints. Supported planning, sensitivity analyses, and expert testimony.

*Multi-Agency Deep Well Construction Oversight

» Various Locations, CO

Managed all phases of over 20 municipal well construction projects tapping confined aquifers between 500 and 3,000+ feet. Responsibilities included water court research, regulatory permitting, geophysical log interpretation, well design with variance requests, construction documentation, and pump sizing. Developed custom forms and calculators to support QA/QC and test interpretation.

*Colorado Water Court Technical Support – Consumptive Use & Expert Testimony

» CO

Provided expert technical support in Water Court cases involving groundwater, diversions, change of use, and augmentation plans. Conducted historic consumptive use analyses and supported development of irrigation demand scenarios for infrastructure planning and operations modeling. Experienced in preparation and delivery of expert witness testimony.

*Surface Water Diversion and Reservoir Operations Modeling

» Multiple Clients, CO

Developed infrastructure models for proposed diversion projects, assessing feasibility, expected yield, and operational response under varying conditions. Models included sensitivity testing of structure criteria and system-wide hydrologic behaviors to inform design and compliance strategies.

*Stream and Ditch Loss Studies & Secondary Gaging Stations

» Various Irrigation Districts, CO

Led design and implementation of river and ditch loss studies using both stream gage records and field-collected data. Designed and installed secondary gaging stations with datalogger systems and established rated sections to quantify conveyance losses and support water management decisions.

**PROJECT COMPLETED WHILE EMPLOYED BY ANOTHER FIRM*



Josh will be responsible for all water resources projects, including the management and administration of the engineering staff to meet the needs of the project. More specifically, he will manage the design team for projects involving stormwater analysis and hydraulic design. Josh works with federal, state and local governments as well as private parties on water resource projects. His experience includes hydraulic studies of natural and manmade channels, floodplain management, hydrologic studies ranging from a few acres to 1000+ square miles of contributing area, urban stormwater modeling, dam design and analysis, FEMA flood damage recovery projects and levee certification.

Education

- BS in Civil Engineering, University of North Dakota
- Master's Degree, Engineering, University of North Dakota

Professional Experience

- Moore Engineering since 2010

Professional Registrations

- Professional Engineer - ND, MN
- Certified Floodplain Manager (CFM)

Professional Affiliations

- F-M Eng. Club – NDSPE Chapter 4
- Assoc. of State Floodplain Managers
- Minnesota Assoc. of State Floodplain Managers
- Assoc. of State Dam Safety Officials

Joshua Hassell, PE, CFM Senior Water Resources Group Leader

joshua.hassell@mooreengineeringinc.com
701.499.5829

RELEVANT EXPERIENCE

Amenia Flood Control Project

» Cass County, ND

Josh is the lead engineer of this ongoing project and is overseeing the final design of the flood control project including the exterior flood plain analysis being completed in HEC-RAS 2D and the interior drainage design, pond and pump station sizing being completed in XPSWMM 2D.

Rush River Detention Study

Client: Rush River Water Resource District

» Cass County, ND

Duties included watershed delineation utilizing Geographic Information System (GIS), calculating elevation storage curves, backwater pools, identifying potentially impacted structures, and writing project report summary.

Comprehensive Detention Studies

Client: Maple, Rush & Traill County Water Resource Districts

» Maple River, Rush River, & Elm River

Duties included assisting with watershed delineation utilizing Geographic Information System (GIS), calculating elevation storage curves, backwater pools, identifying potentially impacted structures, inputting proposed structure into existing HEC-HMS Models, modeling of structures to determine impacts and benefits downstream, assisting with HEC-HMS model review, and writing project report summary.

HMS Model Development

Client: City of Fargo

» Rush River, Maple River, Elm River, & Lower Sheyenne River, ND

Duties included sub-basin delineation, calculation of non-contributing area based on 100yr Run Off volumes, HMS Model creation, calibration of HMS models based on existing NEXRAD rainfall data and existing USGS gage stations, development of synthetic events based on calibrated parameters, compilation of resulting data sets, and assisting in compilation of reports.



Jim has designed and overseen the construction and operation of numerous water, wastewater, and stormwater infrastructure, including mechanical water and wastewater treatment facilities, pumping stations, wells, water towers, and force mains. In addition, he has broad knowledge and experience from a variety of past projects and experiences, including proficiency in hydraulic piping and pumping systems, water supply and wastewater collection systems, process efficiency and optimization, and electrical supply and controls systems.

Education

- BS in Civil Engineering, University of Wisconsin-Madison

Professional Experience

- Moore Engineering since 2010
- Other Firms - 12 Years

Professional Registrations

- Professional Engineer - MN, ND, SD

Professional Affiliations

- American Water Works Association (AWWA)
- American Society of Civil Engineers (ASCE)

Jim Sepp, PE Water/Wastewater Group Leader

jim.sepp@mooreengineeringinc.com
701.499.5824

RELEVANT EXPERIENCE

29 Mile Rural Distribution, Western Area Water Supply Authority

» Williams and Divide Counties, ND

Designed a packaged underground water pressure booster station with a water storage tank. Includes 10,000 gallon water storage tank, triplex pressure booster pumps and electrical and controls system.

Little McDonald Lake, Kerbs, & Paul Lake Improvement District, MN - Pumping Station 18632A

» Ottertail County, MN

Project design engineer for a 15 cfs lake water intake, filtration, and pumping station to transfer lake water from Little McDonald Lake to an outlet location through a 24- and 30-inch diameter, 5.2 mile long pipeline. The project included a submerged, direct lake water intake and structure, pumping station building with vertical turbine pumps and mechanical, automatic self-cleaning filtration equipment, and controls system. Assisted with the design, sizing, and provided recommendations for the intake and discharge transfer pipelines.

Well Improvements 17659

» Williams and Divide Counties, ND

Upgrades to several well houses and pumping systems including rehabilitation to address declining well capacity, pumping inefficiencies, aging and/or failing equipment, and furnish new sources of well supplies.

Water Treatment Plant Upgrade - Phases 1 and 2 17394

» Beulah, ND

Project Engineer for the multi-phase of a project that transformed the existing lime softening treatment plant to a Reverse Osmosis treatment plant while re-purposing areas in the plant for more usefulness. The project included adding a new concentrate discharge line into the Knife River. Roof rehabilitation, installation of multiple new process equipment and piping throughout the WTP. Upgrading the SCADA and operator interface to help optimize the efficacy of water treatment.

Computer Water Modeling

» Oakes, ND

Created a comprehensive computer model of the City's water distribution system using recent aerial photography for accurate scaling and integration into water maps. Data input included tower water levels, operating ranges, completed construction projects, water use allocation, and pipe condition estimates from field tests. The model enables reasonably accurate analysis of pressure, fire flow, water age, pipeline sizing, and identification of system restrictions or limitations.



Tara has held the position of Environmental Group Leader since 2023. In this capacity, she oversees and directs the team responsible for providing comprehensive environmental review, permitting, funding, and outreach services.

She specializes in watershed management and plan implementation, funding strategy and project coordination. Tara has worked with watershed districts, soil and water conservation districts and numerous county and municipal environmental resource departments throughout Minnesota.

Education

- BS in Biology, UMN – Morris

Professional Experience

- Moore Engineering since 2019
- State of MN – Board of Water & Soil Resources, Board Conservationist – 3 Years
- North Fork Crow River Watershed District, Administrator – 2 Years
- Sauk River Watershed District – 5 Years

Training & Certifications

- MN Board of Water & Soil Resources (Leadership Academy)
- Certified Construction SWPPP Designer

Tara Ostendorf Environmental Group Leader

tara.ostendorf@mooreengineeringinc.com
320.281.5493 ext. 1106

RELEVANT EXPERIENCE

North Fork Crow River Watershed Collaboration

» Minnesota

Since 2019, served as the Plan Coordinator for Wright County Soil & Water Conservation District (SWCD), offering coordination services for comprehensive management plan implementation for the North Fork Crow River Watershed Planning Collaboration. Services support thirteen public entities and includes preparing and facilitating committee meetings, drafting and reviewing annual work plans, annual reporting, creating technical tools to aid in practice implementation, coordinating technical engineering services, funding strategies and providing daily assistance to the fiscal coordinator.

Buck's Mill Dam Modification – EAW & Permitting 2024-2026

» Ottertail County, MN

Oversaw the team responsible for drafting an Environmental Assessment Worksheet (EAW) under Minnesota Rules 4410.4300 for the Pelican River Watershed District's Buck's Mill Dam Modification project. This project, sponsored by the MN DNR aimed to modify an existing low head dam provide enhanced fish passage. Contributions included providing technical guidance, quality control, and assurance of project deliverables.

USACE Section 594 Environmental Assessment 2023

» Aneta, ND

Oversaw the preparation of an Environmental Assessment to satisfy the federal funding requirements under the USACE Section 594 program for the City of Aneta. The project included watermain and sanitary sewer infrastructure improvements throughout the City.

USACE Section 594 Environmental Assessment 2023

» Cando, ND

Oversaw the preparation of an Environmental Assessment to satisfy the federal funding requirements under the USACE Section 594 program for the City of Cando. The project included sanitary sewer relining and replacement, master lift station replacement, new forcemain, and watermain replacement.



Erik's role will be to assign production staff to your projects and ensure the City's schedules are met. He has over 27 years of experience in design and project management of public infrastructure projects, water distribution, sewage collection and storm water management. In addition, Erik will ensure that Moore Engineering's Quality Management Plan is being followed throughout the planning, design, and construction of your projects, providing guidance to the Project Team from project inception to completion.

Education

- BS Civil Engineering,
Iowa State University

Professional Experience

- Moore Engineering since 2017
- Other Firms - 19 Years

Professional Registrations

- Professional Engineer - CO, ND, MN,
IA, MO

Professional Affiliations

- American Public Works Association

Erik Gilbertson, PE Municipal Group Leader

erik.gilbertson@mooreengineeringinc.com
701.551.1085

RELEVANT EXPERIENCE

Water Storage and Pressure Zone Modifications

» Valley City, ND

The City of Valley City was struggling with water pressure and water quality issues in a pressure zone located adjacent to the local airport. Moore Engineering assisted in studying solutions which included a complete water model, review of the pressure zones, review of the existing steel standpipe, and review of the existing elevated tower. The final solution involved retiring both the standpipe and elevated tank, modifying the pressure zones, and installing a new tank at a more favorable elevation in the upper pressure zone. The project is slated for construction in 2026. Work included study, project design, permitting, and plan preparation.

Water Improvement Project No. 1312, 1312-II, 1313 (2020)

» West Fargo, ND

Project Engineer for the water distribution project in the rapidly growing community. The improvements included installing 16-inch transmission mains, eliminating 8-inch and 12-inch dead ends and improving looping totaling over 3½ miles of mains. The project crossed the BNSF railroad, Interstate 94, the West Fargo Diversion, and the Horace Diversion requiring permits from local, state, and federal agencies. Project tasks: preparation of the plans, permitting, and specifications and construction administration.

*Membrane Concentrate Disposal System

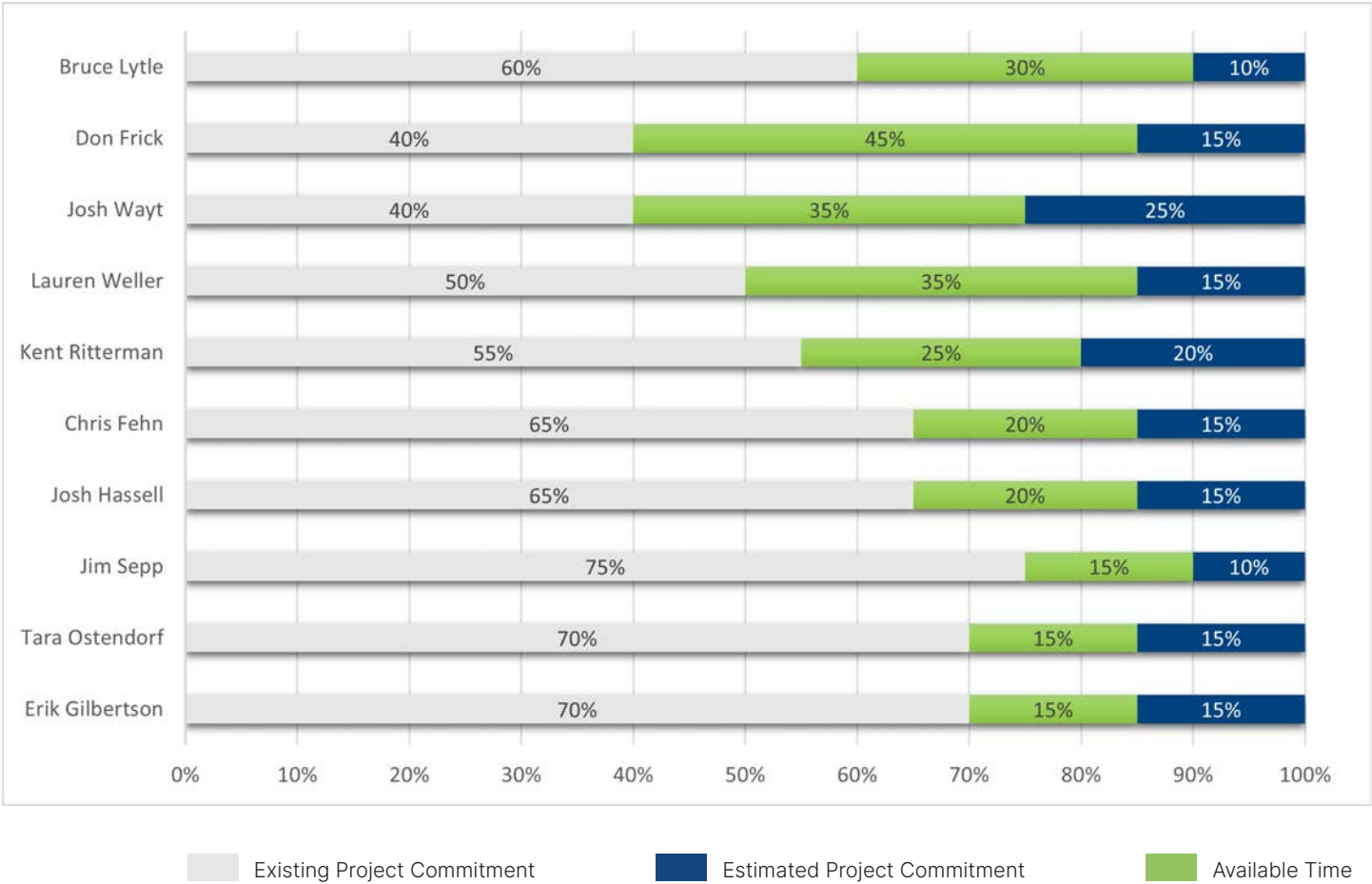
» Valley City, ND

Due to the increase in Devils Lake water being discharged into the Sheyenne River, improvements were needed at the Valley City water treatment plant to address high sulfates in the drinking water source. A membrane treatment plant was constructed to remove the sulfates. These sulfates could not be directly discharged back into the river, so a disposal system was required. This system included over 3 miles of pipeline and a 15 acre lagoon. Project tasks: preparation of plans and specifications for the pipeline and lagoon, and construction administration of all project items.

**PROJECT COMPLETED WHILE EMPLOYED BY ANOTHER FIRM*

Staff Availability

Moore assures the availability of the staff assigned to these projects. Completing everything within our control within the deadlines set is understood to be critical to a project’s success. Current workloads are manageable and capable of completing these projects.





4. PROJECT UNDERSTANDING & APPROACH

Project Understanding

The Town of Paonia seeks a **qualified consultant to lead the development of a comprehensive Water Strategy** under the Bureau of Reclamation's WaterSMART Grant Agreement. This initiative will create a structured, data-driven roadmap to strengthen Paonia's long-term water system resiliency by integrating technical analyses, stakeholder collaboration, and regulatory compliance.

Moore Engineering understands that the Town's water system—sourced from high-elevation springs on Mt. Lamborn and Landsend Peak—faces challenges related to watershed vulnerability, limited infrastructure capacity, and evolving climate and drought conditions. The Water Strategy must thoroughly evaluate the watershed and supply system, assess infrastructure and operational limitations, and identify practical, prioritized alternatives that enhance both short- and long-term water security.

This project requires a **consultant capable of navigating complex engineering, regulatory, and stakeholder dimensions while aligning with the Bureau of Reclamation's WaterSMART framework**. Deliverables will include technical assessments, comparative analysis of project alternatives, stakeholder outreach documentation, and a comprehensive Water Strategy that meets federal and community standards through 2027.



Proposed Methodology

SCOPING AND PLANNING ACTIVITIES METHODOLOGY & APPROACH

The Town of Peonia relies on a complex series of springs and water supply pipelines that provide water to the Town's two water treatment plants for distribution. In 2019 portions of Paonia's collection system failed leaving the Town without water. This project will focus on finding ways to increase reliability, efficiency and redundancy of the Town's water collection system.

Previous studies have focused on the hydrogeology of the watersheds contributing to the water yield of the Town's springs. Wright Water Engineers' October 2025 Phase I study conducted hydrogeologic investigations, spring monitoring and made recommendations for further investigation into potential improvements to the springs to increase yields.

The Town's main sources of water are as follows:

- German Creek Springs Collection System, which includes junior water rights decreed for municipal use along with a plan for augmentation, and senior priorities that were changed for municipal use with restrictions based on historical use.
- Beaver Dam Ditch, which is a transfer from a decreed irrigation right and changed for use by the Town in Case No. 14CW3004 with restrictions based on the historical use of the water right.

We will review compliance with the applicable decrees while also ensuring that the Town is maximizing the beneficial use permitted under each decree.

A key aspect of the project will also be assessing the reliability of the Town's water rights, including the legal ability to increase yields should it be possible to improve the physical supply of water from the springs. The analysis of the Town's water rights needs to focus the legality of diversions under the Town's water rights under current and potential future administration scenarios.

Further diversification of the Town's water right portfolio should also be considered for purposes of increasing redundancy into the future. By analyzing the Town's current water right portfolio with the backdrop of current and potential future administrative scenarios, we can identify potential future water supply gaps and make recommendations for potential acquisitions and/or development of surface storage locations. In evaluating ways to manage water supply gaps new surface storage could be an effective means to achieve this objective and, if the storage is developed as off-channel and non-jurisdictional, there are no permitting issues, but storage rights would have to be decreed in Water Court.

The Town's collection system also needs to be assessed from a conveyance efficiency standpoint. Part of this assessment necessarily require an initial review of the system from an accessibility standpoint. Accessibility improvements may be required to help identify inefficiencies in the system and potential critical breakdowns.

WATER STRATEGY DOCUMENT METHODOLOGY & APPROACH

The Town of Paonia's administration of funding through the U.S. Bureau of Reclamation's WaterSMART Program requires a partner that can expertly navigate the complex landscape of federal funding while ensuring compliance with federal procurement and administrative standards. When guiding communities through this process, Moore's Funding Team delivers practical, high-quality documentation that advances the community's water management goals. Moore Engineering's Funding Team brings extensive experience working under the Code of Federal Regulations (2 CFR 200) and a proven record of aligning project delivery with the stringent expectations of federal agencies. Our staff is deeply familiar with the WaterSMART Program's requirements, including the preparation of the Water Strategy Document, which functions as both a compliance deliverable and a strategic roadmap for local water investment.

Moore Engineering's Funding Team regularly assists cities, counties, and water districts across the Upper Midwest and Western United States in securing and administering large federal grants from agencies such as the EPA, USDA, FEMA, USDOT, and USBR. This comprehensive involvement has given our team a reputation for dependability and precision in navigating the complex and evolving federal funding environment. Our frequent collaboration with federal program staff fosters a productive partnership characterized by proactive communication and responsiveness. This relational approach promotes efficient resolution of issues, early identification of emerging requirements, and seamless adherence to all reporting and compliance standards throughout the project lifecycle.

In the context of the WaterSMART Program, Moore's approach begins with a disciplined review of the cooperative agreement, guidance materials, and templates provided by the U.S. Bureau of Reclamation. Our Funding Team coordinates closely with

Proposed Methodology

Moore's engineers, planners, and legal experts to ensure that every element of the Water Strategy Document aligns with both regulatory requirements and the Town of Paonia's long-term water and infrastructure objectives. This integrated collaboration supports the development of a responsive and fully compliant deliverable that satisfies USBR's expectations and delivers lasting public value.

Moore Engineering's Funding Team brings a strong foundation in capital improvement planning to the development of the Water Strategy Document. Drawing on lessons from our administrative support for other federal-funded initiatives, we assist communities in identifying, prioritizing, and sequencing capital projects in ways that align with grant eligibility criteria and long-range infrastructure goals. Our method synthesizes insights from public input, engineering assessments, and policy research to develop an actionable roadmap that sets the stage for successful implementation.

Importantly, our Water Strategy Documents are not just inventories of potential projects. Each strategy articulates clear next steps, identifies critical-path tasks, and suggests future funding opportunities to move projects from concept to construction. For Paonia, this approach will ensure that the Water Strategy Document not only meets USBR's requirements but also serves as a living tool for decision-making, positioning the Town for sustained success in securing and managing future water infrastructure investments.

OUTREACH AND PARTNERSHIP BUILDING METHODOLOGY & APPROACH

Our outreach and engagement approach is rooted in transparency and respect for local expertise. Developing Paonia's Water Strategy demands meaningful collaboration among agricultural users, ranchers, water districts, public land managers, and residents who depend on the same watershed.

Our team will partner closely with Town staff to identify key stakeholder groups and develop a targeted Outreach and Partnership Plan that balances broad awareness with focused dialogue. We will collaborate to identify the most effective communication channels including local media, partner networks, and digital tools to reach these groups and gather feedback in approachable and relevant ways. We design engagement activities such as small focus groups, stakeholder interviews, and community workshops that translate technical findings into clear, actionable information.

To expand visibility and accessibility, we would deploy MooreEngage, Moore Engineering's GIS-based public engagement feedback platform. This interactive mapping tool invites participants to share place-based feedback by pinpointing areas of concern, opportunities for improvement, or locations with water system challenges. We can embed MooreEngage into project websites and share it through QR codes at meetings and in promotional materials to make participation easy and convenient.

Our team will also create a GIS StoryMap project website to narrate the Water Strategy process. The StoryMap combines maps, visuals, and concise summaries to communicate project context and milestones. Ongoing outreach through local radio, social media, and newsletters keeps the community informed and strengthens public trust throughout the planning effort.

We will document all engagement activities in full compliance with Bureau of Reclamation standards. The final Water Strategy includes a comprehensive Outreach Summary that details who participated, the key themes that emerged, and how stakeholder input shaped project priorities and recommendations.

Our team regularly leads outreach and communications for federally funded water and environmental planning projects in small and rural communities. We bridge technical and public perspectives through clear, visual, and inclusive communication that builds understanding and trust.



Compliance Strategies

Moore Engineering will ensure that all tasks are conducted in strict accordance with the **approved Bureau of Reclamation WaterSMART Scope of Work and project schedule**. Our team will develop a clear project management framework that tracks milestones, technical analyses, stakeholder engagement, and deliverables to guarantee compliance with federal requirements. By integrating rigorous documentation, regular progress reviews, and proactive coordination with Paonia's staff and USBR staff, we will identify strategies and implement processes that keep the project on schedule, meet all regulatory obligations, and support the successful completion of Paonia's Water Strategy.





5. QUALITY ASSURANCE & COMPLIANCE

Internal Deliverables Processes

COMMITMENT TO SCHEDULE AND BUDGET COMPLIANCE

Moore Engineering fully understands the requirements of working within federally funded programs such as the Bureau of Reclamation's WaterSMART Initiative, where project budgets and schedules are established in advance and adherence to them is essential. Our firm has decades of experience managing projects for public-sector clients and federal agencies. We take this responsibility seriously and have consistently demonstrated our ability to deliver high-quality work on time and within budget while maintaining compliance with all federal and state funding standards.

Our long-standing partnerships with public clients and our extensive record of successful federally funded projects attest to our ability to manage resources effectively, meet critical milestones, and maintain fiscal accountability. Moore Engineering's reputation has been built on reliability and client satisfaction—over 90 percent of our work is repeat business, reflecting our proven commitment to performance and stewardship of public funds.

MANAGEMENT PLAN

Moore has the essential elements & expertise to execute the necessary services for this project. The strong team assigned to this project will immediately start organizing a project management plan and work with all the stakeholders to complete required activities & steps. A project schedule will be provided that will clearly demonstrate major tasks and phases in sequential order.

Moore will specifically set up a management plan and organizational chart to meet the needs of your project. Bruce Lytle, PE, our proposed Project Manager, will oversee the entirety of the project. Don Frick, PE will assist Bruce in all aspects of the project, and will oversee the day-to-day operations and technical aspects of the project. We purposely set up a redundant management structure, so we have no gaps in coverage or structure.

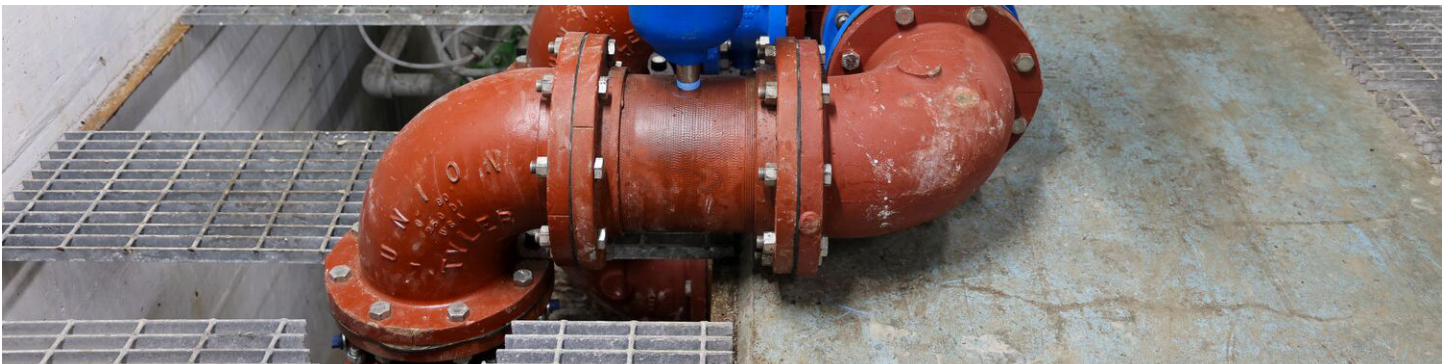
TIME AND BUDGET REQUIREMENTS

Moore understands the importance of controlling costs. We'll develop detail budgets for all tasks, review of available records, and coordination with Paonia's staff. As a company policy, employees at Moore are required to provide a detailed explanation of their tasks to be logged to a project, and all hours logged require group leader approval.

Staff availability is vital to maintaining a successful schedule for the duration of a project. We view ourselves as an extension of your team. We pride ourselves in customer service and strive to be proactive in our communication. Our dedicated Moore team will be accessible and responsive in order to meet the Town's expectations.

Ability to Comply

Moore Engineering has extensive experience managing federally funded projects and will ensure full compliance with **Bureau of Reclamation WaterSMART reporting requirements and federal procurement standards**. Our team maintains robust internal processes for tracking project expenditures, documenting activities, and preparing timely, accurate progress and financial reports. Additionally, we follow strict procurement protocols to meet federal guidelines and documentation, ensuring transparency, accountability, and adherence to all USBR and federal requirements throughout the project lifecycle.



Quality Control

QC/QA

Our project team provides QC/QA according to our Moore's Quality Management Plan. Moore Engineering does this on all projects and all employees are responsible to ensure that the appropriate QC forms are filed. The following outlines the responsibilities and involvement of team members.

If selected, Moore will develop a project-specific Quality Management Plan (QMP) outlining QA/QC procedures and responsibilities. To ensure transparency and accountability, we will maintain detailed comment logs for all deliverables, tracking and responding to feedback from the Project Management Team.



Our project team provides QC/QA according to our Moore's Quality Management Plan. This is something Moore Engineering does on all projects and all employees are responsible to ensure that the appropriate QC forms are filed.



6. SCHEDULE & AVAILABILITY

Staffing & Availability Plan

Moore Engineering has assembled a multidisciplinary team prepared to meet all milestones outlined in the **USBR WaterSMART project schedule** from late 2025 through September 2027. Our core project staff—including a **Project Manager, Water Rights Specialist, Hydrogeologist, Hydrologist/Modeler, Environmental Scientist, and Public Outreach Coordinator**—will be dedicated to the Paonia Water Strategy to ensure timely completion of each phase. Environmental and cultural compliance reviews will be initiated immediately upon project authorization (Nov 2025–Mar 2026) to enable smooth transition into field activities. Our communications team will lead stakeholder engagement from Mar–May 2026, while technical and field staff will concurrently conduct **brush clearing, watershed assessments, hydrologic/hydraulic modeling, and water rights analyses** through summer 2026. Legal and institutional research and decision-support tool development will follow through Aug 2026, leading into the alternatives analysis and project prioritization phase from Sep–Dec 2026. The same core staff will guide stakeholder review and prepare the **draft Water Strategy (Jan–Mar 2027)** and **final document (Apr–Sep 2027)**. Moore Engineering maintains sufficient capacity and cross-trained personnel to adjust resources as needed, ensuring full compliance with the **Bureau of Reclamation’s Scope of Work, reporting requirements, and schedule commitments**.

Project Milestones (Pending)	Dates
Environmental and cultural compliance for field activities	Nov 2025 – Mar 2026
Communication plan and stakeholder outreach	Mar 2026 – May 2026
Brush clearing and field activities	Apr 2026 – Aug 2026
Technical analyses (hydrology, hydraulics, water modeling, watershed assessment)	Apr 2026 – Aug 2026
Water rights analysis	Mar 2026 – Jun 2026
Legal and institutional requirements research	Mar 2026 – Aug 2026
Decision support tools analysis	Jul 2026 – Aug 2026
Comparison of project alternatives and final project list	Sep 2026 – Dec 2026
Stakeholder review and input	Jan 2027 – Mar 2027
Draft Water Strategy submitted to Reclamation	Jan 2027 – Mar 2027
Final Water Strategy document	Apr 2027 – Sep 2027



Capacity to Adjust

Moore Engineering has the expertise to handle projects of nearly any size. While it is hard to predict the staff workload as far as two years out, we are confident that we can handle whatever the workload that is needed at any point. At Moore, we pride ourselves in being able to meet our clients needs and timelines, whatever they may be. From our Project Manager to our team of engineers, scientist, funding specialist, and public engagement team members, Moore has staffed this specific project with staff that are available and have the full capacity to perform each and every function associated with a two-year project schedule. Moore has the availability, capacity and redundant experience to fully staff this project to meet, and exceed, the Town of Paonia's expectations. We also have the capacity to adjust to revised project schedules if the project requires.





7. REFERENCES

References

Project descriptions, scope of services, and outcomes achieved are located in section two (firm qualifications and experience).

PARKER WATER & SANITATION DIST., CO

Frank Jaeger, District Manager

13939 Ancestry Dr,
Parker, CO 80134
303.841.4627

TOWN OF MONUMENT, CO

Tom Tharnish, Director of Public Works

645 Beacon Lite Road
Monument, CO 80132
719.884.8039 Ext 1300

CRAFT COMPANIES., CO

Jim Yates

1288 South Clayton Street,
Denver, Colorado, 80210
303.803.7036





8. OTHER REQUIRED INFORMATION



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/24/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh McLennan Agency 505 Broadway North, Suite 100 Fargo ND 58102		CONTACT NAME: Desiree Schweigert PHONE (A/C, No, Ext): 701-237-3311 FAX (A/C, No): 701-232-4442 E-MAIL ADDRESS: Desiree.Schweigert@MarshMMA.com	
INSURED Vistal Company 925 10th Avenue East West Fargo ND 58078		INSURER(S) AFFORDING COVERAGE INSURER A: Underwriters at Lloyd's London (IL) NAIC # 15792 INSURER B: Phoenix Insurance Company 25623 INSURER C: Travelers Property Casualty Co 25674 INSURER D: INSURER E: INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 2069111887

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PROJECT ☒ LOC OTHER:			6300X968082	10/25/2025	10/25/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			8100X981055	10/25/2025	10/25/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 10,000			CUP0X995096	10/25/2025	10/25/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB0X967269	10/25/2025	10/25/2026	☒ PER STATUTE ☐ OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability			SRPL20096300	4/1/2025	4/1/2026	Limit/Deductible Limit 2,000,000/100,000
A	Excess Professional			B1392BWIF250034	4/1/2025	4/1/2026	3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Workers Compensation coverage applies to the following states: CA, CO, HI, IA, IL, KS, MD, MN, MO, SD

As respects the General Liability, additional insured status applies when required by written contract to the holder and Power River Development Services, LLC.

CERTIFICATE HOLDER

CANCELLATION

Moore Engineering Inc 925 10th Ave E West Fargo ND 58078	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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mooreengineeringinc.com

30805



RESPONSE TO REQUEST FOR QUALIFICATIONS

WaterSMART Consultant Proposal

Prepared for:

Town of Paonia
214 Grand Ave • Paonia, CO 81428

Submitted by:

Roaring Fork Engineering
592 Hwy 133 • Carbondale, CO 81623

COVER LETTER

November 13, 2025

Town of Paonia
214 Grand Ave
Paonia, CO 81428

RE: Request for Qualifications - WaterSMART Consultant

Dear Mr. Wynn,

Roaring Fork Engineering (RFE) is pleased to submit our proposal to provide surveying, hydraulic and hydrology modeling, environmental permitting, watershed assessment and modeling, and water system design services for the Town of Paonia WaterSMART Consultant RFQ. In the attached proposal, we summarize our firm's background and expertise, understanding of the project, and our approach to meet the Town's needs. Roaring Fork Engineering has extensive experience working with municipal clients on challenging water resources, planning, modeling, permitting, and civil engineering projects. All work will be conducted out of our single office in Carbondale, CO.

RFE has compiled a team of five consulting firms all locally based on the western slope of Colorado. We know that project success depends on having the right local experts in the right roles. We've built strong partnerships with specialized Colorado based firms that bring deep knowledge of rural infrastructure and utility improvements to the project. **Our strategy is simple: communication openly and frequently, and work with the best experts in the field to develop thoughtful, effective, and practical solutions for the Town of Paonia.**

WHAT SETS OUR TEAM APART:

- **Technical Expertise** - RFE has compiled a team of local experts to provide multidisciplinary services
- **Locally-Owned** - RFE and project partners are deeply rooted in the western slope communities
- **Holistic, Value-Based Approach** - We take ownership of the project from concept to finish
- **Excellent Customer Service** - We pride ourselves on our unparalleled Client responsiveness

We acknowledge the issuance of Addendum 1, 2, and 3 issues September 24th, 25th, and November 5th, 2025. Please accept this signed letter as a signed statement of interest in the project and our understanding of the project. We look forward to your evaluation of our proposal, and the opportunity to develop a new relationship with the Town of Paonia. Please reach out at any time with questions, or clarifications.

Sincerely,



Maggie Maggie, PE | Project Manager & Principal

Maggiem@rfeng.biz | 614.256.4714 | 592 CO Highway 133 Carbondale, CO 81623



Roaring Fork Engineering
592 Hwy 133 • Carbondale, CO 81623

Proposer Submission Checklist

RFQ 2025-06 WaterSMART Consultant

Town of Paonia, Colorado

All proposals must be complete, well-organized, and submitted in accordance with the requirements of this RFQ. Proposers shall use this checklist to confirm that their submission includes all required components. Incomplete proposals may be deemed non-responsive.

Proposal submissions must include the following:

1. Cover Letter

- ☒ Firm name, address, and principal contact information
- ☒ Signed statement of interest in the project
- ☒ Confirmation of proposal validity

2. Firm Qualifications and Experience

- ☒ Description of firm's history, size, and organizational structure
- ☒ Examples of at least three (3) successfully completed projects of similar scope and complexity
- ☒ Demonstrated experience with water resources planning, hydrological analyses, water rights evaluation, and federally funded projects

3. Project Team and Key Personnel

- ☒ Identification of proposed project manager and key technical staff
- ☒ Resumes highlighting relevant certifications, qualifications, and experience
Resumes are included in Appendix
- ☒ Statement of staff availability and assigned responsibilities

4. Project Understanding and Approach

- ☒ Narrative demonstrating understanding of Paonia's water system challenges and watershed conditions
- ☒ Proposed methodology for technical analyses, stakeholder outreach, and strategy development
- ☒ Alignment of approach with USBR Scope of Work and project milestones

5. Quality Assurance and Compliance

☒ Description of internal quality control processes

☒ Demonstrated capacity to comply with USBR WaterSMART reporting and program requirements

6. Schedule and Availability

☒ Staffing and availability plan consistent with revised project schedule (late 2025–2027)

☒ Confirmation of ability to meet milestones pending Bureau of Reclamation schedule update

7. References

☒ Contact information for at least three (3) client references from similar projects

☒ Descriptions of referenced projects and outcomes achieved

8. Other Required Information

☒ Proof of insurance meeting minimum Town and federal requirements See Page 15

☒ Any additional supporting information demonstrating proposer's capacity and qualifications

Certification of Submission

By signing below, the proposer certifies that all required components have been included in the proposal and that the submission complies with the requirements of RFQ 2025-06 WaterSMART Consultant.

Authorized Representative: Maggie McHugh, PE

Title: Principal and Owner

Signature:  Date: 11.13.25

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FIRM QUALIFICATIONS AND EXPERIENCE

Roaring Fork Engineering (RFE) is a 19-person Civil and Environmental Engineering firm based in Carbondale, Colorado, with a deep understanding of the infrastructure and engineering needs unique to rural communities. As a western slope–owned and operated S-corporation, we live and work in the same communities we serve, giving us firsthand insight into the challenges, opportunities, and values that shape Western Colorado. Our firm is led by four principals **Richard Goulding, Danny Stewart, Anthony Alfini, and Maggie McHugh**, who bring over 65 years of experience delivering practical, cost-effective, and resilient infrastructure solutions.



RFE proudly serves as the on-call engineering team for **seven rural communities** across Western Colorado. These trusted partnerships were earned through consistent performance, responsiveness, and a shared commitment to helping municipalities develop infrastructure that meets local needs while planning for long-term sustainability. As a right-sized firm rooted in the western slope, we combine technical excellence with the personal service and local insight our communities rely on to create practical, lasting infrastructure solutions.

- | | |
|---|---|
| ✔ Drinking Water Treatment Design | ✔ Raw Water Diversion Analysis & Design |
| ✔ Distribution & Collection System Modeling | ✔ Federal & State Funding Procurement & Reporting |
| ✔ Public Infrastructure Asset Planning | ✔ Utility Financial Analysis & Rate Design |
| ✔ Field & Topographic Survey | ✔ Roadway & Trail Design |
| ✔ Hydraulic & Hydrology Modeling | ✔ Construction Administration |

OUR VALUES

— 01	— 02	— 03	— 04
INTEGRITY	EXCELLENCE	TRANSPARENCY	ADAPTABILITY



SUCCESSFUL AND RELEVANT PROJECTS



Roaring Fork Engineering (RFE) has extensive experience with rural Colorado communities and federally funded projects, flexibly leading design, permitting, and planning while ensuring federal compliance. We support clients through reporting, invoice review, progress summaries, and verification of AIS, BABA, and wage standards, complemented by project partners with over 50 combined years of experience with USBR federal permitting and project management with regulatory agencies. Our project partners are introduced in following section providing context to their names below.

Federal and State Funding Experience

1. **Bureau of Reclamation Project 7**
 - **Red Mountain Environmental (RME)** recently completed an Environmental Assessment for the Bureau of Reclamation and CDPHE review of the Project 7 Water Resiliency Project in Montrose County. **Browns Hill** completed the SCADA and controls design for the projects.
2. **Fruit Growers Dam Replacement**
 - In 2023, the Orchard City Irrigation District (OCID) proposed to replace the dam at Fruitgrowers Reservoir in Orchard City, Colorado. Alpine Archeological worked closely with OCID and completed a large portion of USBR permitting for the client.
3. **City of Lawrenceville, Georgia RECAST Federal Grant Community Engagement**
 - Full Bright Communications worked on community engagement and strategic plan facilitation for a community of 31,000 residents to implement a grant for substance abuse and mental health services.
4. **Town of Carbondale Wastewater Resiliency Project**
 - The Town was awarded American Rescue Plan federal funds and implemented a resiliency project at their WWTF. RFE assisted with construction administration and funding required reporting.

Water Supply and Planning Projects

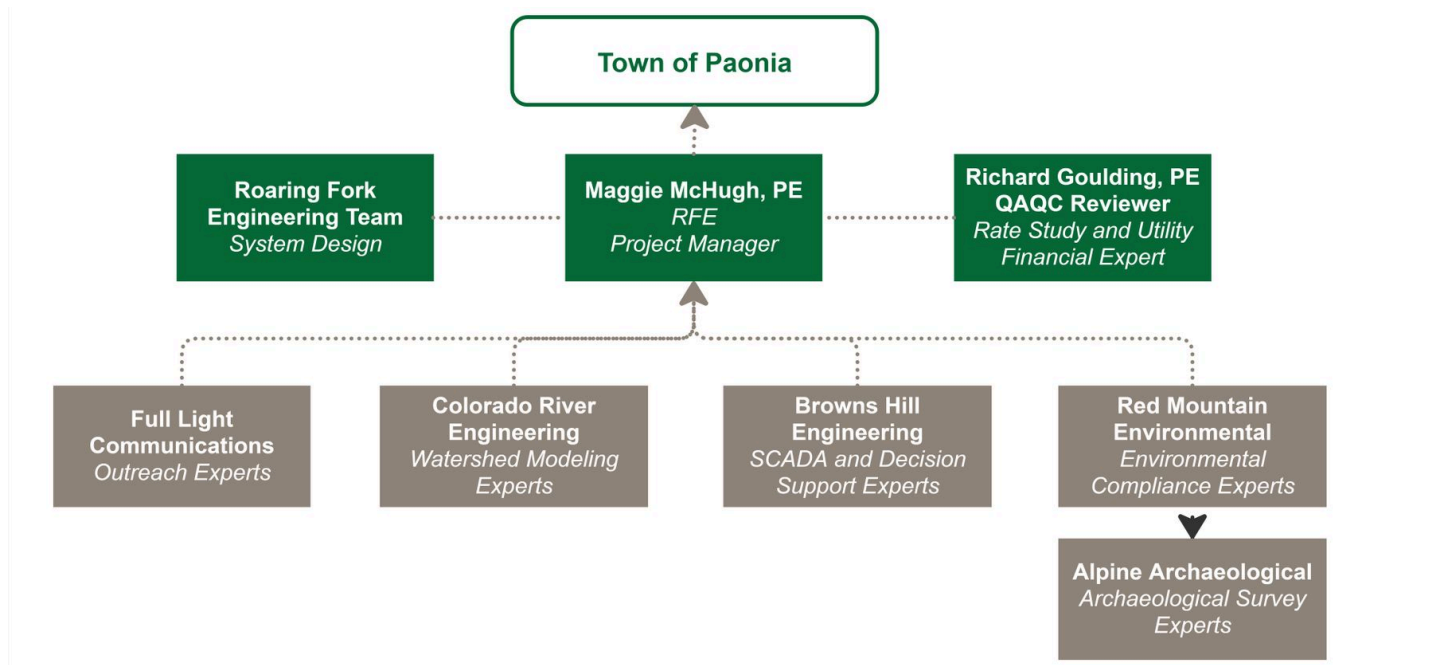
1. **Town of Carbondale WTP Diversion Improvements**
 - RFE led the design and construction of a complete rebuild of the main diversion structure for spring source feeding a WTP for the Town.
2. **Three Mile MHP Watershed Modeling and Infrastructure Improvements**
 - RFE led the planning, design, and assisted with state funding efforts for improvement flood resiliency, and utility infrastructure improvements.
3. **GooseTarn Watershed Wildfire Hazard Review**
 - **RME** conducted a wildfire hazard review on behalf of the Town of Breckenridge for the Goosetarn Watershed, which is the Town's water supply source. **RME** evaluated fuels, topography, and possible mitigation measures for the Town.



PROJECT TEAM AND KEY PERSONNEL

Roaring Fork Engineering knows that project success depends on having the right local experts in the right roles. With nearly 15 years of experience, we've built strong partnerships with specialized western slope and Colorado-based firms that bring deep knowledge of rural infrastructure and utility improvements.

Together, our local team will deliver a Water Strategy Report grounded in community insight, practical understanding, and full regulatory compliance.



RICHARD GOULDING, P.E.

President, Owner & Principal | QAQC Reviewer

Richard Goulding founded RFE in 2012. As RFE Founder and Principal, and has 25 years of municipal engineering design experience. He holds a MBA from University of Wyoming, and Business Management certifications from Havard Business School. His business education provides him with an unique set of skills to assist clients with detailed financial assessments of their utilities. Richard leads rate study and utility assessment efforts for RFE.

MAGGIE MCHUGH, P.E.

Vice President, Owner, and Principal | Project Manager

With nearly a decade of experience, Maggie is an expert in potable water treatment system design, hydraulic modeling, and water distribution optimization. She partners closely with clients to secure funding, navigate permitting, and deliver practical, well-crafted designs. Her experience with the U.S. Forest Service gives her unique insight into federal reporting and funding requirements, and she excels at leading large, multidisciplinary teams to successful project outcomes.



Full Light Communications | Mitzi Rapkin
Strategic Community Public Outreach Leader

Full Light Communications works in relationship with clients to help them articulate and achieve their vision through communications, facilitation, and engagement services. We pair creative ideation with strategic thinking to achieve results that are unique yet effective, tailored yet scalable, and always aimed toward fulfilling clear outcomes. Full Light Communications' portfolio includes work helping governments, communities, nonprofits, educational institutions, and volunteer boards articulate, communicate, and achieve their goals.



Red Mountain Environmental & Alpine Archeological
Environmental Surveys and Federal Permit Compliance Specialists

Eric Petterson & Michael Prouty
Environmental and NEPA Permitting Experts

Red Mountain Environmental (RME) is a western slope Colorado-based environmental consulting and permitting firm. Our principal staff individually have 25-years' experience consulting in the biological, wetlands, and federal permitting sectors. RME is partnering with Alpine Archeological (AA) to address all federal permitting needs. Mike Prouty has 18 years' experience working on cultural and archaeological resource surveys and permitting for federal projects.

Michael Erion
Watershed Modeling Expert

Colorado River Engineering is multi-disciplinary firm providing cost-effective consulting services to public and private sector clients in water resources, water rights, hydrology and hydraulics, and municipal services. Founded in 1998, Colorado River Engineering has been devoted to serving the Western Slope of Colorado. Our commitment is to providing value-added leadership, diverse and dynamic services, and technology-based solutions for our clients.

We are a young, energetic, progressive company whose commitment is to Client satisfaction and project results.

Colorado River Engineering
Watershed Scientist and Modeling Experts

Browns Hill Engineering
SCADA and Decision Support Team

Established in April of 2000, **Browns Hill Engineering and Controls LLC (BHEC)** is an Electrical Engineering consulting firm and Controls System Integrator located in Littleton, Colorado with regional branches serving southwest Colorado and the I-70 corridor. Browns Hill works on the western slope providing services to the Town already, as well as nearby projects including Project 7, and Montrose. Browns Hill will work closely with RFE and the Town to determine the best design for the system, identify innovative solutions for remote monitoring, and address system challenges.



PROJECT TEAM AND PERSONNEL AVAILABILITY

This project will be led by **Maggie McHugh, P.E.**, an experienced design consultant and former federal Forest Service engineer. Her federal experience provides valuable insight into reporting, compliance, and funding requirements, ensuring this project meets all federal standards with clear, consistent communication. RFE has brought together who we believe are the best experts in the western slope area to address the project challenges and provide a meaningful solution for the Town.

The matrix below clearly summarizes each team member's role, experience, % availability to the project and key responsibilities. Resumes for all key team personnel can be found in the **Appendix**.

Name	Role	Relevant Experience	Staff Availability	Key Responsibilities
Roaring Fork Engineering				
Richard Goulding	QA QC Reviewer	25 years of municipal engineering and financial assessment background	20%	Rate Study Expert and QAQC Reviewer
Maggie McHugh	Project Manager	10 years in municipal water treatment design and project management	30%	Project Manager and drinking water design expert
Full Light Communications				
Mitzi Rapkin	Communication Manager	20 years experience in public outreach and communication	50%	Managing, directing, and implementing Outreach Program
Red Mountain Environmental				
Eric Petterson	Environmental Permitting and Surveyor	34 years' experience in environmental surveying, wildfire fuels surveys, and federal Permitting. RME will partner with Alpine Archaeological.	40%	NEPA required surveys, coordination with BOR and drafting of required permitting docs, and wildfire mitigation surveys.
Alpine Archaeological				
Mike Prouty	Archaeologist	18 years experience with Class III cultural surveys and NEPA Permitting	25%	NEPA Required Surveys and Permitting Assistance
Colorado River Engineering				
Michael Erion	Lead Watershed Scientist and Water Rights Expert	37 years of experience with watershed modeling and analysis and water rights evaluation.	30%	Watershed Modeling, Water Rights Accounting and Summary, and Coordination with Water Attorneys
Browns Hill Engineering				
Ted Wille	Lead SCADA Engineer	35 years experience in designing electrical and control systems for utilities in CO.	25%	SCADA Design, and Monitoring and Metering Evaluation



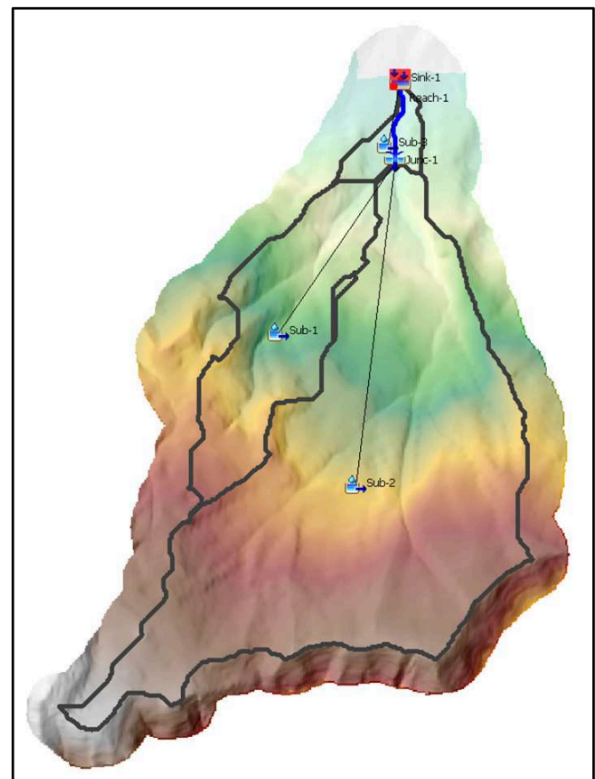
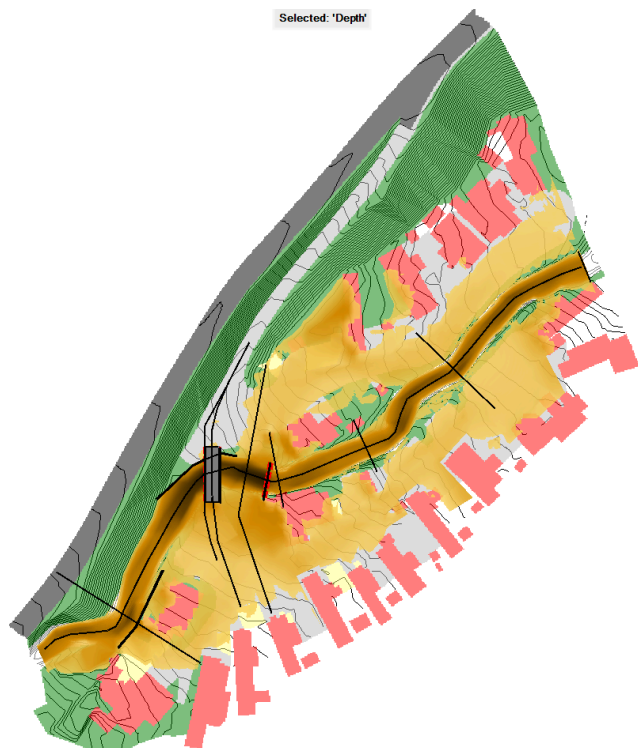
PROJECT UNDERSTANDING AND APPROACH

PAONIA'S WATER SYSTEM CHALLENGES

The Town of Paonia faces several critical water system challenges. Its municipal water supply, sourced from high-elevation springs, is highly vulnerable to drought, climate change, wildfire risk, and watershed degradation. Infrastructure constraints limit the system's effective diversion and treatment capacity to roughly 5.4 cfs, well below its adjudicated water rights of 9.9 cfs. Additional challenges include gaps in monitoring and metering data, limited access to collection infrastructure, incomplete construction documentation, and insufficient data to understand seasonal flows.

Due to the land ownership between BLM and the Forest Service, federal land management relationships, and permit requirements may further complicate the path forward for effective planning and change if not managed properly. These vulnerabilities, highlighted by the 2019 water crisis and ongoing infrastructure limitations, underscore the urgent need for comprehensive planning and modernization through a strategic, data-driven Water Strategy Plan.

We understand that the Town wants to develop a Water Strategy Plan to identify problems, needs, and opportunities for improvement within the Watershed and water system. This effort is to include all USBR defined scope, with a strong emphasis on public outreach and in-depth technical analysis of the multi-faceted system. Our team has partnered together to bring the best local experts on the Western Slope together to meet these project and Town needs.

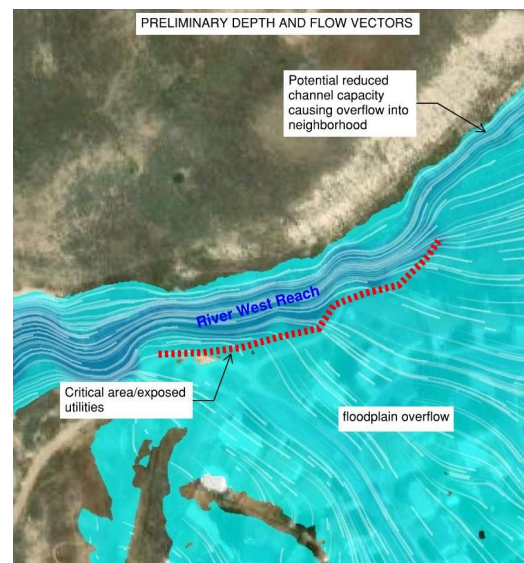


PROPOSED METHODOLOGY

RFE is dedicated to providing exceptional technical expertise and practical, long-term solutions that support the Town of Paonia and community stakeholders.

By exemplifying our company's values of integrity, excellence, transparency, and adaptability we ensure continued success for all of our clients. RFE chooses to only partner with consultants who hold the same values and work with a passion for serving their clients and local communities. Because we are a team of many individual firms, we each can operate as independent legs of a team. This allows us to maximize efficiency in our completing our tasks and ensure schedule compliance. We are not slowed down by large corporation bureaucracy and our project managers work directly with all partners ensuring continuity in knowledge and decision making. Our proposed methodology has a proven track record of success because our project partners:

- **Openly communicate** and check in with each other at every step of the process.
- Emphasize **technical transparency** so that the Town can understand nuances of all challenges and make informed decisions that are aligned with the **best interests for the community**.
- We base every decision on sound engineering practices and **practical, long-term solutions** that meet project needs and **serve the Town of Paonia with integrity**.



Public Outreach

Full Light Communications has been working in the public outreach and communication sector for more than 20 years. Mitzi Rapkin holds a structured facilitator certification in IAP2 Public Participation. With this deep breadth of experience in public communications, FLC proposes a diverse and multi-faceted approach to reach as many stakeholders as possible and document all feedback and input for decision-making.

1. Kickoff Meeting with Team and Project Sponsors

This is a 2-hour meeting facilitated by Full Light Communications to determine the engagement goals and success factors with project sponsors.

2. Stakeholder Identification

We will work with the Town to conduct independent outreach through nonprofits, the agriculture community, flyers, news releases, and more to create a comprehensive list of stakeholders.

3. Develop Engagement Plan

A written engagement plan guides the project and is produced after the kick-off meeting. It contains the goals, activities, and deliverables for the projects.

4. Implement Community Outreach Events

5. Summarize Individual Outreach Event Feedback

1. Combine input, and feedback into a **Final Communication and Engagement report**



Public Outreach

The core goal of the outreach work is to obtain meaningful input in ways that prioritize listening and conversing in multi-channel dialogue. We want to hear from people in individual conversations, online and in meetings where communication happens between stakeholders and the project team in multiple directions. We believe this is a thoughtful and meaningful approach that is inclusive and makes room for all kinds of input from a diverse spectrum of stakeholders.

FLC proposes the following types of outreach events summarized in the table below to help facilitate conversation, gather input, involve as many stakeholders as possible, and allow for different forms of communication.

Engagement Activity	Description	Purpose and Goal Outcome
Open Houses	Kick-off event to introduce the Water Strategy Project, present challenges, and gather community feedback. Additional sessions held to share implementation concepts and collect further input.	Introduce project, present issues, and gather feedback from stakeholders and the community.
Focus Groups	Targeted meetings with user groups (e.g., ranchers, farmers, HOAs, businesses, residents) to discuss needs, opportunities, and priorities.	Assess specific community and stakeholder needs for the Town's water strategy.
World Café Meetings	Interactive sessions where different user groups discuss priorities separately, then share and identify common themes and conflicts.	Build understanding and collaboration among diverse stakeholder groups.
Public Surveys	Online surveys hosted via the Town's CivicPlus site or similar platform to collect input from those unable to attend meetings.	Provide accessible online participation and gather broad community feedback.
Website / Webpage	Dedicated project webpage (via CivicPlus) with background info, updates, and engagement opportunities.	Keep the community informed and engaged throughout the project.
Newsletter	Email newsletter distributed through CivicPlus or similar platform with updates and opportunities for input.	Maintain ongoing communication and encourage participation.
Static Exhibit	Informational display (e.g., map of water district and history) with space for written public input; located at library or Town offices.	Encourage informal, self-paced public engagement and feedback.
Project Email Address	Dedicated email for public questions, comments, and input on the project.	Provide direct communication channel with project team.
General Communications	Press releases, radio spots, advertisements, and other outreach efforts to promote engagement opportunities.	Increase visibility and awareness of the project across the community.

At the end of each event FLC reports findings back to the Town on a regular basis. **A final decision report summarizing feedback and public desires will be prepared for the Town after each event.**



Technical Analyses

The technical analyses required for a successful project spans seven disciplines. The project therefore requires specialized consultants to address each specific project aspect. All of our teams approach technical challenges similarly, first by understanding project history and goals, and second by gathering all available data to make an informed analysis and decisions. **Without data and context to guide decisions, proposed solutions can lose effectiveness and relevance quickly.** Therefore, our team has developed an approach to gather data in a meaningful and effective manner and analyze that data in the context of Paonia's water system and long-term goals.



1. Analyze Hydrological Watershed and Fire Mitigation Mapping

1. **CRE will lead a comprehensive hydrogeological study of Paonia's water supply watersheds, bringing a uniquely integrated and forward-looking approach.** Our team will perform an in-depth technical analysis of the watershed, focusing on key factors most vulnerable to climate change, wildfire, and drought — including dry-year soil moisture deficits, evapotranspiration, deep percolation, and spring recharge dynamics. What sets CRE apart is our commitment to combining rigorous modeling with **on-the-ground field investigations** to validate every assumption and ensure that our results reflect real watershed conditions. Our analysis will place particular emphasis on **dry-year and post-wildfire scenarios**, working closely with RME and RFE to integrate their wildfire fuels mapping and mitigation assessments and leveraging the WWE completed study in 2025.
2. **RME, RFE, and CRE will approach the wildfire fuels mapping and mitigation efforts collaboratively.** Using each of our specialized knowledge of infrastructure, fuels identification, and reduction, and long-term risks to the watershed we will develop a holistic understanding of the watershed to develop our solutions.

2. Raw Water Collection System Investigation

1. Our team will conduct a **targeted field and topographic survey** of the raw water system, supported by existing maps, GIS data, and prior studies to efficiently locate facilities.
2. Using collected field data, **RFE will calibrate hydraulic models to verify assumptions and ensure accuracy**, making reasonable allowances where direct data are unavailable.
3. In coordination with CRE, RFE will model system capacity and demand, identify monitoring and metering needs, and **provide data-driven recommendations for sustainable improvements** to the Town's raw water infrastructure.
4. The raw water system evaluation will inform downstream treatment plant improvements and communication needs. Our team will **utilize our regulatory expertise and innovative treatment experience to deliver coordinated, holistic recommendations.**



Technical Analyses

3. Water Marketing and Water Rights Analysis

1. When conducting rate and marketing analyses the RFE team **leverages our ownership team's business educations and backgrounds** to provide an unique engineering and business perspective.
2. We conduct rate studies **with open, ongoing collaboration** with the Town to ensure financial cash flows and development **assumptions are clearly defined**. This establishes a solid foundation for accurate, meaningful analysis is critical for success.
3. Based on Addendum #1, **we understand that close coordination with the Town's Water Rights Attorney is essential**. As part of the Town's technical team, they will collaborate with us on water rights matters and assist with a review of the list of all adjudicated rights.

4. Identify Legal and Institutional Requirements for Implementation

1. Our team includes three resource specialists with over 40 years of combined experience in environmental permitting with federal agencies such as the USBR. Red Mountain Environmental and its partner, Alpine Archaeological, bring proven expertise in NEPA compliance, agency coordination, and federal permitting processes. Drawing on our experience and established relationships, **we will proactively manage all environmental permitting requirements** by leveraging our professional relationships and expertise.
2. In conjunction the RFE has over 30 years of experience navigating County, federal, and state permitting requirements for infrastructure projects. We have worked with Gunnison County in the last year for a large water system permitting project near Crawford. We will be proactive in our approach, outlining all requirements from each involved agency.
3. **Outside of local, state, and federal agency permitting some projects may require changes at the Town level**. These changes will be identified and addressed during the analyses of each decision. Examples include, operator licensing, additional maintenance requirements, and when it comes to adopting rate studies, Town Code and Ordinances must be deeply understood and met. Our team is well versed in Municipal Code and operational practices and we will work closely with the Town to identify these requirements early on.

5. Decision Support Tools Evaluation

1. Our team partner Browns Hill Engineering is an expert in rural and mountainous communications systems. Because of the challenges that the terrain provides for remote monitoring and metering systems, BHE's deep understanding of available best technology and networks will be critical for success.



Project Alternatives Evaluation

While our technical breadth and depth are paramount to our success so is our team's ability to communicate findings, nuances, and challenges early on and in our alternatives analysis. **Analyses and information which cannot be effectively and clearly shared with the Town for informed decision making serves little purpose to developing a sustainable Water Strategy Plan.** Our approach to developing a meaningful, and robust project alternatives evaluation will include defining matrix of system needs and comparing each alternative to the same factors for a fair and equitable analysis.

We will use the defined factors in the RFP and add nuance or detail as needed to ensure all public feedback and Town input is considered in the decision matrix. Establishing a set of factors and how they will be scored early on will be important to completing the matrix and prioritizing projects. This will require feedback from the Town and a thorough understanding of public outreach findings possibly including feedback directly from the public on which factors should be included.

Water Strategy Plan

We have built this team to develop the best possible Water Strategy Plan utilizing our team's breadth and depth of knowledge, expertise, relationships, and effective communication. Our team's ability to communicate effectively, actively listen to feedback, and engage in meaningful communications with project stakeholders will provide our team with the resources and knowledge to produce a practical meaningful Water Strategy Plan for the Town of Paonia.

Our approach to writing this Plan is effectively laid out in each prior phase of this project. Everything we have analyzed, discussed, written, and learned throughout the project will be reflected and communicated in this Plan. Our approach leads to a successful culmination of efforts to devise a Plan to implement the prioritized projects. The Plan will provide the Town with a guiding document for future infrastructure improvements securing the most vital resource in the West.

Strategic Compliance and Success

Our team understands that meeting the USBR schedule is critical. Comprised of five experienced consultants who have worked together extensively, we work in parallel to efficiently complete tasks, building internal deadlines and weekly check-ins to address potential changes proactively. With dedicated resources and a thorough understanding of the USBR scope, we are confident in delivering a meaningful Water Strategy Plan on schedule, maintaining responsive communication and coordination at every milestone to ensure project success. Our definition of success will be measured by input from the Town and USBR.

Our strategy is simple: communicate openly and frequently, and work with the best experts in the field to develop thoughtful, effective, and practical solutions for the Town of Paonia.



QUALITY ASSURANCE AND COMPLIANCE

Quality Control

At Roaring Fork Engineering, we are committed to delivering work of the highest quality, accuracy, and professional integrity. Every submittal, report, drawing, and stakeholder communication undergoes a rigorous internal quality control process. Our team conducts multiple layers of review, including peer evaluations, project manager oversight, and presentations to internal experts for feedback and refinement. This collaborative approach ensures that each deliverable is thoroughly vetted, polished, and fully accurate before sharing with Town staff.

In addition, our Principal in Charge and Project Manager independently review all shared documents and discuss findings collaboratively, further ensuring comprehensive evaluation and technical excellence. All technical analyses are also reviewed by our project partners to provide an additional layer of informed oversight, and legal or water rights research is consistently reviewed by a qualified water attorney. **Through these structured and defined processes, we uphold the highest standards of accuracy, completeness, and integrity, consistently delivering exceptional products for our clients.**

USBR Reporting Requirements

Our team reviewed all reporting requirements listed in Section V of the USBR award document (page 11). The interim financial reporting and performance progress reporting requirements are straightforward and well defined in the document. We have prepared similar reports for other funding agencies before and will develop a template early on for USBR review and assure continued compliance. Our schedule includes the ability to share all reporting documents two weeks in advance of submission for ample Town review and revisions by the team. This will ensure that no deadlines are missed and all information is included each semi-annual report.

STATEMENT OF INSURANCE

Roaring Fork Engineering maintains the following insurance for our company. Our subconsultants insurance can be provided upon request and modifications can be made if Federal or Town limits require:

- **General Liability Insurance:** Minimum of \$1,000,000 per claim and \$3,000,000 aggregate
- **Comprehensive Automobile Liability Insurance:** Minimum of \$1,000,000 per claim and \$1,000,000 aggregate
- **Workers' Compensation Insurance:** In accordance with Colorado Revised Statutes

Certificates of insurance or letters of intent from qualified providers with an "A" rating (as listed in Best's Insurance Reports) are available upon request to demonstrate compliance with these requirements.



SCHEDULE AND AVAILABILITY

Roaring Fork Engineering's team reviewed the proposed USBR schedule and confirmed that all dates can be met by all team members. We have identified tasks and dependences to ensure that we understand how we can efficiently complete tasks in parallel. Our team understands who needs to be available when and our previous personnel table outlines each team member's availability. We have internal review and coordination deadlines which will ensure that all deadlines with USBR and the Town are met if not exceeded. **We strongly value our integrity of committing to schedules** and understand the impotence of meeting these deadlines from a regulatory and funding perspective. **When we say we will meet a deadline we uphold our commitment to that deadline, no exceptions.**

Task / Milestone	Start	End	Duration	Task Dependencies	Staff Availability
Environmental & Cultural Compliance for Field Activities	Dec 2025	Mar 2026	5 months	Required before most field work	Staff ramp-up: Environmental & Cultural team available Nov 2025 – Mar 2026
Communication Plan & Stakeholder Outreach	Mar 2026	May 2026	3 months	Use to inform Technical Analyses and Research	Communications staff available Mar – May 2026
Brush Clearing & Field Activities	Apr 2026	Aug 2026	5 months	After compliance approval	Field crew available Apr – Aug 2026
Technical Analyses (Hydrology, Hydraulics, Water Modeling, Watershed Assessment)	Apr 2026	Aug 2026	5 months	Parallel with field activities	RFE, CRE, and BHE available Apr – Aug 2026
Water Rights Analyses	Mar 2026	Jun 2026	4 months	Parallel with Technical Analyses	Legal/water rights team available Mar – Jun 2026
Legal & Institutional Requirements Research	Mar 2026	Aug 2026	6 months	Informs alternatives & strategy	Legal/policy team available Mar – Aug 2026
Decision Support Tools Analysis	Jul 2026	Aug 2026	2 months	After technical analyses	Decision support staff available Jul – Aug 2026
Comparison of Project Alternatives & Final Project List	Sep 2026	Dec 2026	4 months	Uses results of all prior analyses	Project team available Sep – Dec 2026
Stakeholder Review & Input	Jan 2027	Mar 2027	3 months	Follows Outreach Plan and Findings	Stakeholder engagement team available Jan – Mar 2027
Draft Water Strategy Submitted to Reclamation	Jan 2027	Mar 2027	3 months	Overlaps with stakeholder review	Project management & team available Jan – Mar 2027
Final Water Strategy Document	Apr 2027	Sep 2027	6 months	After stakeholder input	Core team + technical editors available Apr – Sep 2027

Based upon our team's approach we build review periods into our internal and external schedules to ensure continued schedule compliance. This means as the project kick-offs our team will build a detailed Schedule of Services including all internal review deadlines and Town review deadlines as requested by the Town. Our team's commitment to ongoing communication and transparency allows us to meet all deadlines and ensure our commitment to on-time deliverables.



REFERENCES

Roaring Fork Engineering works with many municipal clients across the Western Slope. We have provided references for three similar projects all completed within the last 5 years. References for our team members are included in the **Appendix**.

3 Mile Mobile Home Park | Wildfire, Flood Resiliency and Utility Infrastructure Study



RFE was hired to by the ownership group of Three Mile MHP in Glenwood Springs CO to assess their existing infrastructure including their water distribution system and treatment system. RFE conducted a preliminary analysis and provided recommendations and cost estimates to implement. We worked closely with the Ownership group assisting with funding applications, materials, presentations, and County permitting to get the project ready for construction. We are starting construction this Fall 2025 after securing over \$2.5 million in grant funding for the project.

Reference: Phillip Supino Owner's Representative | 970-343-2463

Town of Carbondale | Drinking Water System Diversion Improvement Project

RFE improved the existing raw water intake structure located at the collection point of South Nettle Creek, the Town's primary drinking water source. Ongoing turbidity events had previously clogged the gravel bed basin, and improvements were made in the specification of the gravel material and settling box to prevent any turbidity from the plant and maximize capacity. A year later, the plant is receiving 1.5 to 2 times the amount of flow it previously had, and no turbidity events have reached the plant. The structure redesign required compliance with the CDPHE regulations, and coordination with Forest Service prior to and during construction.

Reference: Scott Wenning | Utilities Director | 970-319-6259



Town of Pagosa Springs | Watershed Modeling and Flood resiliency Study



RFE was hired to perform a risk assessment of existing critical utility infrastructure that the Town of Pagosa Springs operates. We conducted initial watershed modeling of targeted areas to understand flooding risks that may inundate sewer utilities. Our study is ongoing and will include climate modeling, extreme events, and utilizing recent unprecedented flood events for analysis. Our work includes hydrology and hydraulics, flood modeling, and assessing data to make informed infrastructure planning and design decisions.

Reference: Karl Johnson| Public Works Director | 970-264-4151



APPENDIX

A. Team Member References

B. Roaring Fork Engineering Resumes

C. Full Light Communication Resume

D. Red Mountain Environmental and Alpine Archaeological Resumes

E. Colorado River Engineering Resume

F. Browns Hill Engineering Resume



APPENDIX A: TEAM REFERENCES

Our team has a proven track record of excellence. Below are references for our team members who have worked on similar projects in the last 5 years, should the Town like to discuss their previous work and successes.

Full Light Communications

Town of Basalt

Michelle Thibeault, Planning Director

michelle.thibeault@basalt.net

970-279-4397

Design Workshop

Jessica Garrow, Principal

jgarrow@designworkshop.com

970-399-1404

Red Mountain Environmental and Alpine Archaeological

Garver USA

Jessica Johnson, E1

JLJohnson@GarverUSA.com

720-744-4741

Colorado River Water Conservation District

Andy Mueller, General Manager

amueller@crwcd.org

970-945-8522 ext. 1242

Colorado River Engineering

Storied Living

Jeff Butterworth

jbutterworth@storiedliving.com

530-386-4889

Silt Water Conservancy

Board of Directors

(970) 876-2393

Browns Hill Engineering

Project 7 Water Authority

Adam Turner | Manager

69128 E Hwy 50

Montrose, CO 81402

(970) 249-5935

Montrose WWTP

Hyrum Webb | WWTP Lead Operator

3315 North Townsend Ave

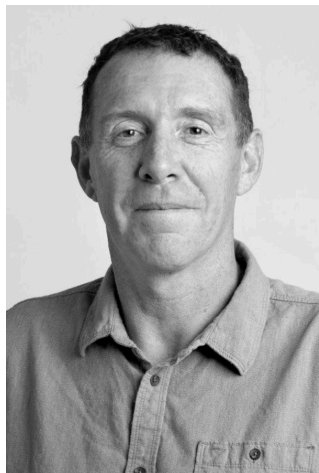
Montrose, CO 81401

(970) 240-1452



APPENDIX B: RFE TEAM RESUMES

Richard Goulding, P.E.



Richard Goulding has been living and practicing civil engineering in Colorado for over 23 years. He worked for the City of Aspen Engineering Department for five years and at SGM prior to establishing RFE in 2012 while completing his Master of Business Administration (MBA). In addition to civil engineering expertise Richard has an in-depth understanding of the financing and economic components of the projects he works on.

In his role as the Founder and a Principal at RFE he has led the design of multiple infrastructure projects for the City of Aspen Engineering & Water Departments, Pitkin County, the Town of Carbondale, Brush Creek Metro, Basalt Sanitation District, Aspen Consolidated Sanitation District, and the Aspen Skiing Company. Richard has overseen several wastewater designs and capital improvement projects for the Towns and Districts RFE represents. He also oversaw the construction of many of these projects and provided inspection. Richard's areas of expertise include water, wastewater, storm water management and capital improvement planning.

Education

Civil and Environmental Engineering, University College Cork, 1999

Master of Business Administration, University of Wyoming, 2013

Registration

Professional Engineer: Colorado, 2005

Professional Organizations

Roaring Fork Leadership Board Member

Water System Design

While at RFE Richard designed several significant water utility projects. He has designed, water tanks and laid out complex water systems to comply with both local and State standards. He is very familiar with AWWA standards, pressure testing and flushing procedures. He also completed complex phasing plans for water departments. Example projects include:

- Brush Creek Metro Capital Improvement Plan, meter project and rate study.
- Red Mountain Road/ Hunter Creek waterline replacement
- American Lane waterline
- Roaring Fork Road waterline
- Rio Grande Place infrastructure

Capital and Asset Management Experience

Richards MBA and Havard certification background provides a unique perspective of business with engineering experience. He understands what it takes for an enterprise fund, utility, municipal to be sustainable and set meaningful rates. Richard has led the standard development process and QAQC work for all rate studies within RFE. Recent project examples include:

- Brush Creek Metropolitan District Capital Improvement Plan and Rate Study
- Ranch at Roaring Fork Asset Evaluation and Capital Improvement Plan
- Basalt Sanitation District Asset Evaluation and Capital Improvement Plan
- Pagosa Springs Wastewater Rate Study
- Pagosa Springs Geothermal Rate Study

Construction Management

Richard has taken a construction manager role on a number of his design projects. He has experience with EJCDC documents and conflict resolution in conformance with contract documents.



He also has knowledge of the rules and regulations regarding projects that receive funding with Davis Bacon wage requirements. He has provided input to control costs and worked with contractors to value engineer projects. Example projects include:

- One Aspen Inspections
- Main Street water Inspections
- Aspen Club waterline
- Town of Carbondale Market Place



Maggie McHugh, P.E.



Education

B.S. Ohio State University,
Environmental Engineering,
2015

M.S. University of Colorado
Boulder, Civil Engineering,
2017

Registration

Professional Engineer:
Colorado, 2020

Professional Organizations

American Water Works
Association

Water Environment
Federation

Maggie McHugh is a PE with over six years of experience as a consultant engineer designing potable water and wastewater treatment systems. Maggie's projects typically encompass the entire lifespan of projects starting with capital asset planning, obtaining funding, design, permitting, and construction administration. This experience provides her a unique perspective of approaching projects holistically and with valuable foresight. She enjoys working closely with her clients and developing ongoing and lasting relationships to meet municipalities and Districts goals and needs. Her wastewater design experience includes designing headworks facilities, clarifiers, aeration basins, and sludge handling processes for WWTFs in Colorado. Her drinking water project experience includes hydraulic modeling, design of booster pump stations, water distribution systems, chemical feed systems, and treatment systems for potable water systems ranging in size from 25 homes in a HOA to 5 MGD for a City. Maggie actively works with clients to procure funding for projects and has developed professional relationships across several major state funding agencies to assure success for her clients. She has made presentations at the Colorado Rural Water Conference on how communities can navigate the state and federal funding process to be most successful.

"I would strongly recommend and encourage any organization that is responsible for delivering domestic water to customers to please consider Ms. McHugh and the firm of Roaring Fork Engineering for services related to engineering. I have worked with multiple engineering firms and find RFE, and Ms. McHugh, to be a 'best in class' firm. Competent and highly professional in all areas."

- Rick Stevens, Manager, Brush Creek Metro District

Water Treatment Facility Design

Maggie has experience designing water treatment systems ranging in size from 25 gallons per minute to 5 million gallons per day. She has experience with designing chemical feed systems, filter systems, pretreatment systems, and system controls. She has experience with design drawings, Basis of Design reports, CDPHE permits, and construction administration.

- Town of Eagle Water Treatment Plant Project, Eagle, CO.
- Town of Carbondale Groundwater Under the Direct Influence Water Treatment Plant.
- Town of Snowmass Drinking Water Pilot Study, Snowmass Village, CO.
- Cedaredge Resort Water Treatment Plant Project, Cedaredge, CO.

Capital and Asset Management Experience

Maggie works with her clients to develop capital improvement plans, rate studies, and asset evaluations to help her clients best plan their resources to complete critical projects. She is typically concurrently evaluating funding options for her clients, which requires a detailed understanding of funding program requirements and financial status of her clients. She develops holistic and detailed plans so her clients can evaluate all available options to best allocate their resources and meet their capital improvement goals. Recent project examples include:



- Brush Creek Metropolitan District Capital Improvement Plan and Rate Study
- Ranch at Roaring Fork Asset Evaluation and Capital Improvement Plan
- Basalt Sanitation District Asset Evaluation and Capital Improvement Plan

Funding Experience

Developing funding applications with her clients is a collaborative and detailed process. Maggie collaborates closely with her clients to identify, recommend, and research available funding opportunities with which they would be most successful. There are numerous options for procuring state or federal funding to complete infrastructure replacement projects for public and private water and wastewater treatment providers. Maggie has extensive experience working state and federal funding agencies to successfully procure funding for her clients. The funding process can be tedious and long if not navigated by an experienced engineer, Maggie's goal is to procure funding in the most efficient means possible for her client. Recent project examples include:

- Swiss Village HOA Water System Funding Recommendation Memo
- Basalt Sanitation District Energy Impact Fund
- Town of Rico SRF Loan
- Round Mountain Water and Sanitation District, SRF Loan
- Glenview HOA Water System Improvements, SRF Loan

Construction Administration

Maggie's extensive design experience has led her to develop her construction administration skills over the past 6 years. She uses information and knowledge learned from the field to inform her designs, and design projects that are constructable, and consider operational tasks to be completed over time. Example projects include:

- Basalt Sanitation District Headworks and Clarifier Project, Basalt, CO.
- Basalt Sanitation District Sewer Replacement Project, Basalt, CO.
- Town of Eagle 5 MGD Surface Water Treatment Plant, Eagle, CO.
- Panorama Ranches Chlorine Contact System Improvements, Carbondale, CO.



APPENDIX C: FULL LIGHT COMMUNICATIONS RESUME

Mitzi-Jill Rapkin

STRATEGIC COMMUNICATIONS AND COMMUNITY ENGAGEMENT PROFESSIONAL



Founder & Owner

Full Light Communications 2020 - present

Full Light Communications, based in Basalt, Colorado, specializes in government and nonprofit communications strategy and implementation, community engagement design and execution, and general communications and project planning services.

Mitzi Rapkin has worked in communications and public engagement with governments and nonprofits for more than 20 years and has 30+ years of experience as a journalist, interviewer, and writer. She is a Certified Structured Facilitator, Certified Virtual Facilitator™, Certified Integral Coach, and is certified in Foundations in Public Participation by the International Association for Public Participation. In addition to communications and engagement strategy, she specializes in facilitation, writing, editing, campaign ideation and execution.

EDUCATION

MFA Creative Writing | 2016
Warren Wilson College

MS Journalism | 2001
Northwestern University
Medill School of Journalism

BA English & Religion | 1990
Indiana University

AREAS OF EXPERTISE

Communications Strategy
Community Engagement Strategy
Relationship Building with Stakeholders
Strategic Planning
Public Relations
Content Development
Marketing
Storytelling
Facilitation
Storytelling
Writing & Editing

RECENT COMMUNITY ENGAGEMENT

Housing the Aspen Idea

Communications and Community Engagement for deed-restricted workforce housing project with Design Workshop, Aspen Institute, Aspen Music Festival and School and Aspen Center for Physics

Town of Basalt

Midland Streetscape Project Community Engagement and Communications and Green Team Community Engagement and Communications for Composting Pilot Project

Carbondale Arts

Strategic Work Plan Design and Facilitation

Willits Bend

Community Engagement on Workforce Housing Project

Alpine Legal Services

Community Outreach and Strategic Plan

WE-cycle

General Communications and Why We Ride Campaign

APPENDIX D: RED MOUNTAIN ENVIROMENTNAL RESUME



Eric Petterson, BS, MS

Principal Ecologist, 2022-Current

Areas of Expertise

Project Management
NEPA Documentation
T&E & Sensitive Species
Biological Surveys
Biological Assessments/
Biological Evaluations
Wetland Delineations/
Wetland Permitting
Reclamation & Monitoring

Years of Experience

34 years

Education

Master of Science

Rangeland Ecosystem Science
Colorado State University, 1999
Master's Thesis: Effects of Fire
on Bighorn Sheep Habitat

Bachelor of Science

Wildlife Biology
Colorado State University, 1994

Specialized Training

- MSHA Certification
- H2S Safety Training
- Eraisafe, UPRR, BNSF
Certifications (expired)
- USACE Wetland Delineator
- CDOT Certified Wetland
Delineator-Functional
Assessment (FACWet) Training

Overview

Eric Petterson is an environmental and ecological consulting professional with 24 years' experience in the private sector, and 10 years' experience with the U.S. Forest Service on the Medicine Bow-Routt and Arapaho & Roosevelt National Forests. This work has led to progressively higher responsibilities and management experience, with 16 years' experience owning a small environmental consulting firm, and 8 years as a senior biologist/project manager with larger consulting firms. Eric has multiple years of experience with clients in the recreation, water, renewables, oil and gas, electrical transmission, private land owners, and government services sectors. Eric has extensive experience in writing and reviewing reports for NEPA compliance, 404 permitting, section 7 and 10 consultations as well as project planning, budgeting, and schedule tracking.

Employment History

Environmental Team Lead, SGM, (2018-2022)

SGM is a regional engineering firm primarily focused on civil, water, and municipal engineering projects. Responsible for business development, client and project management, and environmental permitting and regulatory projects in Colorado, New Mexico and Utah. Primary duties included supervision and collection, analysis, and reporting of biological/ecological/environmental data in support of oil and gas, mining, transportation, electrical transmission, and renewable energy projects for NEPA compliance and other regulatory permitting needs.

Senior Biologist/Technical Leader, Olsson Associates, (2014-2017)

Olsson Associates is a nationwide engineering firm and is primarily focused on civil and municipal engineering projects. Olsson also provides engineering and environmental support to railroad and renewable sectors. Experience included being one of two technical leaders that were responsible for business development, client and project management, environmental permitting and regulatory projects. Eric completed several difficult permits (NEPA analysis and 404 permitting) for clients on technically challenging and complex projects through development of accurate and complete work products.

Senior Biologist/Project Manager, URS Corporation, (2013-2014)

URS is a multinational company that specializes in engineering projects, particularly heavy industrial and governmental projects. Experience was in coordination of permit activities, primarily for oil and gas projects, but also for mining and electrical utilities. Prepared biological assessments, biological survey reports, NEPA Environmental Assessments, section 404 permitting (Nationwide and Individual permits), and other applications and

Awards/Recognitions

2000/Certificate of Merit

USDA Forest Service -
Outstanding project coordination
in wildlife and fire/fuels.

1999/Certificate of Merit

USDA Forest Service - Self-
direction, attitude, leadership
and assisting other units on the
Forest.

1999/Letter of Appreciation

Bureau of Land Management -
For re-writing course guide and
teaching effects of fire on
vegetation communities in Rx-
340.

1998/Certificate of Merit

USDA Forest Service -
Successfully receiving grants
from Rocky Mountain Elk
Foundation to assist in funding
Prescribed Fire Program.

1998/Certificate of Merit

USDA Forest Service - Meeting
deadlines and completing field
work with exceptional quality
and innovation.

1994/Certificate of Merit

USDA Forest Service - Exceeding
requirements and expectations
while effectively collecting data
on Mexican Spotted Owl habitat.

reports which also included working extensively with agency personnel from federal, state, and county agencies.

Principal Ecologist/Owner, Rocky Mountain Ecological Services, Inc. & MountainWest, LLC (2000 – 2013 & 2017 – 2018)

Rocky Mountain Ecological Services and then MountainWest were small biological and ecological consulting firm serving Federal, State and Local governments as well as private sector clients. Services specialized in wildlife, wetlands, and vegetation consulting, with project management for smaller NEPA projects and team support for larger projects. Eric owned and managed these two companies for 16 years.

- Initially focused on serving Federal and State clients, including:
 - U.S. Forest Service
 - Bureau of Land Management
 - Department of Energy
 - Western Area Power Administration
 - Colorado State Parks
 - Local County and Town governments
- Provided wildlife, vegetation, NEPA, reclamation/revegetation, wildlife (fuels), and wetland consulting services.
- Wrote a large number of resource management plans for Colorado State Parks.
- Provided wildfire and fuels management consulting.
- Provided Biological Assessments/Biological Evaluations for several high-profile and difficult/controversial projects.

District Wildlife Biologist & Fuels Planner, Arapaho & Roosevelt National Forest (1991-2000)

Over a 10-year career with the U.S. Forest Service, Eric started as a Wilderness Ranger and Forestry Technician and progressed up to being the District Wildlife Biologist on the Canyon Lakes Ranger District. His duties also included being one of three other Fuels Planners on the Arapaho & Roosevelt National Forest.

- Performed biological surveys for variety of sensitive and T&E species.
- Wrote Biological Assessments and biological sections for NEPA documents.
- Supervised seasonal employees and managed various biological projects/inventories on the District and Forest.
- Planned fuels management projects (prescribed fires) on Ranger District, led NEPA teams assessing potential impacts.
- Grant writing to help fund fuels/wildlife improvement projects and project management.
- Extensive support of fire/fuels programs on Forest.



Michael J. Prouty, M.A., RPA

QUALIFICATIONS SUMMARY

Archaeologist with 18 years of experience working on prehistoric and historic investigations in the Intermountain West and Colorado. Permitted as a Principal Investigator by the States of Colorado, Utah, and Wyoming, as well as by the Bureau of Land Management and USFS Regions 1 and 2. Has a thorough understanding of Section 106, state and federal guidelines, and evaluating project effects on cultural resources.

EDUCATION

M.A. San Diego State University, 2014, Anthropology

B.A. University of Colorado at Colorado Springs, 2006, History

RELEVANT EXPERIENCE

Mr. Prouty has a wide range of experience in cultural resource management throughout the western United States. Although his expertise is in historical research and historical archaeology, Mr. Prouty is also proficient in prehistoric archaeological investigation. His duties include managing all phase of cultural resource compliance work; archaeological monitoring; conducting cultural resource inventories; completing historical research using primary documentary sources; documentation and evaluation of cultural resources; and preparation of technical reports. Representative projects include:

- Principal Investigator. Class III cultural resource inventory and archaeological testing for the Colorado Department of Transportation's Fort Garland Maintenance Facility Parcel Project, Costilla County, Colorado, 2023-present.
- Principal Investigator. Class III cultural resource inventory and archaeological monitoring of the Bureau of Land Management's Bonita Peaks Mining District CERCLA Expanded Site Investigation project, Hinsdale and San Juan Counties, Colorado, 2023-present.
- Principal Investigator. Class I cultural resource overview of Jimmy Camp Creek Park in El Paso County, Colorado, 2023.
- Principal Investigator. Class III cultural resource inventory of the US Forest Service's St. Vrain Forest Health vegetation management project, Boulder County, Colorado, 2023-present.
- Principal Investigator. Class III cultural resource inventory of inactive mines for the Colorado Department of Reclamation and Mining Safety's Ouray Mixed project, Ouray County, Colorado, 2023-present.
- Principal Investigator. Class III cultural resource inventory associated with Mesa County's West Salt Creek Bridge Rehabilitation Project, Mesa County, Colorado, 2023-present.
- Principal Investigator. Class III cultural resource inventory associated with the City of Colorado Springs Master Plan Development of the Blodgett Open Space, El Paso County, Colorado, 2023-present.
- Principal Investigator. Site recordation associated inactive mines for the Bureau of Land Management's Inactive Uranium Mine Project, Dolores, Eagle, Mesa, Montrose, Ouray, and San Miguel counties, Colorado, 2022-2023.
- Principal Manager for DRMS Task Orders for cultural surveys at six different project locations throughout Colorado, 2020-2022.
- Principal Investigator for the Class III cultural resource inventory of inactive mines for the Colorado Department of Reclamation and Mining Safety's Major Creek and Denver City projects, 2020-2021.
- Principal Investigator. Evaluative testing of subsurface potential of Lot 1 of the Gunnison Rising Project in Gunnison County, Colorado, 2020.

APPENDIX E: COLORADO RIVER ENGINEERING RESUME

PROFESSIONAL SUMMARY

Michael Erion has 37 years of experience as a project manager, design engineer, and project engineer for a variety of projects including water rights engineering, water supply and distribution planning, surface and ground water hydrology and analysis, hydraulics, ditch agreements and easements, drainage, regulatory permitting and dam safety.

EDUCATION

M.S., Civil Engineering,
Hydrology and
Water Resources
Colorado State University,
1990

B.S., Civil Engineering,
High Honors
University of Texas at
Arlington, 1987

PROFESSIONAL REGISTRATION

Professional Engineer
28739, Colorado

ASFPM Certified
Floodplain Manager

EXPERIENCE

37 Years

PROFESSIONAL AFFILIATION

Member of American
Society of Civil Engineers
American Water
Resources Association
Association of State
Floodplain Managers
Colorado Association of
State Floodplain Managers
Colorado Water Congress

FEATURED EXPERIENCE

- Water rights engineering
- Ditch agreements, easements, seepage, repair, replacement analysis and design
- Water supply and distribution planning, sanitation district engineering
- Drainage and stream hydrology
- Regulatory permitting
- Stream/wetland restoration and creation
- Expert testimony
- Civil and hydraulic design
- Surface and ground water analysis
- Dam safety/rehabilitation
- Reservoir yield analysis
- River basin planning and modeling
- Computer applications
- Technical reviews for land use applications

WORK EXPERIENCE

Colorado River Engineering, Inc., Rifle, CO

Principal Water Resources Engineer (March 16, 2022 – Present)

LRE Water, Glenwood Springs, CO

Senior Project Manager and Water Rights Practice Leader (June 1, 2020 – March 15, 2022)

Resource Engineering, Inc., Glenwood Springs, CO

Principal Water Resources Engineer (May 2001 – May 31, 2020)

Senior engineer and water rights practice leader for water resource engineering and planning consulting company. Project manager responsible for management and technical expertise for various projects including water rights, water supply planning, water quality, drainage and stream hydrology, hydraulics, regulatory permitting, wetland creation, ditch analysis and design, and dam safety and repair. Also serve as technical review engineer for various governmental agencies.

Wright Water Engineers, Inc., Denver and Glenwood Springs, CO

Vice President/Water Resource Engineer (June 1990 – April 2001)

Vice President and Glenwood Springs Office Manager of a Denver based water resource engineering and planning consulting company. Responsible for operation of the office and implementation of the local water resources program. Provided both management and technical expertise for various projects including water rights, water supply planning, water quality, sanitation district engineering, drainage and stream hydrology, hydraulics, regulatory permitting, stream restoration, wetland creation, reservoir yield analysis, river basin planning and modeling, ditch analysis and design, and dam safety and repair. Also, served as technical review engineer for Garfield County.

Carter & Burgess, Inc., Fort Worth, TX

Project Engineer (January 1988 – August 1989)

Civil engineer for large engineering, surveying, planning and architecture consulting company. Project engineer responsible for technical expertise for various projects including water, sewer, roads, grading and drainage, floodplain studies, surveying, and property legal descriptions. Work included both detailed design and development of master plans for water and sewer infrastructure within the City of Fort Worth and surrounding communities.

PUBLICATIONS

- Erion, Michael J., Waugh, Peter D.
“*Storrie Lake Dam Safety and Rehabilitation*”. Association of State Dam Safety Officials, 1993 Western Regional Conference.
- Erion, Michael J., Waugh, Peter D., Wright, Kenneth
“*Storrie Lake Dam Emergency Preparedness Plan and Monitoring*”. Association of State Dam Safety Officials, 1992 National Conference
- Erion, Michael J., Bailey, Peggy M. “*Considerations in Stream Restoration*”. American Society of Civil Engineers, Wetlands Engineering and River Restoration Conference, 1998.

APPENDIX F: BROWNS HILL ENGINEERING RESUME



8119 Shaffer Parkway, Unit C • Littleton, CO 80127
(720) 344-7771 PHONE • (720) 344-7460 FAX

TED F WILLE

EDUCATION

Black & Veatch Instrumentation & Control systems training, 1992.
Fix Intellution software programming class. May 1996.
B.S. Electrical Engineering, Dec. 1989, University of Wyoming, Laramie, Wyoming.
B.S. Math Education, May 1986, University of Wyoming, Laramie, Wyoming.

ELECTRICAL ENGINEERING EXPERIENCE

Browns Hill Engineering & Controls, LLC, Littleton, Colorado. 2000-Current.
Project Manager/Senior Engineer/Owner
Big Sky Services, Inc., Brighton, Colorado. 1996-2000.
Project Manager/Engineer
Black & Veatch Engineering, Denver, Colorado. 1990-1996.
Staff Engineer

Some Representative Projects

- City of Northglenn WWTP Upgrade. Design for a new administration building and clarifier addition for the existing WWTP.
- Cedaredge, CO WWTP. Design of new WWTP to replace the existing lagoon system.
- Town of Yampa WTP and Tank. Design for an upgrade to the existing WTP and a new storage tank for the town.
- Pagosa Area Water & Sanitation District Digester Addition Project. This included the plant design, which included additional power system and controls.
- Winter Park Ranch generator addition project for all their wells and tanks.
- Pueblo West sludge handling addition, included new power system with power monitoring system and associated control system.
- Meridian Ranch Metro District, Falcon Lift Station Project: A new lift station with a complete headworks and multiple pumping scenarios.
- Meridian Metro District Irrigation Pump Station design/build project for a new irrigation pumping station.
- Steamboat Springs Headworks grinder addition: project included new grinder retrofit in existing plant.
- MWRD digester additions and modifications with gas flow monitoring and flare controls.
- MWRD grease building addition design including all electrical and controls.
- MWRD modifications to the cogeneration facilities with power monitoring and 15 KV feeds to double ended 480 volt load center checkout.
- MWRD grease building addition, with power monitor.
- Telluride wastewater treatment plant expansion.
- MWRD entire wastewater treatment plant modification.
- SACWSD chlorination facilities for chlorinating drinking water.

PROFESSIONAL PAPERS

An Application for Error Squared Control, Presented at the ISA technical conference in Chicago, IL, Sept 1993.

PROFESSIONAL REGISTRATIONS Professional Engineer 1995, State of Colorado.



**TOWN OF PAONIA
BOARD OF TRUSTEES MEETING
STAFF REPORT**

AGENDA ITEM:	Staff Report RFQ 2025-07 Safe Streets for All Consultant Scoring
SUBMITTED BY:	Stefen Wynn, Town Administrator & Treasurer
DATE:	11.22.2025
BACKGROUND:	On October 22, 2025, the Town of Paonia closed the solicitation period for RFQ 2025-07 Safe Streets for All (SS4A) Consultant, seeking a qualified firm to lead development of the Town's SS4A Action Plan. A total of nine proposals were submitted and deemed responsive. Following publication of the November 12, 2025 Board packet, Town staff received a communication from Consor Engineering, who provided documentation showing that their proposal had been submitted on October 21, 2025, within the RFQ's required submission period and to the correct email addresses. Their submission met all RFQ requirements and deadlines. The omission occurred during administrative compilation, and the proposal was subsequently verified and accepted. Consor was evaluated by the scoring committee and included in the evaluation. After full scoring across all evaluators, Consor emerged as the highest-ranked consultant, scoring approximately 100 points higher than the next highest proposer (KLJ). All evaluators' scores are compiled in the attached final scoring summary. Given the nature of the omission and the confirmation that Consor met all submission requirements, staff determined that the full scoring results must be brought back to the Board for discussion, transparency, and direction on the preferred consultant prior to entering contract negotiations. Staff recommends that the Board of Trustees review the final scoring results and provide direction on selection of the highest-ranked firm for RFQ 2025-07 Safe Streets for All Consultant.
BUDGET:	The Town received a \$367,468 SS4A Planning Grant, including a \$293,974 Federal Share and \$73,494 in required local match. Consultant services under RFQ 2025-07 are eligible project costs, and the Town will request reimbursement through FHWA's DELPHI iSupplier System in compliance with 2 CFR Part 200. The period of performance runs through June 8, 2027, and final contract pricing will remain within the approved grant budget.
RECOMMENDATION:	RECOMMENDED MOTION : "I move to direct Town staff to enter into negotiations with Consor Engineering, the highest-scoring proposer for RFQ 2025-07 Safe Streets for All Consultant, and return with a draft professional services agreement for Board consideration."
ATTACHMENT:	Attachment A: RFQ 2025-07 Safe Streets for All Consultant (Consor)_Email Receipt Attachment B: RFQ 2025-07 Safe Streets for All Scoring (Compiled) Attachment(s) C: RFQ 2025-07 Individual Scoring Committee Scores Attachment(s) D: RFQ 2025-07 Safe Streets for All Consultant and Addendums Attachment(s) E: RFQ 2025-07 Safe Streets for All Consultants Individual Proposals

From: Jenny Godwin <jenny.godwin@consoreng.com>
Sent: Tuesday, October 21, 2025 11:59 AM
To: Paonia
Cc: Stefen Wynn
Subject: RFQ 2025-07 Safe Streets for All Consultant [Conzor]
Attachments: [RFQ 2025-07 Safe Streets for All Consultant.pdf](#)

Some people who received this message don't often get email from jenny.godwin@consoreng.com. [Learn why this is important](#)

Dear Selection Committee Members,
Please find the attached RFQ submission from Consor for consideration.

Best,
Jenny

Jenny Godwin, AICP (She/Her/Hers)

PLANNER

o: +1.720.420.4421



consoreng.com | Stay connected with Consor—[subscribe](#) for email updates!

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CONSULTANT		REVIEWER SCORE			
BHI		Stefen W.	Lucy H.	Nicki P.	Garret H.
Firm Qualifications & Relevant Experience		75	50	100	100
Project Team & Key Personnel		75	50	125	75
Project Understanding & Approach		80	20	60	60
Community Engagement & Equity		80	100	80	60
Quality Assurance & Compliance		80	40	100	60
References & Past		50	20	50	30
		TOTAL 1620/2400			
Fehr & Peers					
Firm Qualifications & Relevant Experience		125	125	100	75
Project Team & Key Personnel		100	100	100	100
Project Understanding & Approach		100	80	60	80
Community Engagement & Equity		90	80	80	60
Quality Assurance & Compliance		90	100	80	80
References & Past		50	50	40	30
		TOTAL 1975/2400			
KLJ					
Firm Qualifications & Relevant Experience		125	125	125	75
Project Team & Key Personnel		125	125	125	100
Project Understanding & Approach		100	100	100	40
Community Engagement & Equity		90	80	100	40
Quality Assurance & Compliance		80	60	60	60
References & Past		50	50	50	20
		TOTAL 2005/2400			
Olsson					
Firm Qualifications & Relevant Experience		125	75	125	100
Project Team & Key Personnel		112.5	100	100	100
Project Understanding & Approach		90	60	80	80
Community Engagement & Equity		90	40	80	60
Quality Assurance & Compliance		90	80	80	60
References & Past		50	30	40	30
		TOTAL 1877.5/2400			

CONSULTANT		REVIEWER SCORE			
DJ&A		Stefen W.	Lucy H.	Nicki P.	Garret H.
Firm Qualifications & Relevant Experience		87.5	50	75	100
Project Team & Key Personnel		100	50	100	50
Project Understanding & Approach		80	20	20	40
Community Engagement & Equity		80	80	40	60
Quality Assurance & Compliance		70	60	60	60
References & Past		30	20	20	30
		TOTAL 1382.5/2400			
FHU					
Firm Qualifications & Relevant Experience		87.5	75	75	50
Project Team & Key Personnel		112.5	75	100	100
Project Understanding & Approach		80	80	80	60
Community Engagement & Equity		80	100	80	60
Quality Assurance & Compliance		100	100	60	80
References & Past		30	30	50	40
		TOTAL 1785/2400			
Mead & Hunt					
Firm Qualifications & Relevant Experience		125	50	100	75
Project Team & Key Personnel		112.5	100	100	100
Project Understanding & Approach		80	80	80	60
Community Engagement & Equity		70	100	100	60
Quality Assurance & Compliance		80	60	80	60
References & Past		40	20	40	30
		TOTAL 1802.5/2400			
SCJ					
Firm Qualifications & Relevant Experience		93.75	50	100	75
Project Team & Key Personnel		112.5	75	125	100
Project Understanding & Approach		70	40	100	80
Community Engagement & Equity		90	80	100	60
Quality Assurance & Compliance		100	100	80	60
References & Past		45	20	50	30
		TOTAL 1836.25/2400			

CONSULTANT		REVIEWER SCORE			
Conсор		Stefen W.	Lucy H.	Nicki P.	Garret H.
Firm Qualifications & Relevant Experience		125	100	100	100
Project Team & Key Personnel		125	125	125	75
Project Understanding & Approach		95	80	100	80
Community Engagement & Equity		100	80	100	60
Quality Assurance & Compliance		90	100	100	80
References & Past		45	40	50	30
		TOTAL 2105/2400			

Rank	Consultant	Score	Percentage
1	Conсор	2105	87.7083
2	KLJ	2005	83.54%
3	Fehr & Peers	1975	82.29%
4	Olsson	1877.5	78.23%
5	SCJ	1836.25	76.51%
6	Mead & Hunt	1802.5	75.10%
7	FHU	1785	74.38%
8	BHI	1620	67.50%
9	DJ&A	1382.5	57.60%

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: Bohannon Huston
Evaluator Name: G. Henderson
Date: 10/21/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	4
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	3
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	3
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	4

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	3
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	3
TOTAL SCORE (Maximum 500 points): _____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: DJ & A

Evaluator Name: G. Henderson

Date: 10/28/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	4
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	2
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	2
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	3

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	3
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	3
TOTAL SCORE (Maximum 500 points): _____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: Fehr & Peers
Evaluator Name: G. Henderson
Date: 10/28/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	3
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	4
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	3

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	4
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	3
TOTAL SCORE (Maximum 500 points): _____		

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant

Proposal Evaluation Scoring Sheet

Proposer Name: Felsburg, Holt & Ulleng

Evaluator Name: G. Henderson

Date: 10/28/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	2
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	3
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	3

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	4
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	4
TOTAL SCORE (Maximum 500 points): _____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: KLS
Evaluator Name: G. Henderson
Date: 10/28/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience	25	3
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	2
• Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	2
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	3
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	2
TOTAL SCORE (Maximum 500 points): _____		

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant

Proposal Evaluation Scoring Sheet

Proposer Name: Mead & Hunt

Evaluator Name: G. Henderson

Date: 10/28/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	3
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	3
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	3

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		3
6. References and Past Performance	10	
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		3
TOTAL SCORE (Maximum 500 points): _____		



Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: O/SSon
Evaluator Name: G. Henderson
Date: 10/28/25

Each proposal will be scored on a 0–5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	4
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	4
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	3

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	3
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	3
TOTAL SCORE (Maximum 500 points): _____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: SCJ Alliance
Evaluator Name: G. Henderson
Date: 10/28/25

Each proposal will be scored on a 0–5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 500 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	3
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	4
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	3

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	3
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	3
TOTAL SCORE (Maximum 500 points): _____		

From: Garrett Henderson
Sent: Thursday, November 20, 2025 8:26 PM
To: Stefen Wynn
Subject: Re: Missed Consultant for Scoring RFQ 2025-07 Safe Routes for All Consultant

Scores:

Category 1: 4

Category 2: 3

Category 3: 4

Category 4: 3

Category 5: 4

Category 6: 3

From: Stefen Wynn <StefenW@townofpaonia.com>
Sent: Monday, November 17, 2025 5:37:17 PM
To: Lucy H <LucyH@townofpaonia.com>; Garrett Henderson <ghendersonppd@townofpaonia.com>; Nicki P <nickip@townofpaonia.com>
Subject: RE: Missed Consultant for Scoring RFQ 2025-07 Safe Routes for All Consultant

We need your scores no later than Thursday at 2PM! I've already got Trustee Hunter's scoresheet.

SW

From: Stefen Wynn
Sent: Monday, November 10, 2025 2:16 PM
To: Lucy H <LucyH@townofpaonia.com>; Garrett Henderson <ghendersonppd@townofpaonia.com>; Nicki P <nickip@townofpaonia.com>
Subject: Missed Consultant for Scoring RFQ 2025-07 Safe Routes for All Consultant
Importance: High

Scoring Team –

A consultant was missed that met all conditions for submitting a proposal. They just happened to submit their proposal a day earlier than the others, and I completely missed it. As a response, the following email was sent to all consultants that submitted a proposal, *"Following consultation with the Town Attorney, the Town will be postponing a final decision on RFQ 2025-07 Safe Streets for All Consultant, until the next available Board of Trustees meeting on November 25, 2025. This extension will allow the scoring committee to review and score an additional proposal that was recently identified as having met all submission requirements, including being received on October*

21, 2025. The results will then be incorporated into the upcoming Board packet for full consideration. I sincerely appreciate your patience and understanding as we work to ensure that the RFQ process remains fair, transparent, and consistent with Town procedures.”

There isn’t a rush on this scoring since it will be continued until the next board meeting.

In Public Service,



Stefen Wynn, M.P.A.
ICMA-CM
Paonia Town Administrator
& Treasurer

P: (970) 527-4101

F: (970) 527-4102

E: StefenW@TownofPaonia.com

214 Grand Ave.
Paonia, CO 81428

<https://townofpaonia.colorado.gov/>



“Words or phrases cannot be read in isolation but must be read within the context of the entire statutory scheme.”

Thermo Dev., Inc. v. Central Masonry Corp., 195 P.3d 1166, 1168 (Colo. App. 2008).

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: BHI
Evaluator Name: L. HUNTER
Date: 11/5/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	2
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	2
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	1
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	5

SAP Cortez
ADA
multimodal
various
Cedarvale

1 PE
Planning
Civil eng

no local
insight
w/ ref to
ADA TP, etc

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	2
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	2
TOTAL SCORE (Maximum 500 points): <u>280</u>		

Gross Proposal w/ local photos
 Denver

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: DJ & A

Evaluator Name: L. Hunter

Date: 11/5/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience <i>2 SS4A in MT (none in CO) traffic study in Snowmass</i> • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	2
2. Project Team and Key Personnel <i>1 PE planning, traffic, engagement</i> • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	2
3. Project Understanding and Approach <i>no local insight or ref to ADA TP, etc.</i> • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	1
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	4

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	3
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	2
TOTAL SCORE (Maximum 500 points): <u>280</u>		

Prop seems better-dale
LAKENEXX

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: FEHR & PEERS

Evaluator Name: L. HUNTER

Date: 11/5/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	5
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	4
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	4

500 SS4A SAP
+ 2 in progress
Gunn Co.
Silverthorne,
Theriot
Cherokee Boulder
Grant (encl.)
2 PE + 1 ET
2 sub. CO's
planning,
traffic,
engagement,
hydraulics,
ADA
Ref.
ADA T.P. 1
CR25

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	5
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	5
TOTAL SCORE (Maximum 500 points): <u>535</u>		

Good Proposition
Denver w/ local (Pawnee) reps

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: FH & U
Evaluator Name: L. HUNTER
Date: 11/5/25

Each proposal will be scored on a 0–5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	3
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	3
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	4
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	5

2 SS4A SAs
in CO
Larimer Co
Centennial
(first range)
MAP C. Dale
+ Subbing
others

3 PEs

ref. bike sat.
ADA TP,

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	5
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	3
TOTAL SCORE (Maximum 500 points): <u>460</u>		

Good Proposal
 GI office

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: KLJ
Evaluator Name: L. Hunter
Date: 11/5/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	5
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	5
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	5
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	4

(most score!)
5 SS4A SAPs
4 in CO
Rifle
Gypsum
Eagle
5 PE
1 EIT
Large Team
in-house
planning, finance,
engagement,
traffic, ADA,
hydraulics
Ref. ADA T.P.,
bike fatality,
20 mph, 5th d,
Grand
Fed Fund's App

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	3
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	5
TOTAL SCORE (Maximum 500 points): <u>540</u>		

GOOD PROPOSAL

LOCAL (1st) - GJ

TYPES IN COURSE LTR

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: Wendy & Hunter
Evaluator Name: L. Hunter
Date: 11/5/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	2
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	4
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	5

Lyons! SMP
SR28 Gunn CO
25544 in SE

2 Sub Ob's
6 PES
1 EIT
Planning,
traffic,
outreach

Let RR xing,
summer
festivals,
as ditch

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	3
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	2
TOTAL SCORE (Maximum 500 points): <u>410</u>		

Grows Program w/local photos
 didn't state office loc in c.ltr
 Denver

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: OLSSON
Evaluator Name: L. HUNTER
Date: 11/5/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	3
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	4
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	3
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	2

SS4A SPS
CO Springs
Broomfield

2 Sub CO's
4 PES
planning,
engagement,
ADA, traffic,
grant writing,
fundraising,
ref. bike lab.

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	4
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	3
TOTAL SCORE (Maximum 500 points): <u>385</u>		

STOCK PHOTOS - COVER PHOTO'S NOT PAONIA
 KEY STAFF IN PAONIA, CO, GWS
 Office in CO Springs

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: SCJ
Evaluator Name: L. Hunter
Date: 11/5/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	2
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	3
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	2
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	4

2 SS4A in west
(none in CO)
one in CO
(traffic)

3 PEs
1 Sub Co

no local
insight or
ref. to
ADA TP, etc.

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance - Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.	20	5
6. References and Past Performance Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	2
TOTAL SCORE (Maximum 500 points): <u>365</u>		

Stack Photos
Silverthorne

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet

Proposer Name: CONSOR

Evaluator Name: L. HUNTER

Date: 11/17/25

Each proposal will be scored on a 0-5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0-5)
1. Firm Qualifications and Relevant Experience • Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.	25	4
2. Project Team and Key Personnel • Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.	25	5
3. Project Understanding and Approach • Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.	20	4
4. Community Engagement and Equity • Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.	20	4

Evaluation Criteria

Weight

Score (0-5)

5. Quality Assurance and Compliance

20

5

- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards.
- Internal quality control measures.

6. References and Past Performance

10

4

- Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.

TOTAL SCORE (Maximum 600 points): 525

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria

Score (0-5)

Weight

1. Firm Qualifications and Relevant Experience

25

- Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects.
- Successful completion of similar projects in Colorado or rural communities.

2. Project Team and Key Personnel

25

- Qualifications, certifications, and experience of proposed staff.
- Clear definition of roles, responsibilities, and availability.

3. Project Understanding and Approach

20

- Demonstrated understanding of Boulder's safety and accessibility challenges.
- Feasibility and clarity of methodology for Action Plan development.
- Integration of ADA Transition Plan into SS4A planning.

4. Community Engagement and Equity

20

- Strategies for inclusive and equitable engagement.
- Experience engaging underserved populations, schools, businesses, and disability community.

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant

Proposal Evaluation Scoring Sheet

Proposer Name: BHI

Evaluator Name: Nicki Poulos

Date: 11-3-25

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	4
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	3
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	4
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	5
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	5
TOTAL SCORE (Maximum 600 points): ____515____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: _____ DJ&A _____

Evaluator Name: _____ Nicki Poulos _____

Date: _____ 11-3-25 _____

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	3
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	1
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	2
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0–5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	3
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	2
TOTAL SCORE (Maximum 600 points): ____315____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: _____Fehr & Peers_____

Evaluator Name: _____Nicki Poulos_____

Date: _____11-3-25_____

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	4
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	3
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	4
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	4
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	4
TOTAL SCORE (Maximum 600 points): ____460____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: FHU

Evaluator Name: Nicki Poulos

Date: 11-4-25

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	3
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	4
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	4
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	3
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	5
TOTAL SCORE (Maximum 600 points): ____410____.		

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant

Proposal Evaluation Scoring Sheet

Proposer Name: ____KLJ Engineering____

Evaluator Name: _Nicki Poulos_____

Date: ____11-3-25_____

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	5
• Demonstrated understanding of Paonia's safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	5
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	5
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	5
TOTAL SCORE (Maximum 600 points): __600__		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: Mead & Hunt

Evaluator Name: Nicki Poulos

Date: 11-3-25

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	4
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	4
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	5
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	4
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	4
TOTAL SCORE (Maximum 600 points): ____500____		

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant

Proposal Evaluation Scoring Sheet

Proposer Name: Olsson

Evaluator Name: Nicki Poulos

Date: 11-4-25

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	4
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	4
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	4
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	4
TOTAL SCORE (Maximum 600 points): ____565____		

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant

Proposal Evaluation Scoring Sheet

Proposer Name: ____SCJ Alliance_____

Evaluator Name: _Nicki Poulos_____

Date: ____11-4-25_____

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	4
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	5
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	5
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0–5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	4
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	5
TOTAL SCORE (Maximum 600 points): ____555____		

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant Proposal Evaluation Scoring Sheet

Proposer Name: ____Consor____

Evaluator Name: _Nicki Poulos_____

Date: ____11-18-25_____

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	4
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	5
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	5
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	5
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	5
TOTAL SCORE (Maximum 600 points): ____575____		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: BHI

Evaluator Name: Stefen Wynn

Date: 11.6.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		3
		Total: 75
2. Project Team and Key Personnel	25	
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		3
		Total: 75
3. Project Understanding and Approach	20	
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		4
		Total: 80
4. Community Engagement and Equity	20	
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		4
		Total: 80

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		4
		Total: 80
6. References and Past Performance	10	
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		5
		Total: 50
TOTAL SCORE (Maximum 600 points): <u>440</u>		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: DJ&A

Evaluator Name: Stefen Wynn

Date: 11.6.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	3.5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		Total: 87.5
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		Total: 100
3. Project Understanding and Approach	20	4
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		Total: 80
4. Community Engagement and Equity	20	4
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		Total: 80

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	3.5
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		Total: 70
6. References and Past Performance	10	3
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		Total: 30
TOTAL SCORE (Maximum 600 points): <u>447.5</u>		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: Fehr & Peers

Evaluator Name: Stefen Wynn

Date: 11.6.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		Total: 125
2. Project Team and Key Personnel	25	4
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		Total: 100
3. Project Understanding and Approach	20	
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		5 Total: 100
4. Community Engagement and Equity	20	
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		4.5 Total: 90

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	4.5
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		Total: 90
6. References and Past Performance	10	5
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		Total: 50
TOTAL SCORE (Maximum 600 points): <u>555</u>		

Town of Paonia

RFQ 2025-07 Safe Streets for All Consultant Proposal Evaluation Scoring Sheet

Proposer Name: FHU

Evaluator Name: Stefen Wynn

Date: 11.7.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	3.5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		Total: 87.5
2. Project Team and Key Personnel	25	4.5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		Total: 112.5
3. Project Understanding and Approach	20	
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		4 Total: 80
4. Community Engagement and Equity	20	
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		4 Total: 80

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	5
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		Total: 100
6. References and Past Performance	10	3
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		Total: 30
TOTAL SCORE (Maximum 600 points): <u>490</u>		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: KLJ

Evaluator Name: Stefen Wynn

Date: 11.7.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- 0 = Does not meet requirements
- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		Total: 125
2. Project Team and Key Personnel	25	5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		Total: 125
3. Project Understanding and Approach	20	5
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		Total: 100
4. Community Engagement and Equity	20	
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

4.5
Total:
90

SW - PDF malfunction, had to redact and add score 11.7.2025

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	4
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		Total: 80
6. References and Past Performance	10	5
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		Total: 50
TOTAL SCORE (Maximum 600 points): <u>570</u>		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: Mead & Hunt

Evaluator Name: Stefen Wynn

Date: 11.6.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		Total: 125
2. Project Team and Key Personnel	25	4.5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		Total: 112.5
3. Project Understanding and Approach	20	4
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		Total: 80
4. Community Engagement and Equity	20	3.5
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		Total: 70

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	4
• Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.		Total: 80
6. References and Past Performance	10	4
• Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		Total: 40
TOTAL SCORE (Maximum 600 points): <u>507.5</u>		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: _____

Evaluator Name: _____

Date: _____

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	5
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		Total: 125
2. Project Team and Key Personnel	25	4.5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		Total: 112.5
3. Project Understanding and Approach	20	4.5
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		Total: 90
4. Community Engagement and Equity	20	4.5
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		Total: 90

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		4.5
		Total: 90
6. References and Past Performance	10	
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		5
		Total: 50
TOTAL SCORE (Maximum 600 points): <u>557.5</u>		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: SCJ Alliance

Evaluator Name: Stefen Wynn

Date: 11.6.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	3.75
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		Total: 93.75
2. Project Team and Key Personnel	25	4.5
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		Total: 112.50
3. Project Understanding and Approach	20	3.5
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		Total: 70
4. Community Engagement and Equity	20	4.5
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		Total: 90

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	5
• Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.		Total: 100
6. References and Past Performance	10	4.5
• Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		Total: 45
TOTAL SCORE (Maximum 600 points): <u>511.25</u>		

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: Consor

Evaluator Name: Stefen Wynn

Date: 11.22.2025

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		5 Total: 125
2. Project Team and Key Personnel	25	
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		5 Total: 125
3. Project Understanding and Approach	20	
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		4.75 Total: 95
4. Community Engagement and Equity	20	
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		5 Total: 100

Evaluation Criteria	Weight	Score (0-5)
5. Quality Assurance and Compliance	20	
- Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. - Internal quality control measures.		4.5 Total: 90
6. References and Past Performance	10	
Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.		4.5 Total: 45
TOTAL SCORE (Maximum 600 points): <u>580</u>		



TOWN OF PAONIA, COLORADO

REQUEST FOR QUALIFICATIONS

Safe Streets for All Consultant

RFQ 2025-07

ISSUED: AUGUST 27, 2025

PROPOSAL DUE DATE: OCTOBER 22, 2025, NOON (M.T.)

REQUEST FOR QUALIFICATIONS – Safe Streets for All Consultant

The Town of Paonia, Colorado, is soliciting Statements of Qualifications (SOQs) from qualified consulting firms to provide professional services in support of the Town's **Safe Streets and Roads for All (SS4A) Comprehensive Safety Action Plan**. This project is funded through a Fiscal Year 2024 SS4A Planning and Demonstration Grant administered by the United States Department of Transportation's Federal Highway Administration (FHWA). The total project cost is **\$367,468**, supported by a federal award of **\$293,974**, with the Town providing **\$71,988 in local funds** and **\$1,506 in in-kind contributions**.

The SS4A initiative is designed to address pressing transportation safety challenges within the Town of Paonia. As a small rural community, Paonia has limited pedestrian and bicycle infrastructure, inadequate ADA accessibility, and aging roadway and stormwater systems. Many streets lack sidewalks altogether, while existing sidewalks are broken, buckled, and without ADA-compliant crossings. The absence of bike facilities, combined with deteriorating roadway surfaces and reliance on irrigation ditches as stormwater conveyance, creates unsafe conditions for all users. In September 2024, the Town experienced its first fatal vehicle–bicyclist collision, underscoring the urgent need for systemic safety improvements.

Through this RFQ, the Town seeks a consultant partner to guide the development of a **Comprehensive Safety Action Plan (CSAP)** that prioritizes infrastructure investments aimed at eliminating roadway fatalities and serious injuries.

The consultant will assist the Town in:

- Developing an implementable Action Plan that ensures safe travel for drivers, pedestrians, cyclists, and persons with disabilities.
- Incorporating ADA standards and Complete Streets design principles to promote multimodal mobility and community health.
- Identifying cost-effective, high-impact strategies suitable for a rural context.
- Evaluating innovative technologies and practices proven effective in comparable communities.
- Collaborating with Delta County, Delta County Public Schools, Paonia Fire District, and other stakeholders to ensure regional safety coordination.
- Engaging residents in an inclusive planning process to reflect a broad range of community experiences and perspectives.

The SS4A Action Plan will provide the framework for prioritizing future capital improvement projects, including sidewalks, bike paths, intersection redesigns, drainage improvements, and roadway resurfacing. Once complete, the plan will guide the Town in aligning transportation investments with federal, state, and local safety objectives.

The consultant selected through this RFQ will play a critical role in shaping a plan that is data-driven, community-informed, and designed for implementation. The project must be completed in one phase, with the **Comprehensive Safety Action Plan publicly available by May 8, 2027, and the final SS4A report delivered by June 1, 2027.**

By undertaking this initiative, the Town of Paonia reaffirms its commitment to creating safer, more accessible streets for all residents and visitors, ensuring that transportation networks support long-term community vitality, mobility, and quality of life.

Prospective Bidders are requested to submit proposals clearly marked as, “**RFQ 2025-07 Safe Streets for All Consultant**,” with the vendor’s name and address on the front.

Only emailed PDF proposals sent to: Paonia@TownofPaonia.com and cc’d to StefenW@TownofPaonia.com, will be accepted on or before **12:00 P.M. (Noon) on OCTOBER 22, 2025**. Proposals submitted through **bidnetdirect.com** will not be considered unless they are also emailed to the addresses above.

This RFQ has been advertised on <https://www.bidnetdirect.com/>. Any modifications to this RFQ or addenda pertaining to this RFQ will be published on the above-mentioned website, and all proposers are responsible to periodically check the site for relevant updates prior to submittal of a proposal.

BACKGROUND INFORMATION/SITE DESCRIPTION

The Town of Paonia is a statutory municipality located in Delta County, Colorado. Incorporated on July 21, 1902, Paonia has a long and distinctive history shaped by agriculture, coal mining, and creative enterprise. The community was first settled in 1880 by pioneers who established orchards and ranches in the fertile North Fork Valley. Paonia’s unique climate, naturally moderated by mountain airflows, makes it particularly well-suited for the cultivation of cherries, apricots, peaches, plums, pears, nectarines, and apples. This agricultural legacy continues to be a defining characteristic of the Town and its surrounding region.

Culturally, Paonia is recognized for its vibrant arts and creative sector. The Town is home to the North Fork Valley Creative Coalition, which manages Paonia’s state-certified Creative District. This initiative has fostered a strong arts community and hosts recurring events such as Final Friday Frolics, the Mountain Harvest Festival, and the Holiday Art Fair. The Town also draws visitors to long-standing traditions including Cherry Days, Top ‘O the Rockies BMW Rally, and Pickin’ in the Park, reinforcing Paonia’s identity as both an agricultural hub and a center of cultural vitality.

For much of the twentieth century, coal mining was the primary economic driver for Paonia and the greater North Fork Valley. However, the closures of the Elk Creek Mine in 2013 and the Bowie #2 Mine in 2016 resulted in significant job losses, population decline, and a sharp reduction in revenues. Today, the West Elk Mine remains the only operational mine in the area, with finite reserves. In recognition of these economic challenges, the State of Colorado has designated Paonia as a Disadvantaged Community (DAC). Current socioeconomic

indicators underscore this designation, with the Town's 2023 median household income of \$53,646 and median home value of \$217,400 falling below statewide averages.

Paonia has faced additional infrastructure and public service challenges. In 2019, a catastrophic water loss crisis forced the Town to declare a local emergency, shut off its water system, and impose a moratorium on new water taps. Since then, the Town has embarked on a comprehensive 20-year capital improvement plan to rebuild its water system. Funded by the Colorado Drinking Water Revolving Fund and supplemented through grants, the plan includes replacement of the main distribution line, rehabilitation of raw water systems, and tank relining projects. Early results from a hydrogeological study conducted in 2024 revealed greater water availability than previously anticipated, providing a foundation for long-term system resiliency.

In the summer of 2025, the Town also began developing an ADA Self-Evaluation and Transition Plan with the assistance of Mile High Accessibility Consultants, Inc. This federally required process, first mandated under the Americans with Disabilities Act in 1992, involves identifying and prioritizing barriers to accessibility across Town facilities, parks, and the public right-of-way. Paonia's nearly completed assessment has cataloged existing barriers, engaged the public and disability community for input, and is preparing a comprehensive plan to reduce obstacles to participation in Town services. Importantly, the Transition Plan is being structured to guide prioritization of barrier removal projects and compliance efforts, and it will serve as a critical reference for Safe Streets for All planning. By aligning ADA compliance initiatives with SS4A objectives, Paonia will ensure that infrastructure investments simultaneously advance multimodal safety, accessibility, and equity.

In 2024, the Town experienced a tragedy when a cyclist was killed in a collision with a commercial truck on one of Paonia's main thoroughfares. This fatality brought renewed urgency to the community's efforts to improve roadway safety and underscored the vulnerabilities faced by pedestrians, cyclists, and other non-motorized users in areas lacking adequate infrastructure.

Today, Paonia is primarily a residential community with a limited commercial district concentrated in retail, restaurants, and nonprofit operations. Lacking large-scale industry, the Town continues to diversify its economy through tourism, agriculture, and the creative arts. Proximity to outdoor recreation in the North Fork Valley and the surrounding mountains further strengthens its appeal as a destination. While economic stresses remain, Paonia has demonstrated resilience by investing in infrastructure modernization, improving financial transparency, and fostering community partnerships.

These conditions make the Safe Streets for All initiative particularly important for Paonia. As a rural community with limited transportation infrastructure, economic challenges, and a recent history of serious safety incidents, the Town must ensure that streets are designed and managed to protect all users. Development of a Comprehensive Safety Action Plan will allow Paonia to prioritize investments that support safe multimodal travel, strengthen community connectivity, and align transportation improvements with long-term economic recovery and quality of life goals.

SCOPE OF SERVICES

The consultant selected through this RFQ will assist the Town of Paonia in developing a **Comprehensive Safety Action Plan (CSAP)** in accordance with the requirements of the Federal Highway Administration (FHWA) under the **Safe Streets and Roads for All (SS4A) Planning and Demonstration Grant Program**. The consultant will serve as the Town's lead planning partner, working closely with staff, elected officials, and regional stakeholders to ensure the successful development of a plan that prioritizes projects and strategies aimed at eliminating roadway fatalities and serious injuries within the municipal boundary and entrances from Colorado Highway 133.

The Scope of Services shall include, but not be limited to, the following:

1. Planning and Data Collection

1.1 Project Initiation: Conduct a project kickoff meeting with Town staff, elected officials, and identified stakeholders, establishing project goals, schedule, and communication protocols.

1.2 Data Collection: Inventory existing roadway, sidewalk, bicycle, and ADA infrastructure; review crash data, traffic counts, and roadway condition reports; and document safety hazards unique to Paonia such as irrigation ditch conflicts and deteriorated roadway edges.

1.3 Analysis: Evaluate existing conditions, identify multimodal gaps, and assess safety concerns near schools, businesses, neighborhoods, and community destinations. Develop baseline mapping and data products to inform plan recommendations.

2. Community and Stakeholder Engagement

2.1 Public Involvement Plan: Develop and implement a plan that ensures broad community participation, with outreach designed to include underrepresented and vulnerable populations.

2.2 Engagement Activities: Facilitate public meetings, workshops, open houses, and surveys to capture resident input and lived experiences related to transportation safety.

2.3 Regional Coordination: Collaborate with Delta County, CDOT, Delta County Public Schools, the Paonia Fire District, and other partners to align priorities across jurisdictions and agencies.

2.4 Documentation: Record and summarize public input, ensuring that engagement outcomes are incorporated into draft and final Action Plan recommendations.

3. Development of the Comprehensive Safety Action Plan

- 3.1 Identification of Strategies and Projects:** Identify and evaluate infrastructure improvements and policy strategies that enhance safety for drivers, pedestrians, cyclists, and persons with disabilities.
- 3.2 Prioritization:** Rank proposed projects based on safety benefits, equity, feasibility, cost-effectiveness, and alignment with federal and state objectives.
- 3.3 Best Practices:** Incorporate Complete Streets, ADA-compliant design standards, and low-cost/high-impact strategies proven effective in similar rural communities.
- 3.4 Draft and Final Plan Preparation:** Prepare a draft Comprehensive Safety Action Plan that integrates existing conditions, public input, and prioritized project lists. Revise based on Town and stakeholder feedback, and deliver a final Action Plan suitable for adoption by the Paonia Board of Trustees.

4. Reporting and Deliverables

- 4.1 Progress Reports:** Provide regular updates to the Town and FHWA in compliance with SS4A grant requirements, including documentation of milestones, community engagement, and performance measures.
- 4.2 Final Deliverables:** Deliver the Comprehensive Safety Action Plan in both print-ready and digital formats.
- 4.3 Compliance:** Ensure that the final Action Plan satisfies FHWA program requirements, including performance measurement, lessons learned, and recommendations for preventing roadway fatalities and serious injuries.
- 4.4 Final Deadlines:** Ensure that the Action Plan is publicly available no later than **May 8, 2027**, with the final SS4A report submitted to FHWA no later than **June 1, 2027**.

PROPOSAL REQUIREMENTS

Firms responding to this RFQ must provide complete and comprehensive proposals that demonstrate the ability to perform the required planning, engagement, and technical services for the development of the Town of Paonia's Comprehensive Safety Action Plan under the Safe Streets and Roads for All (SS4A) program.

Proposals shall be concise, well-organized, and include the following information:

1. Cover Letter & Submission Checklist

- Include the Proposer Submission Checklist (Attachment A of this RFQ).
- Introduce the firm, identifying the principal contact person and the location of the office that will manage the project.
- Provide a brief statement of the firm's interest in and understanding of the project.

2. Firm Qualifications and Experience

- Describe the firm's history, size, organizational structure, and areas of expertise.
- Provide examples of at least three (3) successfully completed projects of similar scope, scale, and complexity, preferably within Colorado or other rural communities.
- Highlight experience with federally funded planning projects, particularly those involving SS4A, multimodal transportation safety, ADA compliance, or Complete Streets planning.

3. Project Team

- Identify the proposed project manager, key staff, and technical personnel.
- Provide resumes that highlight relevant certifications, qualifications, and experience in transportation safety planning, ADA accessibility, community engagement, and multimodal planning.
- Clearly indicate staff availability for this project and their role/responsibility.

4. Project Understanding and Approach

- Demonstrate understanding of Paonia’s transportation safety challenges, including limited pedestrian and bicycle infrastructure, ADA accessibility barriers, and the need to address roadway safety in a rural community context.
- Outline a proposed methodology for data collection, public engagement, project prioritization, and development of the Comprehensive Safety Action Plan.
- Identify strategies to integrate findings from Paonia’s ADA Transition Plan into the SS4A Action Plan to ensure accessibility, inclusion, and equity are prioritized.

5. Quality Assurance and Compliance

- Provide a detailed description of the firm’s approach to ensuring compliance with:
 - Federal Highway Administration SS4A program requirements
 - Americans with Disabilities Act (ADA) and Public Right-of-Way Accessibility Guidelines (PROWAG)
 - Title VI of the Civil Rights Act and other applicable equity requirements
- Identify internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.

6. Schedule and Availability

- Provide a staffing and availability plan that ensures timely completion of project milestones.
- Confirm the capacity to complete the Comprehensive Safety Action Plan and publish it publicly by **May 8, 2027**, with the final SS4A report delivered to FHWA no later than **June 1, 2027**.

7. References

- Provide contact information for at least three (3) client references for similar work performed within the past five (5) years.

8. Other Required Information

- Proof of insurance meeting minimum Town and FHWA requirements.
- Any other information the responding firm deems relevant.

SUBMISSION INSTRUCTIONS

Firms interested in providing professional planning services for the Safe Streets and Roads for All Comprehensive Safety Action Plan must submit their proposal in accordance with the requirements outlined in this RFQ.

Submissions must be clearly titled and in the email subject line as:

RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]

Proposals must be submitted electronically in PDF format by email to:

Paonia@TownofPaonia.com

AND

cc'd to: **StefenW@TownofPaonia.com**

Deadline: 12:00 P.M. (Noon), Friday, OCTOBER 22, 2025 (MT)

- Proposals submitted through bidnetdirect.com or any platform other than direct email will not be considered unless they are also sent to the addresses above.
- Mailed or hand-delivered proposals will not be accepted.
- Proposals received after the deadline will be rejected.

The Town will not be bound by, nor responsible for, any explanations or interpretations of this RFQ other than those provided in writing. No oral interpretations will be made to any consultant.

Any questions or requests for clarification must be submitted via email to **Paonia@TownofPaonia.com**, and cc'd to **StefenW@TownofPaonia.com**. All questions must be received no later than **October 10, 2025, at 4:00 P.M. (MT)**. Questions will be answered by publishing an addendum to **bidnetdirect.com**.

The Town reserves the right to request additional information or clarifications from proposers, and to allow corrections of errors or omissions. Submission of a proposal indicates acceptance by the proposer of all conditions contained in this RFQ.

SELECTION PROCESS

The Town of Paonia will utilize a qualifications-based selection process consistent with state and federal requirements under the Safe Streets and Roads for All (SS4A) program.

Evaluation of Proposals

All proposals will be evaluated by a Selection Committee based on the criteria outlined in the Evaluation Criteria section of this RFQ. The Town may seek clarification of submitted proposals as deemed necessary. Proposals that do not meet the minimum qualification requirements may be deemed non-responsive.

- Proposals will be evaluated by a Selection Committee based on the criteria outlined in the Evaluation Criteria section of this RFQ.
- The Town may seek clarification of submitted proposals as deemed necessary.

Shortlisting and Interviews

Based on the initial evaluations, the Selection Committee may create a shortlist of the most qualified firms. Shortlisted firms may be invited to participate in interviews to further assess qualifications, proposed approach, and team capabilities. Interviews will provide proposers an opportunity to present their understanding of Paonia's transportation safety challenges and their methodology for developing the Comprehensive Safety Action Plan.

- Based on initial evaluations, the Selection Committee may create a shortlist of the most qualified firms.
- Shortlisted firms may be invited to participate in interviews to further assess qualifications, proposed approach, and team capabilities.

Final Selection

Following evaluations and interviews (if conducted), the Selection Committee will rank firms and make a recommendation to the Paonia Board of Trustees for award of contract. The Committee's recommendation will be based on the firm's overall qualifications, demonstrated experience, project understanding, engagement strategy, and ability to comply with federal requirements.

Negotiations will then be conducted with the highest-ranked firm to finalize scope, fees, and contract terms. If an agreement cannot be reached, the Town reserves the right to negotiate with the next highest-ranked firm.

Anticipated Schedule

The following schedule is provided as a general guideline and is subject to change at the Town's discretion:

- RFQ Issued: August 27, 2025
- RFQ Issued: **August 27, 2025**
- Deadline for Questions: **October 10, 2025, at 4:00 P.M. (MT)**
- Proposals Due: **October 22, 2025, at 12:00 P.M. (Noon, MT)**
- Selection and Recommendation: **October 28, 2025, Board of Trustees Meeting**
- Contract Award: within 7-days of selection
- Notice to Proceed: within 5-Days after fully-executed contract award

PROPOSAL EVALUATION

All proposals will be reviewed and evaluated by a Selection Committee. The Committee may include Town staff and other individuals with expertise relevant to the services described in this RFQ. The Committee will independently assess and rank proposers in accordance with the evaluation criteria outlined below. Evaluation of proposals will be based solely on the judgment and discretion of the Committee.

During the evaluation process, all communications shall be directed exclusively to the Town Administrator & Treasurer. Proposers are prohibited from contacting or lobbying members of the Selection Committee directly. Any attempt to do so may compromise the integrity of the selection process and may result in disqualification.

The Committee will evaluate only those proposals that meet the minimum qualification requirements set forth in this RFQ. Proposals that appear unrealistic in terms of technical or scheduling commitments may be deemed indicative of insufficient competence or a lack of understanding of the complexity and risks inherent in the Town's requirements.

At the Town's discretion, the evaluation process may include oral interviews with shortlisted proposers. If oral interviews are conducted, proposers will be notified in advance of the date, time, location, and any additional information that may be requested. In the event the Town receives three or fewer proposals, the Town reserves the right to forego oral interviews.

Evaluation Criteria:

Proposals will be evaluated according to the following criteria. Each criterion will be scored on a zero-to-five-point scale. Scores will then be weighted according to the assigned values to produce a total score. **The maximum possible score is 500 points.** Proposals with higher weighted totals will be considered more advantageous to the Town.

1. Firm Qualifications and Relevant Experience (25 points)

- Demonstrated experience providing transportation safety planning, multimodal infrastructure assessments, ADA compliance planning, and community engagement.
- Successful completion of projects of similar scope and complexity, preferably within Colorado and/or rural communities.

2. Project Team and Key Personnel (25 points)

- Qualifications, certifications, and experience of proposed project manager and key staff.
- Availability of personnel to perform services throughout the duration of the project.

3. Project Understanding and Approach (20 points)

- Demonstrated understanding of Paonia's transportation safety challenges, including limited sidewalks, ADA barriers, bicycle and pedestrian safety, and rural roadway conditions.
- Clarity, feasibility, and effectiveness of proposed methodology for data collection, analysis, engagement, and plan development.
- Integration of Paonia's ADA Transition Plan findings into the Safe Streets Action Plan.

4. Community Engagement and Equity (20 points)

- Demonstrated ability to design and implement inclusive engagement strategies that reach diverse residents, underrepresented populations, schools, businesses, and people with disabilities.
- Experience ensuring compliance with Title VI and advancing equity in transportation planning.

5. Quality Assurance and Compliance (20 points)

- Proven ability to ensure adherence to SS4A program requirements, ADA and PROWAG standards, and other applicable federal and state requirements.
- Internal processes for ensuring accuracy, timeliness, and completeness of deliverables.

6. References and Past Performance (10 points)

- Quality of references and prior client satisfaction.
- History of successful collaboration with small municipalities, state agencies, and federal programs.

GENERAL TERMS AND CONDITIONS

1. Town's Rights

The Town reserves the right to conduct its own investigation in evaluating proposals and shall have sole discretion to accept or reject any or all submissions.

2. Ownership of Proposals

All proposals become the property of the Town upon receipt and will not be returned to the proposer, regardless of selection or rejection.

3. Public Disclosure

The Town operates in compliance with applicable public disclosure laws. Proprietary or confidential information should be clearly identified within the proposal and will be protected to the extent permitted by law.

4. Proposal Costs

All costs associated with the preparation and submission of a proposal, including participation in any meetings, interviews, or pre-proposal conferences, shall be borne solely by the proposer. The Town will not reimburse these expenses under any circumstances.

5. Conformance with RFQ Requirements

Failure to comply with the instructions, requirements, and format outlined in this RFQ, including responding to each item in the Proposal Requirements section, may result in disqualification. Proposals must include all information necessary for a complete evaluation.

6. Conflict of Interest

The successful proposer shall not permit any individual employed by the Town to benefit financially from an interest in the proposer's firm, its affiliates, or any subcontractors engaged in the contract.

7. Basis for Selection

Final selection will be based on the evaluation of the written proposal, reference responses, and any oral interviews conducted by the Town.

8. Interpretations and Clarifications

The Town will not be bound by, nor responsible for, any explanations or interpretations of this RFQ other than those provided in writing. No oral interpretations will be issued. Any questions or requests for clarification must be submitted by email to: Paonia@TownofPaonia.com and cc: StefenW@TownofPaonia.com. The Town reserves the right to request additional information or clarifications from proposers, and to allow correction of errors or omissions.

9. Submission Deadline

Proposals must be submitted as a single PDF document by email, with the subject line clearly titled:

“RFQ 2025-07 SAFE STREETS FOR ALL CONSULTANT [Insert Firm Name]”

Proposals must be received on or before **12:00 P.M. (Noon), Friday, OCTOBER 22, 2025 (MT)** at the email addresses above.

Proposals received after the deadline will not be considered.

Proposals submitted through **BidNetDirect** or any other platform will not be considered unless they are also emailed to the addresses listed above.

Mailed or hand-delivered proposals will not be accepted.

10. Reservation of Rights

The Town reserves the right to reject any or all proposals, to waive any informalities or irregularities, and to request new proposals if deemed in the best interest of the Town.

11. Acceptance of Conditions

Submission of a proposal constitutes acknowledgment and acceptance by the proposer of all terms, conditions, and requirements set forth in this RFQ.

The accuracy of the proposal is the sole responsibility of the Proposer. No changes in the proposal shall be allowed after the submission deadline, except when the Proposer can show clear and convincing evidence that an unintentional factual mistake was made, including the nature of the mistake and the price actually intended. Alternate proposals will not be considered.

The Town reserves the right to accept or reject any and all responses and to waive any informalities or irregularities in said Responses. The Request for Proposals does not bind the Town to accept a proposal when, in the Town's sole discretion, the Town determines not to do so. Additionally, the Town reserves the right to modify the schedule as necessary and will notify those participating in the RFQ of the change in writing. The Town of Paonia is an equal opportunity employer.

TERMINATION OF CONTRACT

The Town may, by written notice to the successful Firm, terminate the contract if the Consultant has been found to have failed to perform in a manner satisfactory to the Town's specifications, including delivery as specified. The date of termination shall be stated in the notice. The Town shall be the sole judge of non-performance.

The Town may cancel the contract upon thirty (30) days' written notice for reasons other than cause. This may include the Town's inability to continue with the contract due to non-appropriation or a reduction of funding.

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant **Town of Paonia, Colorado**

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|--|--|
| ☐ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☐ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☐ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☐ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☐ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☐ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☐ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☐ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☐ References | Provide at least three (3) client references from the past five years with contact information. |
| ☐ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☐ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☐ Electronic Submission | Submit as a single PDF, titled: " <i>RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]</i> ". |
| ☐ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

Town of Paonia

**RFQ 2025-07 Safe Streets for All Consultant
Proposal Evaluation Scoring Sheet**

Proposer Name: _____

Evaluator Name: _____

Date: _____

Each proposal will be scored on a 0–5 scale for each criterion:

- **0 = Does not meet requirements**
- **1 = Poor**
- **2 = Fair**
- **3 = Good**
- **4 = Very Good**
- **5 = Excellent**
-

Scores will then be weighted according to the assigned point values. The maximum possible score is 600 points.

Evaluation Criteria	Weight	Score (0–5)
1. Firm Qualifications and Relevant Experience	25	
• Demonstrated experience with safety planning, multimodal infrastructure, ADA compliance, and federally funded projects. • Successful completion of similar projects in Colorado or rural communities.		
2. Project Team and Key Personnel	25	
• Qualifications, certifications, and experience of proposed staff. • Clear definition of roles, responsibilities, and availability.		
3. Project Understanding and Approach	20	
• Demonstrated understanding of Paonia’s safety and accessibility challenges. • Feasibility and clarity of methodology for Action Plan development. • Integration of ADA Transition Plan into SS4A planning.		
4. Community Engagement and Equity	20	
• Strategies for inclusive and equitable engagement. • Experience engaging underrepresented populations, schools, businesses, and disability community.		

Evaluation Criteria	Weight	Score (0–5)
5. Quality Assurance and Compliance • Processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and other federal/state standards. • Internal quality control measures.	20	
6. References and Past Performance • Quality of references and history of successful collaboration with municipalities, agencies, and federal programs.	10	
TOTAL SCORE (Maximum 500 points): _____		



RFQ 2025-07 SS4A ADDENDUM #1

General Questions

1) Can you clarify if the study area limits will be confined to the town boundary or if you would like to include surrounding areas outside of town limits?

- a. *The study area is confined primarily to the Town of Paonia's municipal boundary, including major entrance corridors from Colorado Highway 133. Areas outside the town limits are not part of the designated study area, except as they relate directly to those highway access points or coordinated regional safety considerations (e.g., with Delta County or CDOT). The RFQ states this on Section 5. Scope of Services and the FHQA Grant Agreement specifies this in Section 14, Description of the Project, and within Performance Measurement Information Attachment A. The FHWA Grant Agreement is attached with this Addendum for consideration.*

2) What is the timing of your ADA Transition Plan and when do you expect to be complete?

- a. *We initiated the ADA Self Evaluation and Transition Plan in the summer of 2025. The assessment work is nearly complete and is informing our Safe Streets planning efforts.*

As of September 11, 2025, Mile High Accessibility reports that all parks and facilities assessments are complete except the airport, public right of way data collection and mapping are complete, the Transition Plan shell is underway, and staff trainings are being scheduled for November. The consultant has also provided ADA policy templates and two public surveys and has requested Town GIS data to publish the project map and Town input to begin the programs, activities, and services evaluation.

Based on the work already finished, the November trainings and remaining tasks described above, our target is to release a public review draft in late 2025 and bring a final Transition Plan for Board adoption in early 2026. This aligns with the RFQ statement that the ADA effort is nearly complete and will be a key reference for SS4A.

For context, the SS4A Comprehensive Safety Action Plan itself must be publicly available by May 8, 2027, and the ADA Transition Plan is scheduled to feed into that work.

3) Can you describe the Town's current GIS coverage for their roadway and sidewalk network (i.e. a percentage of roads and/or sidewalks represented in an existing GIS layer)?

- a. *The Town of Paonia maintains a partial GIS inventory of its roadway and sidewalk network. Existing GIS coverage primarily includes core roadway centerlines within the municipal boundary and major highway approaches (CO-133), which were originally developed for utility and public works mapping. However, sidewalk and ADA-related assets are only partially represented, as comprehensive field data collection was completed in 2025 by Mile High Accessibility Consultants (MHAC) but has not yet been fully integrated into the Town's GIS database.*

According to the consultant's September 11, 2025, correspondence, public right-of-way (PROW) data collection and mapping are complete, and the consultant is awaiting the Town's GIS base data to integrate those findings into a master accessibility layer. This suggests that nearly 100 percent of sidewalks and roadway corridors have been surveyed and digitized, but the final GIS integration and mapping publication remain pending until the Town provides base map files and completes internal data validation.

The RFQ reinforces this context: it calls for the Safe Streets consultant to inventory existing roadways, sidewalks, bicycles, and ADA infrastructure and to develop baseline mapping and data products for plan recommendations.

4) Does the Town expect the need for Spanish translation for community outreach materials and documents?

- a. *The RFQ explicitly requires that the consultant design engagement strategies that reach "underrepresented and vulnerable populations" and ensure "compliance with Title VI of the Civil Rights Act and other applicable equity requirements."*

Proposals should develop a public involvement plan that ensures broad community participation, including outreach to underrepresented populations. Since the Town is obligated to ensure Title VI and equity compliance, yes outreach materials should be translated into Spanish.

5) Does the Town expect the need for in-person Spanish translation for community events?

- a. *The Town of Paonia does not expect a regular need for in-person Spanish translation at community events. Instead, the Town will meet accessibility and equity obligations through Spanish-language outreach materials and documents, ensuring that information is available and understandable to all residents while maintaining flexibility to provide interpretation upon request.*

6) What is the Town's technical ability and comfortability to host hybrid or virtual meetings (both for stakeholder meetings and steering committee meetings)?

- a. *The Town of Paonia has the technical ability and operational experience to host hybrid or virtual meetings for both stakeholder and steering committee purposes. The Town uses established virtual platforms (e.g., Teams, Zoom) for coordination with state and federal agencies and is comfortable facilitating these formats to ensure accessible and inclusive engagement. While in-person sessions remain valuable and preferred for community interaction, hybrid and virtual meetings are fully supported and routinely utilized by Town staff and leadership.*

7) The RFQ requests proof of insurance meeting minimum Town and FHWA requirements, but those minimums are not listed in the RFQ. Is there another place responders can find these requirements?

- a. *The minimum insurance requirements referenced in the RFQ are established in the Town of Paonia's standard Services Agreement, which is used for all professional services contracts and has been reviewed for compliance with applicable Federal Highway Administration (FHWA) and 2 CFR Part 200 requirements. For proposer reference, the Town's Services Agreement template is attached to this addendum and will form the basis of the contract issued to the selected consultant.*

Under this agreement, the selected consultant must maintain the following insurance coverage at all times during the performance of work:

Workers' Compensation Insurance meeting all requirements of the State of Colorado.

Broad-form general liability, property damage, and automobile liability insurance in amounts not less than \$424,000 for bodily injury, death, or damage to property of any one person and \$1,195,000 for bodily injury, death, or damage to property of more than one person, or the maximum amounts recoverable under the Colorado Governmental Immunity Act (§ 24-10-101 et seq., C.R.S.), whichever is higher.

All such policies (except workers' compensation) must name the Town of Paonia, its elected officials, and employees as additional insureds.

Certificates of insurance evidencing these coverages must be provided to the Town within seven (7) days of contract execution.

In addition to the Town's insurance standards, the successful proposer must comply with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200), including but not limited to:

2CFR § 200.317–327 – Procurement standards applicable to recipients of federal funds, requiring that all subawards and contracts maintain adequate insurance and risk-management provisions.

2CFR § 200.303 – Internal control requirements, ensuring that insurance coverage and contract risk management are sufficient to protect federal interests.

2 CFR § 200.344–346 – Record-keeping and retention requirements associated with financial management and contract administration.

The Town will incorporate these provisions and all other FHWA-required clauses into the final contract documents to ensure full compliance with federal procurement and cost-allowability regulations for the Safe Streets for All (SS4A) Planning and Demonstration Grant.

The attached Services Agreement template is therefore provided as part of this addendum for proposer review and reference.

8) Does the Town or County maintain recent traffic counts, speed studies, sidewalk/ADA inventories, pavement condition ratings, or drainage/ditch mapping, and in what formats (GIS, CAD, PDF)?

- a. *The Town of Paonia maintains a limited but growing inventory of transportation and infrastructure data. While the Town does not have a continuous or automated traffic data collection program, it has compiled several datasets and reports through recent federally and state-funded planning and infrastructure initiatives.*

The Town itself does not conduct routine traffic counts or speed studies. However, Colorado Department of Transportation (CDOT) maintains count and speed data for Colorado Highway 133, including the main access corridors into Town. The Town references this CDOT data for planning and grant purposes. These datasets are generally available in PDF summary format and can be imported into GIS shapefiles as needed for analysis.

The Town's ADA Self-Evaluation and Transition Plan, currently being finalized with Mile High Accessibility Consultants, includes a comprehensive inventory of sidewalks, curb ramps, and accessibility barriers. As of September 2025, field data collection and mapping of the public right-of-way (PROW) are complete, with the consultant awaiting final GIS integration. These data are available in GIS and Excel database formats, with corresponding PDF field reports for parks and facilities.

The Town maintains very little in pavement condition although a study was completed using PASER within the last five years. Pavement condition information is maintained primarily through Public Works project files and consultant reports developed during water, wastewater, and street rehabilitation projects. This information is available in PDF plan sets and tabular summaries, rather than as a continuous GIS layer.

The Town's stormwater and open-ditch conveyance systems are partially mapped in CAD and PDF formats from engineering drawings related to prior roadway and waterline replacement projects. The RFQ specifically notes that the Town's roadways often rely on irrigation ditches for stormwater conveyance and that these conditions are

to be documented and inventoried by the consultant as part of the Safe Streets Action Plan.

The Town maintains a partial GIS base map that includes parcel data, road centerlines, utilities, and zoning layers. As described in the ADA consultant's correspondence, PROW and accessibility data will soon be incorporated into this GIS environment, allowing near-complete coverage of roadways and sidewalks for future analysis.

9) How should the plan balance near-term low-cost countermeasures (quick-build) versus capital projects, and does the Town want concept-level design for priority sites or plan-level project sheets only?

- a. *The Town of Paonia seeks a balanced approach between near-term, low-cost safety countermeasures and longer-term capital projects within the Comprehensive Safety Action Plan. As outlined in the RFQ Scope of Services, the consultant will:*

"Identify and evaluate infrastructure improvements and policy strategies that enhance safety for drivers, pedestrians, cyclists, and persons with disabilities," and

"Rank proposed projects based on safety benefits, equity, feasibility, cost-effectiveness, and alignment with federal and state objectives."

Accordingly, the Action Plan should:

Identify and prioritize near-term, low-cost (quick-build) countermeasures—such as signage, striping, intersection visibility improvements, ADA barrier removals, and pedestrian crossings—that can be implemented within current or short-term funding cycles; and

Establish a framework for larger-scale capital projects—including multimodal corridor improvements, drainage upgrades, or complete street redesigns—that can be incorporated into the Town's Capital Improvement Plan (CIP) and pursued under future SS4A Implementation Grant opportunities.

The Town requests that the consultant employ a tiered prioritization framework distinguishing immediate, low-cost actions from long-range capital needs while maintaining consistency with FHWA's Safe Streets and Roads for All (SS4A) program guidance.

Regarding the level of design detail, the Town expects the following deliverables:

Plan-level project sheets for all identified priority projects, summarizing location, safety issues, proposed improvements, cost range, and potential funding opportunities; and

Concept-level design graphics or layouts only for a limited number of high-priority sites where visual representation will enhance project understanding and funding readiness.

Full engineering or detailed design is not required or expected under this planning contract. This approach is consistent with the Town's FHWA grant agreement, which defines this effort as a Planning and Demonstration phase to develop a data-driven and implementation-ready Comprehensive Action Plan.

10) The evaluation criteria on page 12 shows a maximum possible score of 500 points, but the individual categories (25+25+20+20+20+10) sum to 120. Can you clarify how the 500-point maximum is calculated?

- a. *The total possible score of 500 points is based on a weighted scoring system, not a direct sum of the category weights.*

*Each category listed on page 12 of the RFQ
Firm Qualifications and Relevant Experience (25 points)
Project Team and Key Personnel (25 points)
Project Understanding and Approach (20 points)
Community Engagement and Equity (20 points)
Quality Assurance and Compliance (20 points)
References and Past Performance (10 points)*

This represents the percentage weight of the total score rather than raw point values.

Each evaluator will assign a score from 0 to 5 for each category (0 = Does not meet requirements; 5 = Excellent) as shown on the attached Evaluation Scoring Sheet. The evaluator's 0–5 score is then multiplied by the category weight to produce the weighted score.

For example:

A score of "5" in a category weighted at 25 points results in $5 \times 25 = 125$ points. A score of "5" in a category weighted at 20 points results in $5 \times 20 = 100$ points. A score of "5" in the 10-point category results in $5 \times 10 = 50$ points. When all six weighted categories are totaled ($125 + 125 + 100 + 100 + 100 + 50 = 500$), the maximum achievable score equals 500 points.

This structure aligns with the Evaluation Scoresheet included in Attachment B of the RFQ, which uses a 0–5 scoring scale multiplied by the assigned category weights to determine the final ranking of proposers.

11) To confirm the exact submission deadline, could the Town please clarify whether proposals are due at 12:00 P.M. (Noon) Mountain Time on Wednesday, October 22, 2025, or at 12:00 P.M. (Noon) Mountain Time on Friday, October 24, 2025, as suggested by the “Friday” reference in the document?

- a. ***The correct submission deadline for RFQ 2025-07 Safe Streets for All Consultant is: Wednesday, October 22, 2025, at 12:00 P.M. (Noon) Mountain Time.***

The reference to “Friday” in the submission instructions section of the RFQ was a typographical error. The official due date is confirmed as Wednesday, October 22, 2025, consistent with the deadline noted on page 2 (Proposal Due Date) and within the Anticipated Schedule section on page 11, which states:

“Proposals Due: October 22, 2025, at 12:00 P.M. (Noon, MT).

1. Federal Award No.

693JJ32540692

2. Effective Date

See No. 16 Below

**3. Assistance
Listings No.**
20.939

4. Award To

Town of Paonia
214 Grand Avenue
PO BOX 460
Paonia, CO 81428-0460

Unique Entity Id.: KUNGE GXENLZ3
TIN No.: 84-6000709

5. Sponsoring Office

U.S. Department of Transportation
Federal Highway Administration
Office of Safety
1200 New Jersey Avenue, SE
HSSA-1, Mail Drop E71-117
Washington, DC 20590

6. Period of Performance

Effective Date of Award – 6/8/2027

7. Total Amount

Federal Share:	\$293,974
Recipient Share:	\$73,494
Other Federal Funds:	\$0
Other Funds:	\$0
Total:	\$367,468

8. Type of Agreement

Grant

9. Authority

Section 24112 of the Infrastructure Investment
and Jobs Act (IIJA, Pub. L. 117–58, November
15, 2021)

10. Procurement Request No.

HSA240697PR

11. Federal Funds Obligated

\$293,974

12. Submit Payment Requests To

See Article 5.

13. Accounting and Appropriations Data

15X0174E50.0000.055SR30500.5592000000.
1010.61006600

14. Description of the Project

Creation of a Comprehensive Action Plan to address safety for multi-modal transportation on all streets within Town limits and for all major entrances into Town from Highways.

RECIPIENT

15. Signature of Person Authorized to Sign

Paige Smith 7/30/25

Signature

Date

Name: Paige Smith

Title: Mayor

FEDERAL HIGHWAY ADMINISTRATION

16. Signature of Agreement Officer

Signature

Date

Name: Hector Santamaria

Title: Agreement Officer

U.S. DEPARTMENT OF TRANSPORTATION

GRANT AGREEMENT UNDER THE FISCAL YEAR 2024 SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM

This agreement is between the United States Department of Transportation's (the "USDOT") Federal Highway Administration (the "FHWA") and the Town of Paonia (the "Recipient").

This agreement reflects the selection of the Recipient to receive a Safe Streets and Roads for All ("SS4A") Grant for Safe Streets for Paonia.

The parties therefore agree to the following:

ARTICLE 1 GENERAL TERMS AND CONDITIONS

1.1 General Terms and Conditions.

- (a) In this agreement, "General Terms and Conditions" means the content of the document titled "General Terms and Conditions Under the Fiscal Year 2024 Safe Streets and Roads for All ("SS4A") Grant Program," dated March 17, 2025, which is available at <https://www.transportation.gov/grants/ss4a/grant-agreements> under "Fiscal Year 2024." Articles 7–33 are in the General Terms and Conditions. The General Terms and Conditions are part of this agreement.
- (b) The Recipient acknowledges that it has knowledge of the General Terms and Conditions. Recipient also states that it is required to comply with all applicable Federal laws and regulations including, but not limited to, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR part 200); National Environmental Policy Act (NEPA) (42 U.S.C. § 4321 et seq.); and Build America, Buy America Act (IIJA, div. G §§ 70901-27).
- (c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient's non-compliance with the General Terms and Conditions may result in remedial action, termination of the SS4A Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to the FHWA the SS4A Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

ARTICLE 2
APPLICATION, PROJECT, AND AWARD

2.1 Application.

Application Title: Application for Federal Assistance SF-424

Application Date: 3/27/2024

2.2 Award Amount.

SS4A Grant Amount: \$293,974

2.3 Federal Obligation Information.

Federal Obligation Type: Single

2.4 Budget Period.

Budget Period: See Block 6 of Page 1

2.5 Grant Designation.

Designation: Planning and Demonstration

ARTICLE 3

SUMMARY PROJECT INFORMATION

3.1 Summary of Project's Statement of Work.

Planning and Demonstration Narrative:

The project will be completed in one phase.

Since the submission of the original grant application, the town of Paonia has experienced one fatal vehicle and bicycle accident. Due to a loss of revenue, the streets in Town are unsafe for all aspects of multimodal transportation. Paonia is a small, rural community that is aesthetically pleasing, but most streets do not have sidewalks which means that people with disabilities must walk in the streets to get to shopping locations or to visit friends and other places. Many of the existing sidewalks are buckled and broken with no or limited ADA accessibility at the corners and no crosswalks outside of the main business area and school. While many people ride bikes, there are no dedicated bike paths. In September 2024, the Town of Paonia experienced its first cyclist and vehicle fatality, which has brought safety to the forefront of budgeting and planning. The main streets have been overlayed so many times that the edge of pavement is nearly 4" higher than the gutter and the crown of the road is between 8-10" higher than the gutter pan. The Town's existing stormwater system is currently used by various ditch companies to convey their irrigation water to customers, this is done without any formal agreement between the Town and the private irrigation companies and has existed for decades. Due to the existing conditions of the roadways and a lack of sidewalk network throughout Town the proposed project will help prioritize projects to be completed.

Paonia wants to create a Comprehensive Action Plan with a prioritization of capital improvement projects that have the goal of eliminating all roadway fatalities and serious injuries in the Town and entrances to it from CO Highway 133. By doing so we hope to:

- Ensure that our streets are safe for all users: drivers, pedestrians, cyclists, and handicapped individuals.
- Incorporate ADA compliant specifications and tools such as Complete Streets for signals and signage that will promote non-motorized travel and contribute to a healthier more mobile community.
- Engage residents in the planning process to produce a document which considers a wide variety of opinions and experiences.
- Identify appropriate innovative technologies and incorporate them into Capital Improvement Plans.
- Use what has been shown to work in other like communities.
- Employ low-cost, high-impact strategies throughout Town so that improvements are affordable.
- Collaborate with Delta County to address safety needs on the access roads from CO Highway 133 into the Town.

The Town will competitively select a consultant, or transportation planner that will help to identify, evaluate, and recommend capital projects to be completed that will meet the goals listed above. Further, the Town will collaborate with various stakeholders such as Delta County, Delta County Public Schools and the Paonia Fire District to help identify and prioritize suggested projects that meet the goals listed above.

3.2 Project’s Estimated Schedule.

Action Plan Schedule

Milestone	Schedule Date
Planned Final Plan Publicly Available Date:	5/8/2027
Planned SS4A Final Report Date:	6/1/2027

3.3 Project’s Estimated Costs.

(a) Eligible Project Costs

Eligible Project Costs	
SS4A Grant Amount:	\$293,974
Other Federal Funds:	\$0
State Funds:	\$0
Local Funds:	\$71,988
In-Kind Match:	\$1,506
Other Funds:	\$0
Total Eligible Project Cost:	\$367,468

(b) [RESERVED]

(c) Indirect Costs

Indirect costs are allowable under this Agreement in accordance with 2 CFR part 200 and the Recipient’s approved Budget Application. In the event the Recipient’s indirect cost rate changes, the Recipient will notify FHWA of the planned adjustment and provide supporting documentation for such adjustment. This Indirect Cost provision does not operate to waive the limitations on Federal funding provided in this document. The Recipient’s indirect costs are allowable only insofar as they do not cause the Recipient to exceed the total obligated funding.

ARTICLE 4

CONTACT INFORMATION

4.1 Recipient Contact(s).

Stefen Wynn
Town Administrator & Treasurer
Town of Paonia
214 Grand Ave. PO BOX 460 Paonia, CO 81428
(970) 527-4101
StefenW@TownofPaonia.com

4.2 Recipient Key Personnel.

Name	Title or Position
Stefen Wynn	Town Administrator/Treasurer
Mary Bachran	Grant Coordinator
Kaja Bowman	Deputy Treasurer

4.3 USDOT Project Contact(s).

Safe Streets and Roads for All Program Manager
Federal Highway Administration
Office of Safety
HSSA-1, Mail Stop: E71-117
1200 New Jersey Avenue, S.E.
Washington, DC 20590
202-366-2822
SS4A.FHWA@dot.gov

and

Agreement Officer (AO)
Federal Highway Administration
Office of Acquisition and Grants Management
HCFA-33, Mail Stop E62-310
1200 New Jersey Avenue, S.E.
Washington, DC 20590
HCFASS4A@dot.gov

and

Division Administrator – Colorado
Agreement Officer's Representative (AOR)
12300 West Dakota Ave., Suite 180
Lakewood, CO 80228

720-963-3000
Colorado.FHWA@dot.gov

and

Aaron Bustow
Colorado Division Office Lead Point of Contact
Transportation Planner
12300 West Dakota Ave., Suite 180
Lakewood, CO 80228
720-963-3022
Aaron.bustow@dot.gov

ARTICLE 5

USDOT ADMINISTRATIVE INFORMATION

5.1 Office for Subaward and Contract Authorization.

USDOT Office for Subaward and Contract Authorization: FHWA Office of Acquisition and Grants Management

SUBAWARDS AND CONTRACTS APPROVAL

Note: See 2 CFR § 200.331, Subrecipient and contractor determinations, for definitions of subrecipient (who is awarded a subaward) versus contractor (who is awarded a contract).

Note: Recipients with a procurement system deemed approved and accepted by the Government or by the Agreement Officer (the “AO”) are exempt from the requirements of this clause. See 2 CFR 200.317 through 200.327.

In accordance with 2 CFR 200.308(f)(6), the recipient or subrecipient shall obtain prior written approval from the USDOT agreement officer for the subaward, if the subaward activities were not proposed in the application or approved in the Federal award. This provision is in accordance with 2 CFR 200.308 (f) (6) and does not apply to procurement transactions for goods and services. Approval will be issued through written notification from the AO or a formal amendment to the Agreement.

The following subawards and contracts are currently approved under the Agreement by the AO. This list does not include supplies, material, equipment, or general support services which are exempt from the pre-approval requirements of this clause.

5.2 Reimbursement Requests

- (a) The Recipient may request reimbursement of costs incurred within the budget period of this agreement if those costs do not exceed the amount of funds obligated and are allowable under the applicable cost provisions of 2 C.F.R. Part 200, Subpart E. The Recipient shall not request reimbursement more frequently than monthly.
- (b) The Recipient shall use the DELPHI iSupplier System to submit requests for reimbursement to the payment office. When requesting reimbursement of costs incurred or credit for cost share incurred,

the Recipient shall electronically submit supporting cost detail with the SF-270 (Request for Advance or Reimbursement) or SF-271 (Outlay Report and Request for Reimbursement for Construction Programs) to clearly document all costs incurred.

- (c) The Recipient's supporting cost detail shall include a detailed breakout of all costs incurred, including direct labor, indirect costs, other direct costs, travel, etc., and the Recipient shall identify the Federal share and the Recipient's share of costs. If the Recipient does not provide sufficient detail in a request for reimbursement, the Agreement Officer's Representative (the "AOR") may withhold processing that request until the Recipient provides sufficient detail.
- (d) The USDOT shall not reimburse costs unless the AOR reviews and approves the costs to ensure that progress on this agreement is sufficient to substantiate payment.
- (e) In the rare instance the Recipient is unable to receive electronic funds transfers (EFT), payment by EFT would impose a hardship on the Recipient because of their inability to manage an account at a financial institution, and/or the Recipient is unable to use the DELPHI iSupplier System to submit their requests for disbursement, the FHWA may waive the requirement that the Recipient use the DELPHI iSupplier System. The Recipient shall contact the Division Office Lead Point of Contact for instructions on and requirements related to pursuing a waiver.
- (f) The requirements set forth in these terms and conditions supersede previous financial invoicing requirements for Recipients.

ARTICLE 6 SPECIAL GRANT TERMS

- 6.1** SS4A funds must be expended within five years after the grant agreement is executed and DOT obligates the funds, which is the budget period end date in section 10.3 of the Terms and Conditions and section 2.4 in this agreement.
- 6.2** The Recipient demonstrates compliance with civil rights obligations and nondiscrimination laws, including Titles VI of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and Section 504 of the Rehabilitation Act, and accompanying regulations. Recipients of Federal transportation funding will also be required to comply fully with regulations and guidance for the ADA, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and all other civil rights requirements.
- 6.3** SS4A Funds will be allocated to the Recipient and made available to the Recipient in accordance with FHWA procedures.
- 6.4** The Recipient of a Planning and Demonstration Grant acknowledges that the Comprehensive Safety Action Plan will be made publicly available and agrees that it will publish the final Comprehensive Safety Action Plan on a publicly available website.
- 6.5** Pursuant to the court’s preliminary injunction order in *State of California v. Duffy*, 1:25-cv-00208-JJM-PAS (D.R.I.) (June 19, 2025), DOT will not impose or enforce the challenged immigration enforcement condition* or any materially similar terms and conditions, to any grant funds awarded, directly or indirectly, to Plaintiff States or local government entities within those States (collectively referred to as “Plaintiff State Entities”), or otherwise rescind, withhold, terminate, or take other adverse action, absent specific statutory authority, based on the challenged immigration enforcement condition while DOT is subject to an injunction. DOT will not require Plaintiff State Entities to make any certification or other representation related to compliance the challenged immigration enforcement condition nor will DOT construe acceptance of funding from DOT as certification as to the challenged immigration enforcement condition.

The challenged immigration enforcement condition:

“[T]he Recipient will cooperate with Federal officials in the enforcement of Federal law, including cooperating with and not impeding U.S. Immigration and Customs Enforcement (ICE) and other Federal offices and components of the Department of Homeland Security in the enforcement of Federal immigration law.

- 6.6** **There are no other special grant requirements.**

ATTACHMENT A
PERFORMANCE MEASUREMENT INFORMATION

Study Area: Town of Paonia Municipal Boundary

Table 1: Performance Measure Table

Measure	Category and Description	Measurement Frequency and Reporting Deadline
Costs	Project Costs: Quantification of the cost of each eligible project carried out using the grant	Within 120 days after the end of the period of performance
Lessons Learned and Recommendations	Lessons Learned and Recommendations: Description of lessons learned and any recommendations relating to future projects or strategies to prevent death and serious injury on roads and streets.	Within 120 days after the end of the period of performance

ATTACHMENT B CHANGES FROM APPLICATION

Describe all material differences between the scope, schedule, and budget described in the application and the scope, schedule, and budget described in Article 3. The purpose of Attachment B is to document any differences clearly and accurately in scope, schedule, and budget to establish the parties' knowledge and acceptance of those differences. See Article 11 for the Statement of Work, Schedule, and Budget Changes. If there are no changes, please insert "N/A" after "Scope," "Schedule," or "Budget." If there are changes to the budget, please complete the table below. Otherwise, leave the table below blank.

Scope: N/A

Schedule: The Period of Performance and milestone schedule in this agreement differ from the Proposed Project Start Date (09/01/2024) and End Date (08/30/2025) submitted with the SF-424 among the application materials. The period of performance has been extended as we have reconsidered the length of time to procure a consultant and fully complete the project. The end date is now expected to be 6/8/27.

Budget: N/A

The table below provides a summary comparison of the project budget.

Fund Source	Application		Section 3.3	
	\$	%	\$	%
Previously Incurred Costs (Non-Eligible Project Costs)				
Federal Funds				
Non-Federal Funds				
Total Previously Incurred Costs				
Future Eligible Project Costs				
SS4AFunds				
Other Federal Funds				
Non-Federal Funds				
Total Future Eligible Project Costs				
Total Project Costs				

ATTACHMENT C

[RESERVED]

ATTACHMENT D

[RESERVED]

ATTACHMENT E LABOR AND WORK

1. Efforts to Support Good-Paying Jobs and Strong Labor Standards

The Recipient states that rows marked with “X” in the following table are accurate:

	The Recipient or a project partner promotes robust job creation by supporting good-paying jobs directly related to the project with free and fair choice to join a union. <i>(Describe robust job creation and identify the good-paying jobs in the supporting narrative below.)</i>
	The Recipient or a project partner will invest in high-quality workforce training programs such as registered apprenticeship programs to recruit, train, and retain skilled workers, and implement policies such as targeted hiring preferences. <i>(Describe the training programs in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with high-quality workforce development programs with supportive services to help train, place, and retain workers in good-paying jobs or registered apprenticeships including through the use of local and economic hiring preferences, linkage agreements with workforce programs, and proactive plans to prevent harassment. <i>(Describe the supportive services provided to trainees and employees, preferences, and policies in the supporting narrative below.)</i>
	The Recipient or a project partner will partner and engage with local unions or other worker-based organizations in the development and lifecycle of the project, including through evidence of project labor agreements and/or community benefit agreements. <i>(Describe the partnership or engagement with unions and/or other worker-based organizations and agreements in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with communities or community groups to develop workforce strategies. <i>(Describe the partnership and workforce strategies in the supporting narrative below.)</i>
X	The Recipient or a project partner has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. <i>(Describe those actions in the supporting narrative below.)</i>
	The Recipient or a project partner has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the Project, will take relevant actions described in schedule B. <i>(Identify the relevant actions from schedule B in the supporting narrative below.)</i>
	The Recipient or a project partner has not taken actions related to the Project to improve good-paying jobs and strong labor standards and will not take those actions under this award.

2. Supporting Narrative.

As part of the 2025 budgeting process, the Town has completed a salary and wage study. To stay competitive and retain employees, the Town has increased salaries to meet or exceed averages in our region. As a condition of raising the 2020 Moratorium on new water taps, the Town must continue to increase its staffing levels to meet the demands of the services delivered to water customers. The

Town will continue to remain competitive within the region and will endeavor to become competitive within the industry. The Town does not currently recognize an employee union nor have employees desired to unionize. However, the Town would recognize a union should that be the desire of employees.

ATTACHMENT F
CRITICAL SECURITY INFRASTRUCTURE AND RESILIENCE

1. Efforts to strengthen the Security and Resilience of Critical Infrastructure against both Physical and Cyber Threats.

The Recipient states that rows marked with “X” in the following table are accurate:

	The Recipient demonstrates, prior to the signing of this agreement, effort to consider and address physical and cyber security risks relevant to the transportation mode and type and scale of the activities.
	The Recipient appropriately considered and addressed physical and cyber security and resilience in the planning, design and oversight of the project, as determined by the Department and the Department of Homeland Security.
	The Recipient complies with 2 CFR 200.216 and the prohibition on certain telecommunications and video surveillance services or equipment.

2. Supporting Narrative.

N/A Grant does not include funding for the purchase of Information Technology and/or Operational Technology.

ATTACHMENT G

[RESERVED]

SERVICES AGREEMENT

THIS SERVICES AGREEMENT (this “Agreement”) is made and entered into the most recent day and year set forth below by and between Town of Paonia, a municipal corporation and political subdivision of the State of Colorado (the “Principal”), whose mailing address is 214 Grand Avenue, Paonia, CO 81428, and **Contractor, whose mailing address is** (the “Contractor”). The Principal and the Contractor are sometimes referred to herein individually as a “Party” and collectively as the “Parties.”

WITNESSETH:

In consideration of the mutual covenants and obligations herein expressed, it is agreed by and between the Parties as follows:

1. Scope of Services. The Contractor agrees to provide services related to the following scope of services: **REFERENCE TO EXHIBIT A – SCOPE OF SERVICES**. The scope of services referenced above along with any Additional Scope of Services is hereinafter referred to as the “Scope of Services.” All provisions of the Additional Scope of Services, including without limitation any terms and conditions included therein, shall be subject to the provisions of this Agreement. In the event of any inconsistency between the provisions of this Agreement and any Additional Scope of Services, the provisions contained within this Agreement shall control.

2. Time of Commencement and Completion of Services. The services to be performed pursuant to this Agreement shall be initiated beginning on the date of signature of this contract. Services shall be completed no later than **December 31, 2024**. Any extensions of the time limit set forth above must be agreed upon in writing by the Parties.

3. Early Termination by Principal. Notwithstanding the time periods contained herein, the Principal may terminate this Agreement at any time without cause by providing written notice of termination to the Contractor. Such notice shall be delivered at least three (3) days prior to the termination date contained in said notice unless otherwise agreed in writing by the Parties. In the event of any such early termination by the Principal, the Contractor shall be paid for services rendered prior to the date of termination, subject only to the satisfactory performance of the Contractor’s obligations under this Agreement. Such payment shall be the Contractor’s sole right and remedy for such termination.

4. Suspension. Without terminating this Agreement or breaching its obligations hereunder, the Principal may, at its convenience, suspend the services of the Contractor by giving the Contractor written notice one day in advance of the suspension date. Upon receipt of such notice, the Contractor shall cease its work in as efficient a

manner as possible so as to keep its total charges to the Principal for services under this Agreement to the minimum. No work shall be performed during such suspension except with prior written authorization by the Principal Representative. After a suspension has been in effect for thirty (30) days, the Contractor may terminate this Agreement at will.

5. Compensation. In consideration of the services to be performed pursuant to this Agreement, the Principal agrees to pay the Contractor the amounts set forth in the, **Exhibit A – Scope of Services**. The Principal shall provide no benefits to the Contractor other than the compensation stated above. The Contractor shall bill its charges to the Principal periodically, but no more frequently than once a month. Payment will not be made on a salary or hourly rate. Principal shall have no obligation to make any payments until such time as the Principal accepts Contractor's performance as satisfactory. All payments under this contract shall be to the trade or business name of the Contractor. No payments will be personally made to an individual under this Agreement.

6. Qualifications on Obligations to Pay. No partial payment shall be final acceptance or approval of that part of the Scope of Services paid for or shall relieve the Contractor of any of its obligations under this Agreement. Notwithstanding any other terms of this Agreement, the Principal may withhold any payment (whether a progress payment or final payment) to the Contractor if any one or more of the following conditions exists:

(a) The Contractor is in default of any of its obligations under this Agreement.

(b) Any part of such payment is attributable to services that are not performed according to this Agreement. The Principal will pay for any portion of the services performed according to this Agreement.

(c) The Contractor has failed to make payments promptly to any third party used to perform any portion of the services hereunder, subject to Paragraph 9, for which the Principal has made payments to the Contractor.

7. Principal Representative. The Principal will designate, prior to commencement of work, its project representative (the "Principal Representative") who shall make, within the scope of his or her authority, all necessary and proper decisions with reference to the Scope of Services. All requests for contract interpretations, change orders, and other clarification or instruction shall be directed to the Principal Representative.

8. Independent Contractor. The services to be performed by the Contractor are those of an independent contractor and not of an employee of the Principal. The Contractor is obligated to pay federal and state income tax on any moneys earned pursuant to this Agreement. Neither the Contractor nor its employees, if any, are entitled

to workers' compensation benefits from the Principal for the performance of the services specified in this Agreement. **As an independent contractor, the Contractor agrees that:**

(a) Contractor does not have the authority to act for the Principal, or to bind the Principal in any respect whatsoever, or to incur any debts or liabilities in the name of or on behalf of the Principal; and

(b) Principal does not establish a quality standard for the Contractor, except that Principal can provide plans and specifications regarding the work but does not oversee the actual work or instruct the Contractor as to how the work will be performed; and

(c) Principal cannot terminate the ordered services during the contract period unless the individual violates the terms of the contract or fails to produce a result that meets the specifications of this Agreement; and

(d) Principal does not dictate the time of performance, except that a completion schedule and a range of mutually agreeable work hours may be established under this Agreement; and

(e) Principal will not provide training or instruction to Contractor or any of its employees regarding the performance of Services hereunder; and

(f) Principal will not pay the Contractor personally but rather makes checks payable to the trade or business name of the Contractor; and

(g) Neither Contractor, nor its employees or Contractors, will receive benefits of any kind from the Principal, and **Contractor will not receive unemployment insurance benefits unless unemployment compensation coverage is provided by the Contractor or some other entity, and that the Contractor is obligated to pay federal and state income tax on any moneys paid pursuant to the contract relationship created by this Agreement; and**

(h) Contractor represents that it is engaged in providing similar services to the general public and not required to work exclusively for the Principal; and

(i) All Services are to be performed solely at the risk of the Contractor and Contractor shall take all precautions necessary for the proper performance thereof; and

(j) Contractor will not combine its business operations in any way with the Principal's business operations and each party shall maintain their operations as separate and distinct; and

(k) Contractor has and hereby retains control of and supervision over the performance of Contractor's obligations hereunder and control over any persons employed or contracted by Contractor for performing the Services hereunder; and

(l) Contractor represents and acknowledges that the Services performed under this Agreement will be done using Contractor's own tools, except when the Town requires use of the Town's supplies or equipment, and at hours and times as determined by Contractor.

9. Personal Services. It is understood that the Principal enters into this Agreement based on the special abilities of the Contractor and that this Agreement shall be considered an agreement for personal services. Accordingly, the Contractor shall neither assign any responsibilities nor delegate any duties arising under this Agreement without the prior written consent of the Principal. The Contractor accepts the relationship of trust and confidence established between the Parties. The Contractor shall use its best efforts and shall perform the services hereunder at or above the standard of care of those in its profession or industry providing similar services in the Principal's local area; provided, however, that in the event the standard of care is higher in the local area where the Contractor's office primarily responsible for providing the services is located, then the standard of care applicable to the local area where the Contractor's office is located shall be applicable to such services.

10. Accuracy of Work and Warranty. The Contractor represents, covenants, and agrees that its work will be accurate and free from any material errors. The Principal's approval shall not diminish or release the Contractor's duties, since the Principal is ultimately relying upon the Contractor's skill and knowledge. The Contractor hereby represents, warrants, and guarantees to the Principal all workmanship, equipment and/or materials paid for by the Principal pursuant to this Agreement for a period of two (2) years following the date of purchase by the Contractor. Such warranty shall be construed to include, but is not limited to, representations that all workmanship, equipment, and materials are of good quality, free from any defects or irregularities, and in strict conformity with any and all specifications provided to the Contractor by the Principal. If any defect in workmanship, equipment or materials arises, the Contractor shall remedy or otherwise correct such defect without cost to the Principal within such reasonable period of time as specified by the Principal in writing. If the Contractor fails to repair such defect within such period of time specified by the Principal, the Principal may repair such defect or contract for such repairs at the expense of Contractor.

11. Duty to Warn. The Contractor agrees to call to the Principal's attention errors in any drawings, plans, sketches, instructions, information, requirements, procedures, and other data supplied to the Contractor by the Principal or a third party that it becomes aware of and believes may be unsuitable, improper, or inaccurate in a material way. However, the Contractor shall not independently verify the validity, completeness, or accuracy of such information unless otherwise expressly engaged to do so by the

Principal. Nothing shall detract from this obligation unless the Contractor advises the Principal in writing that such data may be unsuitable, improper, or inaccurate and the Principal nevertheless confirms in writing that it wishes the Contractor to proceed according to such data as originally given.

12. Insurance. The Contractor represents, warrants, and agrees that it has and shall maintain State minimum workers' compensation insurance coverage for its employees, if any. The Contractor shall also maintain broad form general liability, property damage, and automotive liability insurance in the minimum amount of \$424,000 for bodily injury, death, or damage to property of any person and \$1,195,000 for bodily injury, death, or damage to property of more than one person, or the maximum amount that may be recovered under the Colorado Governmental Immunity Act, § 24-10-101 *et seq.*, C.R.S., as from time to time amended (the "CGIA"), whichever is higher. All insurance policies (except workers' compensation) shall include the Principal and its elected officials and employees as additional insureds. No later than seven (7) days after execution of this Agreement, Contractor shall provide the Principal with certificates of insurance evidencing the types and amounts of insurance specified in this paragraph.

13. Unauthorized Workers. The Contractor certifies that the Contractor shall comply with the provisions of Section 8-17.5-101 *et seq.*, C.R.S. The Contractor shall not knowingly employ or contract with an unauthorized worker to perform work under this Agreement or enter into an agreement with a subcontractor that knowingly employs or contracts with an unauthorized worker. The Contractor represents, warrants and agrees that it has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement through participation in either the E-Verify Program or the Department Program described in Section 8-17.5-101, C.R.S. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while the public contract for services is being performed. If the Contractor obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an unauthorized worker, the Contractor shall: (i) notify the subcontractor and the Principal within three (3) days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an unauthorized worker; and (ii) terminate the subcontract with the subcontractor if within three (3) days of receiving such notice, the subcontractor does not stop employing or contracting with the unauthorized worker, unless the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an unauthorized worker. The Contractor shall comply with all reasonable requests made in the course of an investigation by the Colorado Department of Labor and Employment. If the Contractor fails to comply with any requirement of Section 8-17.5-102(2), C.R.S., the Principal may terminate this Agreement for breach, and the Contractor shall be liable for actual and consequential damages to the Principal. If the Contractor participates in the

Department Program, the Contractor shall provide the affirmation required under Section 8-17.5-102(5)(c)(II), C.R.S., to the Principal.

The Contractor, if operating as a sole proprietor, hereby swears or affirms under penalty of perjury that the Contractor (i) is a citizen of the United States or legal permanent resident or otherwise lawfully present in the United States pursuant to federal law, (ii) shall comply with the provisions of Section 24-76.5-101 *et seq.*, C.R.S., and (iii) shall produce one of the forms of identification required by Section 24-76.5-103, C.R.S., prior to the performance of any of its other obligations hereunder.

14. Compliance with Laws. The Contractor is obligated to familiarize itself and comply with all laws applicable to the performance of the Scope of Services.

15. Acceptance Not Waiver. The Principal's approval or acceptance of, or payment for, any of the services shall not be construed to operate as a waiver of any rights or benefits provided to the Principal under this Agreement.

16. Default. Each and every term and condition hereof shall be deemed to be a material element of this Agreement. In the event either Party should fail or refuse to perform according to the terms of this Agreement, such Party may be declared in default.

17. Remedies. In the event a Party declares a default by the other Party, such defaulting Party shall be allowed a period of ten (10) days within which to cure said default. In the event the default remains uncorrected, the Party declaring default may elect to (a) terminate the Agreement and seek damages; (b) treat the Agreement as continuing and require specific performance; or (c) avail itself of any other remedy at law or equity. If the non-defaulting Party commences legal or equitable actions against the defaulting Party, the defaulting Party shall be liable to the non-defaulting Party for the non-defaulting Party's reasonable attorney fees and costs incurred because of the default. Under no circumstances shall either Party be liable to the other Party for special, punitive, indirect or consequential damages arising out of or in connection with this Agreement, including without limitation lost profits, loss of use, or loss of opportunity, except as required by Paragraph 13 (Unauthorized workers).

18. Indemnification; No Waiver of Liability. Contractor shall indemnify, save, and hold harmless the Principal, its employees and agents, against any and all claims, damages, liability and court awards including costs, expenses, and attorney fees and related costs, incurred as a result of any act or omission by Contractor, or its employees, agents, subcontractors, or assignees pursuant to the terms of this Agreement. As part of this obligation, the Contractor shall compensate the Principal for the time, if any, spent by its legal counsel in connection with such claims or actions. If an Additional Scope of Services contains any provisions purporting to require the Principal to defend, indemnify, or hold harmless the Contractor or purporting to effect a waiver or limitation of the Contractor's liability (either by type of liability or amount), the Principal does not agree

or accept such provisions and such provisions are not part of the Agreement. The Principal is relying on, and does not waive or intend to waive by any provision of this Agreement, the monetary limitations or any other rights, immunities, defenses and protections provided by the CGIA or otherwise available to the Principal or its officers or employees.

19. Binding Effect. This writing constitutes the entire agreement between the Parties and shall be binding upon the Parties, their officers, employees, agents and assigns and shall inure to the benefit of the respective survivors, heirs, personal representatives, successors and assigns of the Parties.

20. Law; Venue. The laws of the State of Colorado shall govern the construction, interpretation, execution and enforcement of this Agreement. Venue for any dispute between the Parties arising out of or relating to this Agreement shall be in the State of Colorado District Court for the county in which the Principal's mailing address is located.

21. Severability. In the event any provision of this Agreement shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provision of this Agreement.

22. Enforcement and Waiver. The failure of either party in any one or more instances to insist upon strict performance of any of the terms and provisions of this Agreement, shall not be construed as a waiver of the right to assert any such terms and provisions on any future occasion or of damages caused thereby.

23. Nonexclusive Nature. This Agreement does not grant Contractor an exclusive privilege or right to supply services to the Principal.

24. Annual Appropriation. Payment pursuant to this Agreement, whether in whole or in part, is subject to and contingent upon the continuing availability of Town funds for purposes hereof, as determined by the Principal's Board of Directors. In the event that said funds, or any part thereof, become unavailable as determined by the Principal, the Principal may immediately terminate this Agreement or amend it accordingly.

25. Ownership of Work Product. All documents such as reports, plans, drawings and contract specifications, information, and other materials prepared or furnished by the Contractor (or the Contractor's independent professional associates, subcontractors, and consultants) and paid for pursuant to this Agreement are instruments of public information and property of the Principal. All internal documents which support the public information such as field data, field notes, laboratory test data, calculations, estimates and other documents prepared by the Contractor as instruments of service shall be provided to the Principal. The Principal understands such documents are

not intended or represented to be suitable for reuse by the Principal or others for purposes outside the specific scope and conditions of the Scope of Services. Any reuse without written verification or adaptation by the Contractor for the specific purpose intended will be at the Principal's sole risk and without liability or legal exposure to the Contractor, or to the Contractor's independent professional associates, subcontractors, or consultants.

26. Taxes. The Principal is a governmental entity and is therefore exempt from state and local sales and use tax. The Principal will not pay for or reimburse any sales or use tax that may not directly be imposed against the Principal. The Contractor shall use the Principal's sales tax exemption for the purchase of any and all products and equipment on behalf of the Principal.

27. Business License. The Principal shall maintain an active Business License and/or Contractor's Work Permit as required by the Town during the entirety of the Agreement. The Principal shall obtain all permits as required prior to beginning work.

28. Time Is of the Essence. All times stated in this Agreement are of the essence.

29. Notices. All notices which are required or which may be given under this Agreement shall be effective when mailed via registered or certified mail, postage prepaid and sent to the address first set forth above.

30. Counterparts, Electronic Signatures and Electronic Records. This Agreement may be executed in two counterparts, each of which shall be an original, but all of which, together, shall constitute one and the same instrument. The Parties consent to the use of electronic signatures and agree that the transaction may be conducted electronically pursuant to the Uniform Electronic Transactions Act, § 24-71.3-101, *et seq.*, C.R.S. The Agreement and any other documents requiring a signature may be signed electronically by either Party. The Parties agree not to deny the legal effect or enforceability of the Agreement, solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of the Agreement in the form of an electronic record, a paper copy of an electronic document, or a paper copy of a document bearing an electronic signature on the grounds that it is an electronic record or an electronic signature or that it is not in its original form or is not an original.

31. No Third-Party Beneficiaries. The Parties to this Agreement do not intend to benefit any person not a party to this Agreement. No person or entity, other than the Parties to this Agreement, shall have any right, legal or equitable, to enforce any provision of this Agreement.

CONTRACTOR:

By: _____
Name: _____
Title: _____
Date: _____

PRINCIPAL:
Town of Paonia

By: _____
Name: _____
Title: _____
Date: _____

EXHIBIT A
SCOPE OF SERVICES



STATEMENT OF QUALIFICATIONS

Safe Streets for All Consultant

RFQ 2025-07 | OCTOBER 22, 2025 | 12:00 P.M.



Bohannon  **Huston**

10303 EAST DRY CREEK ROAD | SUITE 250

ENGLEWOOD, CO 80112

1. COVER LETTER AND SUBMISSION CHECKLIST

October 22, 2025

Stefen Wynn
Town of Paonia
214 Grand Avenue
Paonia, CO 81428

RE: RFQ 2025-07 Safe Streets for All Consultant

Dear Mr. Wynn and Members of the Selection Committee:

On behalf of Bohannon Huston, Inc. (BHI), we are pleased to submit our qualifications to lead the Town of Paonia's Safe Streets and Roads for All (SS4A) Comprehensive Safety Action Plan (CSAP). Our team views this project as a critical opportunity to improve safety, resiliency, and mobility across the Town's highways, county roads, and multimodal corridors. We are ready to work side-by-side with Town staff and community stakeholders to deliver a plan that moves Paonia closer to the goal of addressing pressing transportation safety challenges and the urgent need for systemic safety improvements.

Integrated Planners and Engineers

We combine planners and engineers on one collaborative team, and we put that integration to work on every project. Our planners drive safety analysis, policy development, and engagement, while our engineers apply technical expertise to translate ideas into real, build-able solutions. By blending vision with execution, we give the Town a partner that can guide the Action Plan from concept to implementation. A defining strength of our firm is the close integration of planners and engineers on a single, collaborative team. We believe this multidisciplinary structure uniquely positions us to develop actionable strategies that are visionary yet practical.

Experience in Rural Communities

We know the realities of rural transportation systems. Our team has delivered safety and mobility projects in counties and small towns across Colorado and the Rocky Mountain West, where seasonal tourism, recreational travel, and rural freight traffic create unique challenges. We have helped communities with roadway networks, traffic patterns, and populations that mirror those in Paonia. This experience allows us to develop solutions that reflect local needs while meeting federal SS4A standards.

Commitment to Safety

We put safety at the forefront of every plan we prepare. Using a "Safe System" approach, we identify countermeasures that directly target the corridors and intersections with the greatest crash risks. Our team prioritizes strategies that reduce severe and fatal crashes for all roadway users—residents, regional commuters, tourists, pedestrians, cyclists, and freight operators. We also build clear frameworks for prioritization, giving the Town a tool to focus resources where they will have the highest impact.

We welcome the opportunity to bring our experience, energy, and collaborative approach to this important effort. Thank you for considering our proposal. We look forward to discussing how our team can deliver a practical, data-driven, and community-rooted Action Plan (or CSAP) that improves safety for everyone who travels in the Town. The office supporting this project is located in South Denver, and we routinely support Colorado's rural communities from this location. As the principal contact person, please reach me at 303.799.5103 or daten@bhinc.com.

Sincerely,



Denise Aten, AICP
Principal-in-Charge | Senior Vice President

BHI strives to meet accessibility requirements in our work products to comply with federal, state, and local regulations and as a matter of best practice. If you encounter accessibility barriers with our work, please contact us directly so we can make appropriate accommodations: accessibility@bhinc.com.

RFQ 2025-07 Safe Streets for All Consultant- Attachment A

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant **Town of Paonia, Colorado**

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: " <i>RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]</i> ". |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

WEDNESDAY



2. FIRM QUALIFICATIONS AND EXPERIENCE

Since 1959, BHI has grown to become a leading multidisciplinary planning, engineering, spatial data, and advanced technologies firm serving the municipal infrastructure needs of communities throughout Colorado. With 66-and-counting years of successful service, BHI is recognized for a broad range of capabilities, including planning; engineering for traffic and transportation, surface water, and structures; as well as survey and mapping. Our breadth of expertise enables us to provide project solutions from concept through implementation. We have developed a staff of professionals, currently more than 270 strong across all offices, within a diverse company structure that allows us to provide our clients with a variety of services under one roof. Through our growing résumé of municipal projects, we are widely known across Colorado and New Mexico for our quality work and technical expertise.

Collectively, BHI brings a close-knit, integrated team of planners and engineers who provide solutions that are community-oriented, economical, and feasible for implementation. This connection also ensures that agencies prioritize projects and strategies that are both feasible (based on land use/engineering factors) and reasonable (based on cost). During the planning process, we strive for innovative solutions based on sound professional practices.

BHI has a team of planners and engineers who are highly skilled in the development of transportation systems. Our vast experience covers all phases of projects from planning through design and even includes activities associated with maintenance and operations. Ultimately, our goal is for every project to provide our clients and the public with convenient, safe, and economical infrastructure to support all modes of transportation.

The BHI Advantage

With 270+ employees who demonstrate their expertise every day, BHI offers a multitude of advantages the Town can access. Some of these advantages and benefits of working alongside BHI include:

Strong Company Résumé with Transportation Projects

One of BHI's principal areas of expertise is traffic and transportation planning and design. The firm has a team of experts highly skilled in the development of transportation systems. BHI planners have worked on design guidelines, state-wide bicycle plans, road diets, and a variety of corridor plans. Our vast experience covers all phases of project development: planning, traffic analysis, design, and construction. Our projects embrace all modes of travel including interstate freeways, multi-lane highways, rural roadways, local surface streets, airports, bicycle ways, pedestrian paths, transit connections, and equestrian facilities.

Integrated Expertise in both Planning and Engineering

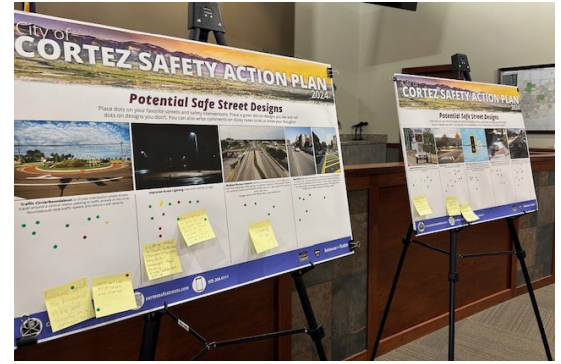
Our knowledge of current planning techniques supports a variety of projects, plans, and studies and includes multiple factors such as sustainable design, environmental planning, infrastructure planning, zoning, and land use. The close relationship between our planning and engineering teams is an added benefit to projects, ensuring viable solutions that are community-oriented, economical, and ultimately feasible for implementation.



Similar Project Experience

Comprehensive Safety Action Plan | City of Cortez, Colorado

The Cortez CSAP was developed to improve safety for all modes of transportation with an emphasis on pedestrian and bicyclist safety. The BHI project team analyzed crashes and assessed safety, developed a high-risk network to identify dangerous corridors, created a prioritization methodology to score projects, and recommended safety improvement projects, programs, and policies. The project included extensive public engagement, including a survey with about 800 responses, an online interactive map with over 400 comments, three focus groups, and a public open house.



RELEVANCE TO PAONIA: *The Cortez CSAP closely aligns with Paonia's Safe Streets for All goals, as both communities share a rural context, small population, and multimodal safety challenges. BHI's experience in Cortez developing a high-risk network, data-driven prioritization methodology, and community-informed project list demonstrates the firm's ability to translate complex safety analysis into actionable strategies that can help Paonia identify and prioritize its own high-impact, locally relevant safety improvements.*

Main Street Multimodal Improvements | City of Delta, Colorado

The City of Delta has been working to improve and enhance their downtown corridor to provide traffic calming, operational improvements, drainage management, and beautification. The City was awarded a RAISE grant with approximately \$13 million for the design and construction of the project. The BHI team was selected to provide final design and construction documents for Main St. (US 50) between 1st St. and Grand Ave. The project builds upon the City's past efforts required comprehensive public involvement activities, involving stakeholders such as small businesses and owners along Main St., the general public, City staff, and other involved agencies. Involvement activities included one-on-one meetings, small group meetings, round table discussions, workshops, public meetings, online surveys, flyers, mailings, digital media, newsletters, and coordination with local media/radio. Written materials were presented in both English and Spanish.

The project will look to establish Main St. as a destination with intersection bulb outs to establish on-street parking, provide landscape opportunities, improve pedestrian crossings, and install traffic calming effects. Final design of the project includes pedestrian and bicycle improvements; removal and replacement of streetscape; drainage improvements; signal, striping, and signage modifications; and lighting, irrigation, and landscaping. The grant will be managed by Federal Highway Administration (FHWA) with oversight and approval by CDOT Region 3. Final design was completed in September 2025.



RELEVANCE TO PAONIA: *BHI's Main Street Multimodal Improvements project in Delta is particularly relevant to Paonia because both communities lie within the Delta County roadway network and share similar rural demographics and infrastructure needs. The project demonstrates BHI's ability to deliver federally funded, context-sensitive design solutions that improve safety, accessibility, and downtown vitality—skills directly applicable to Paonia's SS4A initiative as the Town seeks to calm traffic, enhance pedestrian mobility, and strengthen its community core.*

Planning and Public Works Projects | Town of Cedaredge, Colorado

In the spring of 2025, the Town of Cedaredge Board unanimously adopted the Cedaredge Master Plan, developed by BHI. The master plan aims to help Cedaredge maintain its small-town charm while accommodating growth through infill and zoning strategies; improve transportation by enhancing multimodal infrastructure and connectivity to surrounding areas; provide solutions for housing affordability; effectively manage natural resources and infrastructure; attract new businesses while supporting existing ones; and mitigate hazard risk while increasing resilience. BHI gathered extensive input from the community through a dedicated project website, focus group meetings which included interactive polling, a stakeholder meeting, a community open house, and a joint work session with the Board of Trustees and Planning and Zoning Commission. This ensured that the plan reflected community priorities and led to broad support. BHI planning and engineering staff are also assisting the Town with the following:



ASSET MANAGEMENT PLAN | BHI staff are currently supporting the Town of Cedaredge in the development of a multi-phased asset management plan. Having recently developed the Town's Master Plan, BHI staff are working to leverage pre-developed data to round out needs for the Asset Management Plan. Once the first phase of the project is complete, the Town will have baseline data developed for roadway condition and water/wastewater infrastructure that will be paired with an initial indication of priorities and phased projects to support community budgeting for the near future.

PUBLIC WORKS MANUAL – STREETS UPDATE | In response to growth and development interest, the Town identified the need for support in expanding and including more detail on their road design requirements. BHI's planning and engineering staff are currently working to coordinate this effort to outline and provide recommendations for roadway design and construction standards as well as roadway cross sections (centered around functional classification) that address the differing contextual elements of a variety of locations throughout the community.

WAYFINDING PLAN UPDATE | Originally developed in 2017, the Town's Wayfinding Plan provides for branding and directional signage throughout the town, identifying over 40 potential sign locations and roughly 20 destinations. Given changes in state highway signage requirements and local funding availability for implementation, the Town recently contracted BHI staff to help prioritize both destinations and sign locations and develop a phased approach for implementation.

RELEVANCE TO PAONIA: *BHI's ongoing work in Cedaredge offers a valuable parallel to Paonia's SS4A initiative, as both towns share a rural scale, historic context, and limited transportation infrastructure. Through projects such as the Master Plan, Asset Management Plan, and Public Works Manual, BHI has helped Cedaredge link community-driven planning with practical implementation tools—an approach directly applicable to Paonia's need to prioritize safety, accessibility, and multimodal improvements within realistic funding and capacity constraints.*

Comprehensive Transportation and Safety Planning | City of Gallup, New Mexico

BHI has partnered with the City of Gallup on a series of interconnected planning initiatives that, together, provide a strong framework for advancing multimodal safety, accessibility, and infrastructure investment. Through projects including the Gallup CSAP, Transportation Master Plan, and ADA Transition Plan Update, BHI has helped the City transform its understanding of safety, mobility, and equity across an expansive and diverse transportation network that serves as a regional hub for McKinley County and western New Mexico.

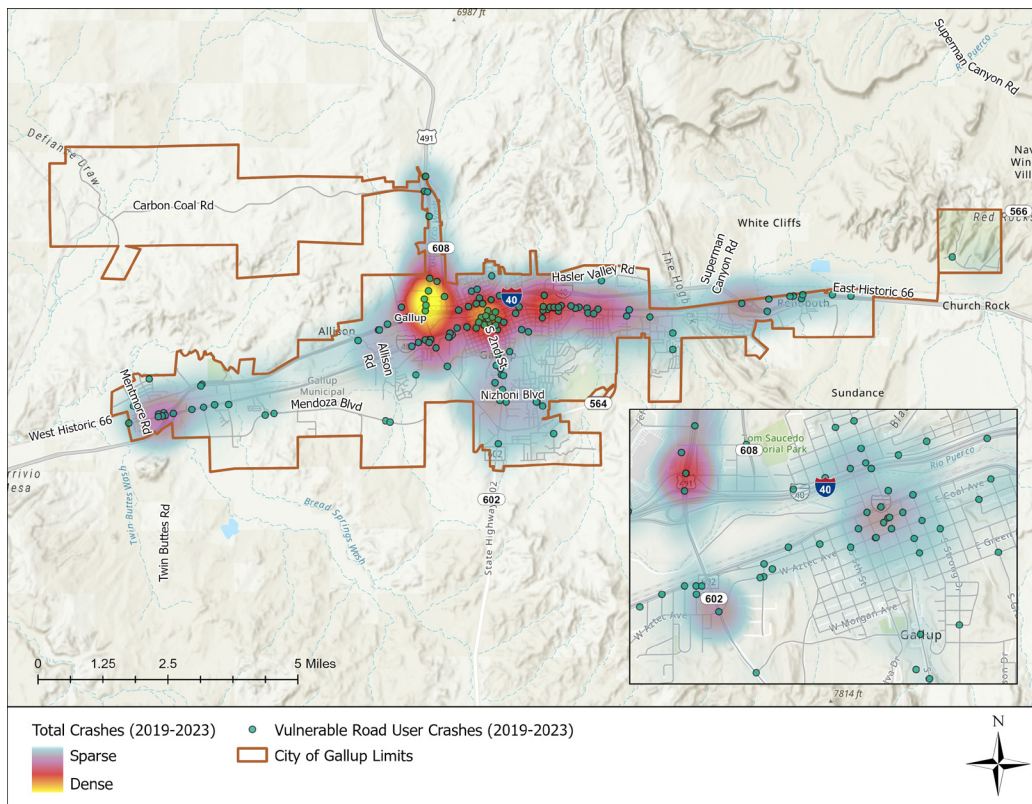
The **GALLUP COMPREHENSIVE SAFETY ACTION PLAN**, developed in close coordination with the City, McKinley County, and NMDOT, builds directly on BHI's prior work to produce a SS4A-compliant framework. Recognizing Gallup's high rate of traffic-related fatalities—particularly among pedestrians—BHI conducted an in-depth analysis of crash data, high-risk corridors, and systemic risk factors to develop a High Fatal and Injury Network and a prioritized set of projects for implementation. The process was guided by a multidisciplinary Safety Task Force and focused on feasible, high-impact improvements that address the unique mobility challenges of a small, rural community with significant pedestrian activity and fluctuating traffic volumes tied to regional events.

This safety planning effort leveraged the foundation of Gallup's **TRANSPORTATION MASTER PLAN**, which BHI completed in 2024. That plan established a comprehensive multimodal approach to improving traffic circulation, access, and connectivity across the city, integrating roadway, bicycle, and pedestrian improvements with future land use planning through the City's Growth Management Master Plan. The plan included extensive public and stakeholder engagement, resulting in an adopted blueprint that emphasizes safety, economic vitality, and coordinated infrastructure investment.

Complementing these efforts, BHI also prepared the City's **ADA TRANSITION PLAN AND TITLE VI PLAN**, identifying and prioritizing accessibility improvements across sidewalks, curb ramps, crosswalks, and other pedestrian facilities. Using GIS-based mapping and cost estimating, BHI provided the City with actionable data to guide barrier removal projects and ensure compliance with federal accessibility standards.

Together, these projects illustrate BHI's proven ability to help rural and regional communities create implementable, data-driven safety plans that integrate federal accessibility and multimodal standards with local priorities. Gallup's ongoing success demonstrates how strategic coordination—between agencies, planning efforts, and funding sources—can produce a comprehensive approach to safer streets for all users.

RELEVANCE TO PAONIA: *These coordinated efforts in Gallup are directly relevant to Paonia as both communities share the challenges of improving pedestrian and bicycle safety within constrained, rural roadway environments. BHI's experience integrating ADA compliance, multimodal planning, and data-driven safety analysis into actionable projects demonstrates a clear understanding of how to tailor SS4A strategies to small communities with limited infrastructure, funding, and capacity—conditions similar to those Paonia faces.*



**CRASH MAP DEVELOPED
FOR THE CITY OF GALLUP**

Street Design Guide | City of Santa Fe, New Mexico

In 2024, BHI was contracted by the City of Santa Fe to develop a Street Design Guide following the Complete Streets method, which emphasizes safe, equitable access for all modes of transportation, with a focus on protecting vulnerable road users. Developing this guide required careful consideration of Santa Fe's historic and artistic character and diverse development patterns. Older parts of the city are defined by narrow, constrained roads, while areas of the city developed after the 1970s are more auto-oriented and generally unfriendly to pedestrians. These factors made creating a single standard cross section inappropriate and instead required a suite of suitable options that could be chosen from based on existing roadway conditions and constraints.

Working closely with the City, BHI identified frequent maintenance issues, safety concerns, drainage needs, and public preferences to produce a comprehensive, user-friendly guide for developing streets in Santa Fe. The Guide assists designers to address safety concerns, design intersections, and prioritize street zones and widths with various roadway contexts.

The guide also identified best practices for bicycle facilities, alternative pavements, placemaking, on-street parking, accommodating emergency services, and stormwater infrastructure, including green stormwater strategies.

The final document will be used by City staff for public works projects and with developers during the review process. The City will use the Guide to inform their forthcoming update to Santa Fe's 20-year-old Code of Ordinances development chapter.

RELEVANCE TO PAONIA: *The Santa Fe Street Design Guide is particularly relevant to Paonia's current effort because it demonstrates how Complete Streets principles can be successfully adapted to narrow, historic, and space-constrained roadway environments similar to those found in Paonia. BHI's experience developing a flexible suite of design options—rather than a one-size-fits-all standard—aligns directly with Paonia's need for context-sensitive, scalable safety solutions that respect the town's rural character, limited right-of-way, and multimodal accessibility goals outlined in the SS4A initiative.*

Additional Federally Funded Project Experience

BHI's planning team regularly completes planning and engineering projects funded in whole or in part by federal dollars and can ensure and regulatory and compliance requirements are met. Our project history includes projects funded by federal agencies like the FHWA, the Environmental Protection Agency (EPA), Federal Transit Administration (FTA), and the U.S. Army Corps of Engineers (USACE), to name a few. We've also worked with many local entities administering federal dollars, including Councils of Government, Metropolitan Planning Organizations, CDOT Local Agencies, and other regional planning agencies and organizations. Some of our federally funded planning projects include:

- » Cortez Comprehensive Safety Action Plan
- » Dona Ana County Comprehensive Roadway Safety Action Plan
- » Gallup Comprehensive Safety Action Plan
- » Taylor Ranch/Golf Course Road Complete Streets Study
- » ADA Compliance and Traffic and Safety Studies
- » Gallup ADA Transition Plan Update and Title VI Plan
- » Technical Assistance Program (TAP) - Adams County Clear Creek Valley Transit Oriented Development (TOD) Plan Re-Evaluation
- » Gallup ADA Transition Plan
- » FHWA-CFLHD Bahia Grande Trail Feasibility Study
- » Louisiana Boulevard Vision Zero Improvements
- » FHWA Integrated Planning Initiative
- » Union Ave. and Main St. Master Plan and Downtown Multimodal Improvements
- » Delta Main Street Multimodal Improvements



3. PROJECT TEAM

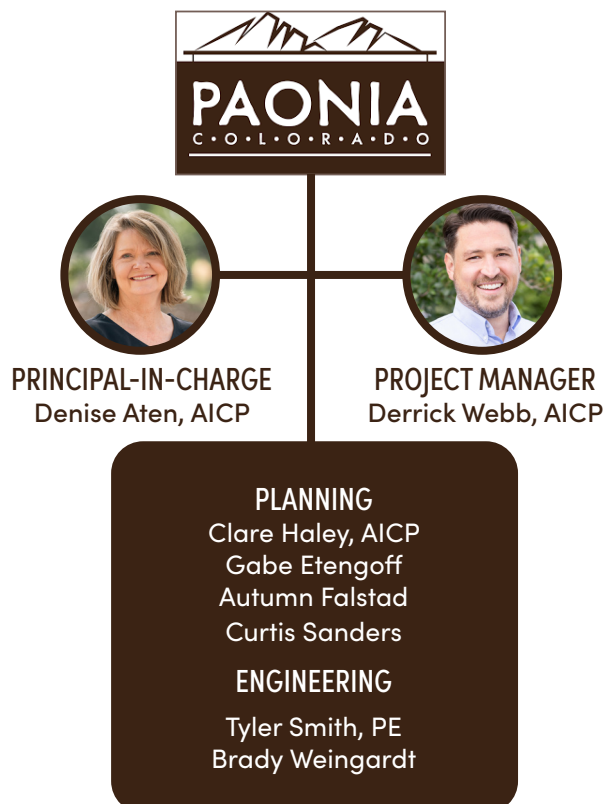
Working as a dynamic trio, Principal-in-Charge Denise Aten, Project Manager Derrick Webb, and Lead Planner Clare Haley will ensure that you are well cared for, from contracting, staff allocation, leadership communication, and quality control perspectives. Derrick and Clare will work daily with the team and closely with the Town to manage the project schedule and budget, while applying the technical skills required to complete a compliant SS4A . The BHI team was developed to be comprehensive with redundancy in resources to ensure our ability to provide the appropriate support services as described in the Approach outlined in this proposal. The dual-person management team of Denise and Derrick will guarantee back-up coverage for project leadership and staff resources.

Project Team Members

The BHI team’s specialized expertise and availability to dedicate themselves to the Paonia SS4A CSAP will ensure an effective collaboration between the project team and the Town. The organization chart below outlines the team structure for this project, with Derrick Webb as your project manager and Clare Haley as lead planner and your direct contact. Résumés for our key team members, identified by name and role in the organization chart, can be found in the résumé section below. Our team remains integrated for this project, and with effective communication by Derrick and Clare, this arrangement will be seamless to the Town. We anticipate all key staff will remain at our firms for the duration of the project, but should an unexpected issue arise, we have significant depth of planning and engineering staff that can be assigned.

Availability

The team members shown below are immediately available to begin work for the Town, and will remain available as needed for the duration of the development of your CSAP.





Denise Aten, AICP | Principal-in-Charge | Experience: 33 years | Registration AICP #023292
Education: MS Environmental Planning, BA Mathematics and Economics

Denise has more than 30 years of transportation planning experience, including the implementation of a variety of infrastructure, land use, and environmental planning projects with a focus on transportation planning, public and stakeholder engagement, agency coordination, and community benefits. Recently, Denise has worked closely with the New Mexico Department of Transportation (NMDOT) to complete the Pedestrian Safety Action Plan with a state-wide focus, including trainings prepared and facilitated for NMDOT and consultant engineers on strategic decision-making tools for the most appropriate improvements to address pedestrian safety issues under various scenarios. She has also been working closely with the City of Albuquerque on the development and application of specific safety improvements in alignment with the City of Albuquerque's Vision Zero goals.

Denise has direct experience with implementing equitable and diverse outreach programs built from her experience with bi-national, multi-lingual, and multi-cultural initiatives. With the support of her planning team, she has developed a comprehensive outreach toolbox which includes a variety of virtual and online applications in order to safely and effectively collect, document, and address stakeholder and community input.

Denise brings extensive experience in leading public involvement activities, coordinating with multiple agencies and stakeholder groups. Integrating her transportation planning and environmental compliance experience, she is able to better understand the challenges and potential benefits/impacts with more depth and clarity, while creating space for consensus building around solutions.



Derrick Webb, AICP | Project Manager | Experience: 13 years | Registration AICP #027364
Education: Master of Urban and Regional Planning, MS Info. and Comm. Technology, BA Architecture

Derrick is a Senior Planner with more than 13 years of experience working throughout Colorado and New Mexico. He has worked on and managed a variety of transportation planning projects, including CSAPs, Master Transportation Plans, land use code development/updates, design standard development/updates, corridor studies, and transit-oriented development area plans for numerous communities. Derrick is skilled in long- and short-range planning with specific experience coordinating federal funding with planning and infrastructure implementation. His experience includes data collection and analysis, socioeconomic research and evaluation, long-range regional planning and scenario planning, project management, professional writing and document preparation, public outreach, and meeting facilitation.

Derrick has built a strong skill set supporting communities in the identification of appropriate transportation strategies and implementation of programs, subsidies, and policy updates to realize their mobility-related vision.



Clare Haley, AICP | Planning Lead | Experience: 4 years | Registration AICP #035080
Education: Master of Community and Regional Planning, BA International Studies

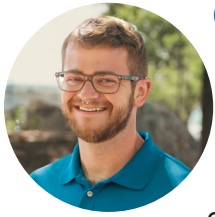
Clare manages safety-driven transportation projects with a focus on developing feasible and actionable plans. She is skilled at bridging the gap between planning and engineering, prioritizing client goals at every stage of a project while ensuring that planning concepts consider engineering constraints. Clare brings this approach to Complete Streets corridor studies, safety action plans, bicycle and pedestrian-focused plans, and trail alignment studies. She emphasizes data-driven strategies by relying on crash data, peer-reviewed research, and established best practices.

Clare is a dynamic speaker and has presented at national, state, and local conferences on bicycle and pedestrian facility design, public outreach best practices, and innovative strategies for prioritizing safety improvements.



Before becoming a planner, Clare was a bicycle mechanic. She has seven bicycles in her garage and spends her spare time riding and repairing them.

Clare balances her technical approach with effective engagement strategies by meeting communities where they are at, developing easy-to-understand outreach materials, and listening with empathy to align plan priorities and recommendations to community values.



Gabe Etengoff | Planning | Experience: 4 years

Education: Master of Urban and Regional Planning, BS Political Science

Gabe is a committed planner at BHI who seamlessly blends his background in conservation with his passion for urban planning and community improvement. His journey into planning was sparked by his desire to address community needs and facilitate equitable access to outdoor recreation opportunities – a mindset with which he approaches every planning project he works on.

Gabe’s ability to tackle a diverse range of projects with a thoughtful, data-driven approach is showcased with his utilization of spatial data analysis, map making, and crafting compelling visuals to both educate and inform stakeholders. His technical expertise and experience in all types of infrastructure elements (including housing, transportation, water systems, broadband, and more) allows him to provide valuable insights and recommendations on any project. Gabe thrives on undertaking challenging projects, particularly those involving housing, active transportation, and long-range comprehensive planning, where he prioritizes long-term impacts and community well-being.

Outside the office, Gabe immerses himself in nature, whether it’s hiking along the Continental Divide or volunteering with trail organizations.

Gabe brings to the team considerable skills in map making and visual storytelling to educate and inform the public and stakeholders.



Autumn Falstad | Planning | Experience: 3 years | Education: BA Geography

When she isn’t snowboarding or exploring the mountains, Autumn’s time is dedicated to her work as a planner for BHI. Versed in ArcGIS Pro, she prides herself on being organized and detailed; she is able to add a hint of aesthetics to any map, while providing all the technical information needed to complete the project. Autumn also brings an understanding of sustainability measures in urban and regional planning and strives toward creating environmentally conscious plans.

In support of public and stakeholder coordination, Autumn is highly organized and thorough. She applies her planning skills to create effective and efficient ways to collect input and then follows up with a comprehensive approach to documentation and communication. Autumn’s experience includes supporting an initiative led by Central Federal Lands and Eastern Federal Lands, in conjunction with the National Park Service, to study the possible rail expansion through the Cuyahoga Valley National Park. She supported the stakeholder coordination effort by managing logistics and documentation with consistent and effective communication with all stakeholders. She also leads BHI teams in creating GIS-based interactive maps for easy and efficient comment collection during the outreach process.

Autumn’s expertise lies in her ability to support the team’s work in affordable transportation plans and streetscape plans through extensive research, preliminary data collection, and public outreach material development.



Curtis Sanders | Planning | Experience: 7 years

Education: Master of Community and Regional Planning, BA History

Curtis Sanders is an integral team member in many planning initiatives, featuring a variety of different sizes and scopes, ranging from statewide transportation plans to individual site-specific studies. He brings a wide collection of skills, including the ability to create engaging graphics, research best management practices, conduct data analysis and manipulation, and concise plan writing. As a web designer, he also ensures that the project’s

online presence is easily accessible, visually appealing, and engaging. Curtis is also a regular representative of BHI at public meetings, where he provides an approachable and knowledgeable presence at public meetings, open houses, and other engagement events. Ultimately, this experience helps him relate to the public's concerns, better analyze the data, and provide more knowledgeable solutions to complex planning issues.

When he is not helping with planning initiatives, Curtis can be found playing music, testing out a new recipe, or exploring a new city or hiking trail. A born and raised New Mexican, he has also recently lived in both Denver and Chicago. He currently lives in Albuquerque, New Mexico with his wife and dog.

Curtis regularly uses his graphic skills to improve the visual appeal of BHI's planning products, using infographics to tell a data-driven story, branding to create intrigue and consistency throughout the public engagement process, and renderings to bring conceptual projects to life for the viewer.



Tyler Smith, PE | Engineering | Experience: 10 years | Registration CO PE #56897
Education: BS Civil and Environmental Engineering, Certificate Qualified Stormwater Management Inspector

Tyler Smith is an experienced traffic engineer with a background in civil engineering, project management, and construction. His expertise encompasses a wide array of transportation planning and engineering projects.

In his role at BHI, Tyler conducts traffic impact analyses, corridor planning studies, and intersection control evaluations, reviewing the impact of design concepts on traffic conditions and developing strategies to optimize performance of existing transportation systems. He has experience with transportation systems management, operations studies, Interchange Justification Reports (IJR), impact fee assessments, and field studies, including strip maps, speed studies, curve studies, and more. Tyler's technical experience extends to traffic access management, roadway and street design, intersection geometric design, roadway signing and striping, and traffic signal design.

Tyler brings his traffic engineering expertise to bear on a wide variety of studies and projects, assisting BHI engineers with signal warrant studies, multimodal improvements, ADA compliance, and analysis of impacts to traffic.



Brady Weingardt | Engineering | Experience 18 years
Registration LabCAT APM Inspector | Education: AAS Engineering Technology

Brady Weingardt, based in BHI's Denver office, has focused experience in transportation design, plan production, construction inspection, construction administration, project management, QA/QC, and constructability reviews. He has been highly involved in local agency roadway reconstruction and rehabilitation projects, emphasizing multimodal approaches, integration of ADA accessibility, construction phasing, and cost estimating. His project work has varied from studies and planning efforts to final design and plan production utilizing InRoads and Civil 3D. Brady has more than 10 years of construction management experience. He is a LabCAT-certified asphalt pavement material inspector. He has worked on numerous construction projects in ranging from the inspection of new municipal water mains to construction management and administration of local agency pavement management programs. Brady's combination of design and construction experience with proactive communication is invaluable. He assists in navigating a project through planning, final plans and specifications, bidding, and construction, while increasing project effectiveness and efficiency to avoid unnecessary expenses and delays to our clients. This integration of experience within all stages of a project's life cycle facilitates the production of contractor-friendly deliverables with a focus on constructability and mitigating impacts on the general public.

Brady's combination of design and construction experience assists in navigating a project through planning, final plans and specifications, bidding, and construction, while increasing project effectiveness and efficiency to avoid unnecessary expenses and delays to our clients.

4. PROJECT UNDERSTANDING AND APPROACH

Project Management

Denise, Derrick, and Clare will ensure that you are afforded all the necessary resources and consistent communication needed to keep this planning initiative on task and under budget. Derrick not only brings strong project management skills, but he is also a strong transportation planner. His vantage point is focused on the big picture with consideration of all modes, land use connections, overall benefits, and potential impacts. As the team lead, he will engage the appropriate technical experts to initiate and complete all analyses needed as solutions are developed, whether they be policies, programs, or infrastructure. Derrick prides himself on creating plans that go beyond visuals and diagrams, pushing the team to have clear and measurable action items around each recommendation to include funding, key stakeholders, design elements, and construction or implementation costs.

Clare will serve as the planning team lead and technical expert and will support coordinated efforts between BHI's planning and engineering groups. Clare will work to bridge the gap between planning and engineering and ensure that planning work transitions seamlessly to engineering review and input. Clare has strong crash data analysis experience and brings a holistic approach to safety planning and design. Clare will also be coordinating public engagement efforts and is skilled at disseminating complex information to the public in easy-to-understand formats without jargon.

Derrick and Clare will be your primary points of contact, and they will maintain close coordination with our engineering team to manage all staff requirements throughout the project. BHI will be responsible for all deliverables, including quality assurance and quality control.

We will establish (virtual) monthly progress meetings with the Town's project team. An agenda will be provided prior to each meeting, as well as a meeting summary with action items after each meeting. The agenda will help determine who from the consultant team and Town staff should join the progress meetings, providing the most efficient use of team resources, both ours and yours.

Based on the firm deadline established by the SS4A Grant Funds, it will be imperative we create a milestone schedule for the completion of the CSAP and stick to it! Progress and stakeholder meetings will support this effort, maintaining good communication throughout project development. Derrick and Clare will provide monthly progress reports with each invoice outlining task completion, schedule and budget status, upcoming milestones, and any potential issues. If any potential issues need to be discussed, we will reach out directly and immediately to allow for context and a full discussion on resolution.



PRINCIPAL-IN-CHARGE
Denise Aten, AICP



PROJECT MANAGER
Derrick Webb, AICP



PLANNING LEAD
Clare Haley, AICP

Task 1: Planning and Data Collection

1.1 Project initiation

Launching the CSAP with a dedicated kickoff meeting is a critical first step in setting the foundation for a successful planning process. Bringing together staff, elected officials, and key stakeholders ensures all participants share a common understanding of the project's purpose, scope, and desired outcomes from the outset. The kickoff meeting fosters collaboration, builds momentum, and establishes a shared commitment to advancing local safety goals under the SS4A program. By aligning expectations early and identifying priorities, the kickoff helps create a cohesive framework for decision-making and community engagement throughout the project.

Working with Town staff to determine who should be invited to the kickoff, the BHI team will coordinate all aspects of the meeting from invites, meeting logistics, agenda and material development and note-taking



and follow up communication. Specifically, this meeting will not only educate the group on the plan for the project, but directly review and establish project goals, discuss the anticipated schedule, and understand communication protocols – both for the team and the broader community.

1.2 Data Collection

Data collection will serve as a critical foundation for the CSAP, providing the quantitative and qualitative information necessary to identify, assess, and prioritize roadway safety issues. This task will begin with a comprehensive inventory of existing roadway, sidewalk, bicycle, and ADA infrastructure to establish a clear picture of current multimodal conditions and accessibility. Available datasets—including crash records, traffic counts, and roadway condition reports—will be compiled, reviewed for completeness and accuracy, and integrated into a unified geospatial database for analysis.

In addition to these standard datasets, the effort will place specific emphasis on identifying and documenting safety concerns that are unique to the community context, such as conflicts associated with open irrigation ditches, narrow or deteriorated roadway edges, and areas with constrained right-of-way or visibility challenges. This is a perfect opportunity to crowd-source this information through specific engagement with stakeholders and the community. Of course, the BHI team will also verify any information obtained and coordinate with local staff to supplement available data to ensure local knowledge and recent observations are incorporated.

The resulting dataset will form the analytical basis for subsequent tasks, supporting data-driven risk assessment, network screening, and the identification of candidate projects and countermeasures. Establishing a robust, well-organized, and locally informed data foundation at this early stage will ensure that the CSAP reflects both empirical evidence and community experience, consistent with the intent and methodology of the SS4A program.

1.3 Analysis

The BHI team brings recent and direct experience with data resources and safety analysis. Over the last year alone, we've been directly involved in supporting and producing CSAPs for several communities throughout Colorado and New Mexico, ranging in size, complexity, and needs. One of the keys to success for this project will be the efficient compilation, summarization, and presentation of data, as noted in the previous subtask. As data quality directly impacts project prioritization, it is essential to have as accurate data as possible and use robust analysis techniques to ensure quality information. BHI has completed numerous local and regional traffic and transportation, and safety projects which results in our team having internal access to much of the required data, and the relationships to efficiently access any additional data necessary to complete the project.

Our approach will be focused on a comparative analysis of the data the Town already has on hand and available for use for this work, as well as our knowledge of additional data sources that may provide helpful context for the development of the CSAP (such as CDOT crash data).

Existing Conditions and Plan Review

As much as possible, existing data will be noted and mapped for all modes of travel: automobiles, truck freight, transit, bicycles, and pedestrians. If additional data is needed, it will be collected via coordination with Town sources or other publicly available data sources. This review/analysis will also include an inventory of multimodal gaps, safety concerns near key locations in the community, and the development of a detailed understanding of movement in the community centered around origins and destinations but also considering employment commuting patterns. No additional field data will be collected by BHI under this scope of work.

Additionally, we will review demographic information and areas of vulnerability in order to identify areas in Paonia where residents are more at risk for traffic fatalities and serious injuries. This information can be used as criteria for project prioritization and to understand key locations of the Town to engage during the outreach process. BHI will also review previous plans and studies impacting safety in Town to gain an understanding of the area's planning context and identify opportunities for collaboration and plan synergies. Depending on staff direction, these plans will likely include the following: Paonia in Motion Master Plan, Town of Paonia Comprehensive Plan, Highway 133 Corridor Plan, West Elk Loop Scenic Byway, and

the CDOT Local Roadway Classification documentation.

Crash Data Analysis

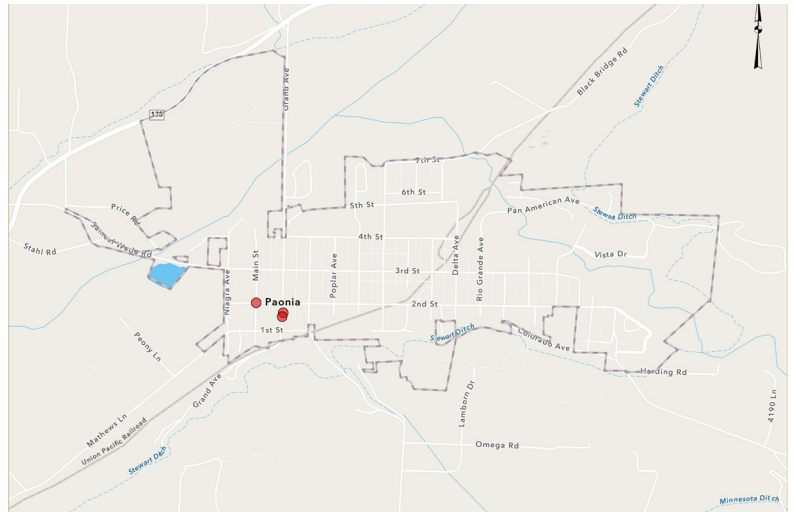
In preparation for this plan, and the development of our proposed scope of work, BHI staff completed an overarching crash analysis to better understand the current/historical situation in the Town. Our intention here was to develop an understanding of how to right-size the approach to support the development of outcomes and recommendations that are pertinent to the community and have the best indication of improvement.

Although our initial analysis found a limited number of reported crashes over the past five years, a recent fatal bicyclist-involved crash and known safety issues demonstrates the need to plan proactively to lessen the likelihood of crashes moving forward.

While the Town has experienced very few reported crashes over the past five years, the recent fatal crash involving a bicyclist underscores the importance of taking a proactive, system-wide approach to transportation safety. In smaller communities with limited historical crash data, traditional statistical analysis often fails to capture the full range of transportation safety risks experienced by residents. To address this limitation, the analysis will combine available crash and roadway data with locally sourced insights on perceived safety issues. Community input collected through an interactive online mapping platform will help identify areas of concern that may not appear in formal datasets but are nonetheless meaningful to local users. This community-driven perspective, coupled with the application of the FHWA's Interactive Highway Safety Design Model (IHSDM) and other FHWA safety analysis tools, will allow the Town to evaluate risk factors and prioritize improvements in a manner that reflects both quantitative evidence and local experience.

As such, our proposed approach to crash analysis includes the following:

1. **Crash Data Compilation and Review:** Collect and analyze all available crash data from the past five years within the Town of Paonia and its immediate surroundings, including CDOT and local law enforcement sources. Summarize key trends and note data limitations associated with the small sample size.
2. **Contextual Risk Identification:** Document recent safety incidents outside of the formal dataset—such as the fatal vehicle-bicycle crash—and identify patterns or contributing factors relevant to local conditions.
3. **Community Safety Mapping:** Develop and deploy an interactive online mapping tool to solicit public input on locations where residents and road users feel unsafe or have experienced near-misses. This tool will capture perceived risks related to walking, bicycling, driving, and freight movements.
4. **Integrated Risk Analysis:** Combine available crash data and public input with roadway and traffic characteristics to identify common factors influencing safety. Combining on-hand data with community identified concerning locations, The BHI team can utilize the FHWA IHSDM to evaluate location-specific conditions and assess the potential benefit of proposed countermeasures.
5. **Application of FHWA Safety Tools:** Explore the use of additional FHWA resources—such as the Systemic Safety Project Selection Tool (SSPST), Safe System Approach Framework, and CMF Clearinghouse—to support the development of actionable, evidence-based safety recommendations.
6. **Findings and Recommendations:** Ultimately, this work will support the preparation of summary maps and tables illustrating both recorded and perceived safety risks which will lead to the development of location specific near- and long-term strategies for addressing identified issues, prioritizing interventions that align with SS4A objectives and the Town's transportation safety goals.



TOTAL CDOT-REPORTED CRASHES (2019-2023)

Task 2: Community and Stakeholder Engagement

2.1 Public Involvement Plan

A targeted and inclusive public involvement plan will be developed to guide outreach and engagement throughout the CSAP process. The plan will outline strategies for reaching a broad crosssection of the community – including residents, business owners, local institutions, and other community groups – with specific efforts to engage underrepresented and vulnerable populations who may be disproportionately impacted by transportation safety issues. We have included a set of recommended engagement methods below that have worked well for us in the past, but depending on staff input, engagement methods will be designed to reflect Paonia’s scale and character, using a mix of in-person and digital tools to maximize accessibility and participation.

By establishing clear objectives, timelines, and responsibilities for engagement activities, the public involvement plan will create a structured framework for transparent communication, comprehensive input, and ongoing collaboration with the community.

2.2 Engagement Activities

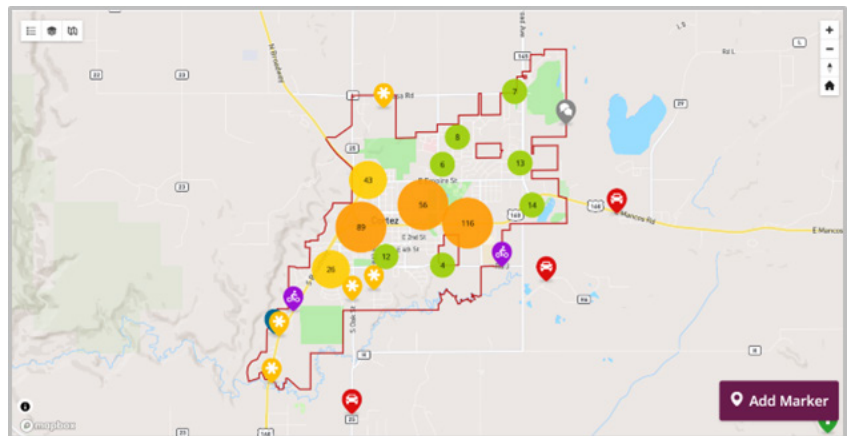
The BHI team will create a collection of interesting and unique techniques to engage the residents and visitors of Paonia. Combining lessons learned from our years of outreach experience with local expertise from Town staff, we’re confident that engagement efforts for this project will have far-reaching benefits. We have found that developing both in-person and online opportunities is the most effective approach, and details will be finalized with Town input.

Online Engagement

Our online engagement opportunities will expand the geographic reach of our engagement efforts. We recommend building and maintaining a project website with unique branding and logo, a virtual interactive map and survey to identify safety issues, and project-specific emails for input collection.

In-Person Engagement

In-person events expand our reach by meeting people where they are and offering less tech-savvy residents a chance to provide input; our most successful efforts build on existing events to respect participants’ time. Utilizing existing events can also allow us to engage visitors to Paonia as well. These visitors are typically unlikely to attend a formal public meeting; however, in-place events are perfect opportunities to potentially engage with these road users who may frequent the Town as well. BHI will facilitate up to two in-person public events, depending on Town Staff coordination. We propose tabling at existing events for the first two phases of public outreach, and hosting an open house for the final phase, which will focus on sharing recommendations and gathering feedback on the draft plan – see rough engagement outline below.



VIRTUAL INTERACTIVE MAPS, LIKE THE ONE SHOWN HERE FOR THE CITY OF CORTEZ, PROVIDE PUBLIC OPPORTUNITIES FOR INPUT OUTSIDE OF ATTENDANCE AT EVENTS.

EXAMPLE PROJECT WEBSITES:

gallupsafeststreets.com
carlsbadlrtp.com

Through targeted outreach, BHI will be intentional about collecting input from various social groups in the community. One potential avenue to elevate underrepresented groups is hosting targeted focus groups. BHI proposes to host up to three virtual focus group meetings which will focus on specific issues or demographic groups. This could include seniors, youth, Hispanic/ Latino community members, students, people with disabilities, or other groups as appropriate. If desired, BHI can also support Town staff in hosting additional in-person focus groups by providing materials and assistance with scheduling and notification.

Engagement Phasing

As alluded to previously, we propose dividing the public outreach efforts into three phases:

Phase 1: Project Launch – awareness and identification of safety issues.

This first phase of engagement focuses on developing project awareness through the launch of the project website, virtual interactive map, and a variety of social media and online public advertisement. During this phase of engagement, the goal is to elevate the opportunities available for residents and visitors to share their thoughts related to the safety of the roadway network and begin to understand areas with persistent safety issues. We'll also use this time to begin engaging with the community in-person through events such as the Arbol Farmers Market.

Phase 2: Safety Issues Confirmation and Initial Development of Opportunities and Solutions.

Phase two of the engagement work will engage participants in conversations to confirm safety issues and identify safety solutions at tabling events (coordinated with Town staff input). At this time, we'll launch an online survey to further outline perceptions of safety programs throughout the Town and begin highlighting potential countermeasures to gauge acceptance. Lastly, this phase will include our focus groups with underrepresented communities.

Phase 3: Findings and Recommendations Feedback (Draft Plan Release)

Phase three will occur towards the end of the planning process and will highlight how community input has shaped the recommendations and countermeasures included in the draft plan. We'll kick this phase off with an in-person open house during hours of the day that would be convenient for travel and a variety of work schedules – for example, early afternoon, and later in the evening. We'll work with Town staff to determine the best approach here to maximize attendance and engagement opportunities with the draft plan. During this phase, we'll also refocus our communication efforts on highlighting the availability of the draft plan for public review through social media, Town communication avenues, the project website, and the Town's website.

As planners, we have a deep appreciation for the cultural perspectives, mixed opinions, and diverse social needs that exist in each community, and we will bring the positive and inviting energy needed to encourage participation and build trust. If needed, BHI has bilingual Spanish speaking staff and can self-perform document translation and provide Spanish speaking support and outreach as appropriate. We will devote the effort needed to not only collect the input but also build a framework so we can share what we heard as well as what we plan to do with that input, creating a sense of transparency and accountability that will result in more sustainable safety solutions for the Town's residents and your transportation system.

BHI will ensure that the outreach is consistent, transparent, and equally available to all. An opportunity for input via an interactive map, email, and telephone will be made available throughout the project timeframe. All public comments will be collected, recognized, and documented, and every person who provides a comment or question will receive a recognition response. This type of consistent and transparent communication builds trust with the community, which will help you as you move through implementation.

Additionally, a contact list will be developed, updated, and maintained, which will allow our team to share the final recommendations with everyone who showed an interest in the development of the CSAP. The draft and final version of the CSAP will also be shared on the project website for public review and draft comments.

Social Media and Project Updates

Publicizing engagement events is an integral part of public engagement, and BHI will work with Town and community partners to disseminate timely information about public events. BHI will create a social media calendar and toolkit, create digital and print flyers, and send emails to stakeholders or community lists. If



desired, we can also use paid advertisements through radio, print media, and/or social media. We have found that engagement events, especially in smaller/more rural communities, are most successful with the buy-in of community members who can help spread the word through their networks, and we will work with Town staff to identify effective avenues for notification.

As a critical element of the engagement process, we will consider every opportunity to educate the public on safety and how it can be improved. This includes full share-out of safety data, validation on perceived safety issues, explanation of adjacent safety issues (such as lighting and land use) discussion on the influence of policy and programs, importance of enforcement, and more. It is important that the public and the decision-makers fully understand the trade offs that can influence the future of mobility and safety within Paonia, including the limitations, challenges, and opportunities of various safety countermeasures and interventions.

2.3 Regional Coordination

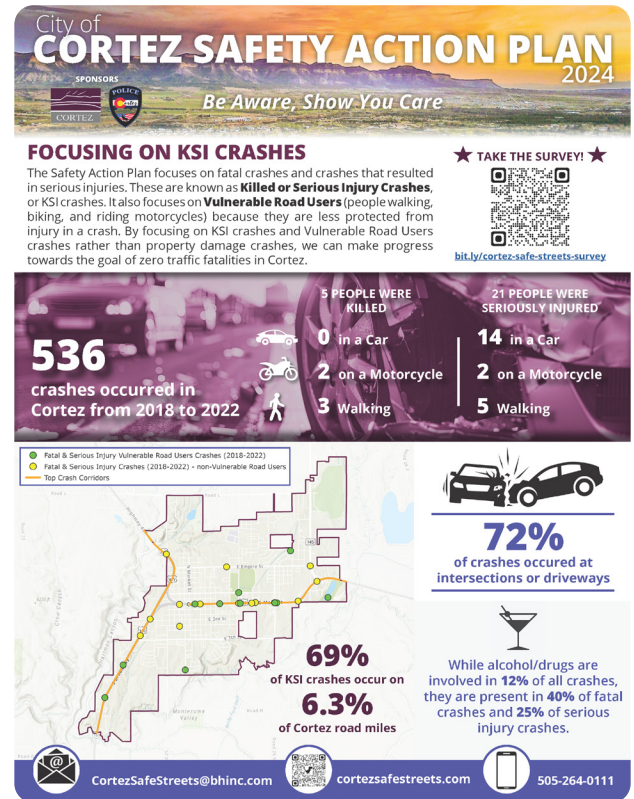
For a smaller community such as the Town of Paonia, regional coordination is essential to developing an effective and implementable CSAP. Many of the community's transportation and safety challenges—such as roadway maintenance, school circulation, emergency response, and state highway access—extend beyond municipal boundaries or fall under the purview of partner agencies. The project team will collaborate closely with Delta County, CDOT, Delta County Public Schools, the Paonia Fire District, and other local and regional partners to align priorities, share data, and identify opportunities for joint safety improvements.

This coordinated approach will ensure the CSAP reflects both local needs and regional context, supporting consistent safety strategies across jurisdictions. By fostering strong interagency relationships early in the process, Paonia can better position itself for successful project implementation, funding coordination, and long-term integration of safety priorities into county and state programs.

Regional coordination will be achieved through structured and ongoing engagement with partner agencies throughout the planning process. The project team will host coordination meetings at key milestones to review data, discuss safety concerns, and evaluate draft recommendations. These sessions will ensure that local and regional priorities remain aligned, particularly in relation to state highway corridors, school transportation routes, and emergency response access. Additional coordination will occur through direct consultation with CDOT and Delta County staff to integrate available crash data, traffic information, and planned infrastructure projects into the analysis. By maintaining open communication channels and fostering collaboration across agencies, the CSAP will serve as both a local and regional resource—supporting consistent safety outcomes, shared investment strategies, and a unified vision for safer streets throughout the North Fork Valley.

2.4 Documentation

All engagement activities will be thoroughly documented to ensure transparency and traceability of public input throughout the CSAP process. The project team will record and summarize feedback gathered from meetings, online tools, surveys, and other outreach activities, organizing input by theme and location. Engagement outcomes will be synthesized and incorporated into the draft and final CSAP recommendations to demonstrate how community perspectives informed the identification of safety issues, priority locations, and proposed strategies. To strengthen the link between engagement and analysis, community input will be mapped in GIS and summarized visually through dashboards and thematic graphics, illustrating both



the reach of engagement and the geographic distribution of safety concerns. This documentation will be included in the plan's appendices and serve as a record of community participation consistent with SS4A program requirements.

Task 3: Development of the Comprehensive Safety Action Plan

3.1 Identification of Strategies and Projects

Building on the safety analysis described in Task 1, our team will conduct a systemic analysis following FHWA's Safe Systems Approach method. This involves a holistic and comprehensive perspective on safety for all road users: pedestrians, bicycles, and drivers. This is where our strong team of planners and engineers combined can make a difference. Our broad experience allows us to effectively evaluate all five elements of a safe transportation network and consider how they interact. Our engineers will work closely with the planning group's crash analysis, and holistically we will consider the human elements along with land use and other influencing factors. Together, we will complete a CSAP that develops recommendations that result in a safer transportation system for all.

BHI brings experience with the FHWA approach to safety and, with a focus on planning to implementation, we will apply the following key elements of a safety study to the CSAP:

1. **Systemic Evaluations/Crash Profiles:** A systemic evaluation will be completed for the roadway segments and intersections with higher-risk potential based on crash data and existing roadway characteristics, such as functional classification, traffic volumes, number of lanes, posted speed limits, presence of sidewalks and bike lanes, etc. BHI will develop strategies and countermeasure toolboxes around specific safety issues as identified in the safety analysis and through public outreach, which could include excessive speed, roadway departure, pedestrian and bicycle safety issues, safety and access issues for people with disabilities, and behavioral safety issues like driving while intoxicated and distracted driving.
2. **Priority Locations:** Based on the results of the systemic evaluation of higher-risk roadway segments and intersections, coupled with public and stakeholder input, our team, in conjunction with the Town, will select approximately 5 priority locations for further evaluation. This can include locations that the Town has already identified for safety improvement and will include conceptual design and cost estimates.
3. **Safety Countermeasures:** For each of the priority locations, we will consider safety improvements and recommend safety countermeasures for analysis, design, and installation. This could include pilot projects with quick-build alternatives, allowing the Town to test the impacts of any proposed infrastructure improvements. We've used this quick-build approach successfully in the past for Vision Zero Improvements to Louisiana Boulevard for the City of Albuquerque.
4. **System-wide Recommendations:** Supplementing the specific improvements for the priority locations, our team will consider opportunities for system-wide improvements which could include modifications to signals, lane width, lighting, signage, striping, wildlife crash reduction strategies, bicycle and



SHOWN HERE ARE A RENDERING OF BHI-DESIGNED CORRIDOR SAFETY IMPROVEMENTS IN MANITOU SPRINGS (LEFT) AND AN AERIAL IMAGE OF IMPROVEMENTS DURING CONSTRUCTION (RIGHT)

pedestrian facilities, and more. We will make a recommendation on whether these should be implemented collectively or over time in conjunction with other improvements.

5. **Policy and Program:** Beyond modifications to the actual roadway, we will also consider broad scale policy or programming modifications which would ideally result in improved safety. We will consider education, programming, transportation policy, and enforcement measures.

3.2 Prioritization

Project prioritization is a critical step in translating the CSAP from a planning document into an actionable roadmap for implementation. For a small community like Paonia, where resources are limited and safety needs vary across modes and locations, a structured prioritization process ensures that investments are directed toward projects with the greatest potential to reduce risk and improve safety outcomes. By evaluating candidate projects through data-driven criteria—such as crash risk, community input, cost-effectiveness, and alignment with safety goals—the CSAP will help the Town identify “shovelready” projects eligible for future funding under the Safe Streets and Roads for All (SS4A) program and other transportation grant opportunities. Clear prioritization also enhances transparency and accountability, demonstrating to residents and partner agencies how local decisions are grounded in both evidence and equity considerations.

Under this task, BHI will create a matrix of programs, projects, strategies and measures (PPSM) for near-term implementation. The matrix will be developed in coordination with the Town staff, who will provide feedback on our recommended prioritization methodology. Our approach involves incorporating local voices to develop context-sensitive criteria for prioritizing projects. Potential criteria can include crash history, crash risk, vulnerable populations, cost, feasibility, public input, and impact to vulnerable populations. The implementation matrix will outline recommendations and identify priorities, estimated costs, anticipated benefits, funding opportunities, anticipated staff resources, and project timing or phasing, as appropriate.

Category	Criteria	Metric
Safety	Killed/Serious Injury Crashes	Has there been a KSI crash in the project location in the past five years?
	High Risk Network	Is the location on the High Risk Network? (Tier 1 or Tier 2)
Equity	Vulnerable Road Users	Will the project improve safety for vulnerable road users (bicyclists and pedestrians)?
	Disadvantaged Census Tracts	Is the project location within a disadvantaged census tract?
	Vulnerable populations	Will the project provide specific benefits for vulnerable populations such as seniors or children?
Public Priority	Public Comments	Did the location receive high, medium, or low numbers of public comments?
Feasibility	Cost	Will the project costs be high, medium, or low?
	Technical Feasibility	Is the project’s technical feasibility high, medium, or low?

THE EXAMPLES PROVIDED ILLUSTRATE METRICS AND METHODS USED TO PRIORITIZE PROPOSED PROJECTS (TOP) AND DEVELOP IMPLEMENTATION PLANS FOR IDENTIFIED PROJECTS (BOTTOM).

Project	Project Type	Relative Cost (\$ - \$\$\$)	Timeframe	Prioritization Score (Max 5)
Sligo St Corridor	Bike lanes/lane narrowing	\$	Near-Term	5.0
Mildred Rd Corridor	Bike lanes/lane narrowing	\$	Near-Term	4.5
Empire St Corridor	Bike lanes/lane narrowing	\$	Near-Term	4.2
Main St/Mildred Rd Intersection	Signalized crossing improvements	\$	Near-Term/ Medium-Term	4.2
Empire St/Mildred Rd Intersection Crossing Improvements	Unsignalized crossing improvements	\$	Near-Term/ Medium-Term	4.2
7 th St Corridor	Bike lanes/lane narrowing	\$	Near-Term	4.0
Main St Midblock Crossing between Roger Smith Ave and Edith St	Unsignalized crossing improvements	\$\$	Medium-Term	4.0



3.3 Best Practices

The CSAP will integrate nationally recognized best practices to ensure that recommended projects and countermeasures are both effective and context-sensitive for a small rural community. Each identified project location will be evaluated not only for its immediate safety needs, but also for opportunities to layer additional design and accessibility improvements that enhance long-term outcomes. This approach may include applying Complete Streets principles, incorporating ADA-compliant transitional elements, and identifying low-cost, high-impact enhancements—such as improved lighting, crosswalk visibility, or traffic calming treatments—that have demonstrated success in similar rural settings. By combining multiple strategies where appropriate, the Plan will create holistic, implementable solutions that address site-specific safety concerns while advancing broader community goals for accessibility, mobility, and equity.

Application of Layered Countermeasures

To ensure that each identified project location addresses both immediate safety risks and broader community mobility goals, the CSAP will evaluate opportunities to integrate multiple, complementary countermeasures. The project team will develop a decision matrix to guide the selection and layering of strategies—considering factors such as crash risk, roadway context, user types, and implementation feasibility. This evaluation will draw upon FHWA’s Proven Safety Countermeasures, Complete Streets guidance, and ADA design standards to identify solutions that balance effectiveness with cost-efficiency. Where appropriate, countermeasure concepts will be illustrated through design templates or cross-section examples that demonstrate how Complete Streets and ADA elements can be incorporated into safety-focused improvements. This process will ensure that each recommendation contributes to a more connected, inclusive, and resilient transportation network for Paonia and the surrounding region. Note: this specific task provides an overlapping opportunity to include this evaluation in the prioritization framework discussed in task 3.2.

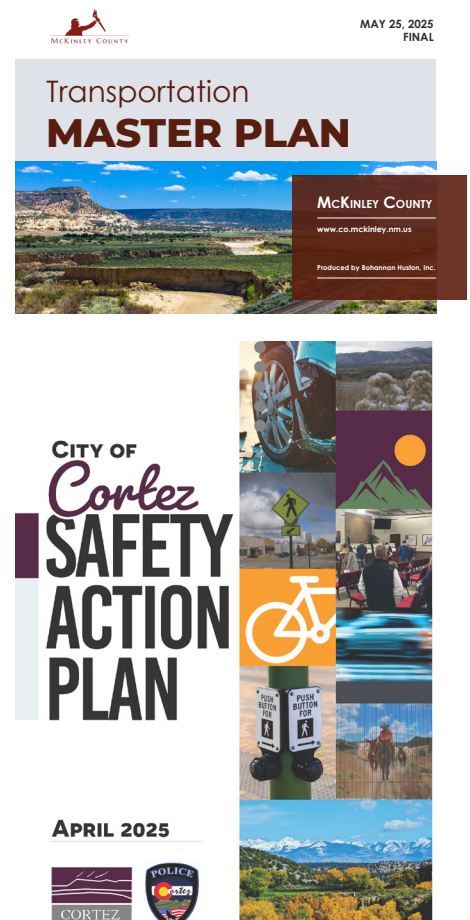
3.4 Draft and Final Plan Preparation

The development of the CSAP will synthesize all preceding tasks—including data analysis, public and stakeholder input, and identification of safety priorities—into a cohesive, actionable document. The project team will prepare a draft plan that summarizes findings, outlines proposed safety strategies and prioritized projects, and integrates community feedback and regional coordination outcomes. The draft will be shared with Town staff, partner agencies, stakeholders, and the public for review and comment through a structured outreach process (as outlined in phase three of our engagement plan). Feedback collected during this phase will be documented, evaluated, and incorporated into the Final CSAP, ensuring the document reflects both technical analysis and community values.

The Final Plan will include an implementation roadmap identifying responsible parties, funding opportunities, and timelines for action. The completed document will be suitable for presentation to the Paonia Board of Trustees for formal adoption, establishing a locally supported, federally recognized framework for advancing transportation safety under the SS4A program.

Task 4: Reporting and Deliverables

The project team will maintain clear and consistent communication with the Town throughout the duration of the CSAP process, providing regular updates, documentation, and deliverables in alignment with SS4A program requirements. Building on our prior experience supporting multiple communities through successful SS4A planning efforts, we understand the importance of structured reporting and transparent documentation to ensure compliance, accountability,



and project momentum. Progress reports, meeting summaries, and draft materials will be provided at key milestones to keep Town staff, stakeholders, and funding partners informed. All deliverables—including technical memoranda, engagement summaries, and the draft and final CSAP—will be organized for ease of review, supporting a smooth transition from planning to implementation and future funding pursuits.

4.1 Progress Reports

The BHI team will provide regular updates to the Town and FHWA in compliance with SS4A grant requirements. These updates will be provided in the form of monthly progress reports and include documentation on milestones, community engagement, and performance measures. Given our previous experience, we have templates that work well to support this reporting need, however we can adjust this format as necessary to adapt to any additional needs the Town may have.

4.2 Final Deliverables

The BHI team commits to delivering the final Comprehensive CSAP in both print-ready and digital formats. We will work with Town staff to ensure the final deliverable meets their needs in any communication medium after the plan is complete.

4.3 Compliance

As we’ve outlined throughout this proposal, the BHI team is familiar with and confident in our approach to ensure compliance with FHWA program requirements. In addition to the tasks outlined above, our team also recommends the inclusion of a performance monitoring and reporting system to support the Town’s continued efforts surrounding implementation and to support future funding applications. This approach is detailed below.

A performance monitoring and reporting system (PMRS) is a critical component of a CSAP, not only to meet SS4A requirements but also to ensure that the plan has utility in the years following its completion. BHI is committed to a smooth transition from consultant-created designs and products to Town implementation efforts.

BHI’s approach to CSAP monitoring and reporting is to create a simple, easy-to-follow process for annual reporting that will minimize ongoing staff effort while still providing the needed details. The PMRS will be created in coordination with Town staff and will clearly outline roles and responsibilities. BHI will provide a progress tracking template that will include:

- » Easy, step-by-step instructions for tracking and disseminating annual crash metrics
- » Forms for tracking PPSM implementation, which can include context-sensitive performance metrics
- » Tracking procedures for public reporting and communication
- » Responsible entities for each priority project or initiative

If desired, the online dashboard and web map created from the safety analysis can be updated annually to monitor performance over time. The web map can be transferred to a Town-owned ArcGIS online account or BHI can continue maintaining and updating the map after project completion under a separate task order.

4.4 Final Deadlines

BHI will ensure that the Town of Paonia CSAP is publicly available no later than May 8, 2027, and will support the Town in submitting the final plan to FHWA no later than June 1, 2027.

A preliminary schedule is provided below, but we can certainly refine this together to align with Town staff timelines and expectations. Based on our previous experience, 12 months is generally an appropriate timeframe for plan development and compliance validation.



5. COMMUNITY ENGAGEMENT AND EQUITY APPROACH

We are great people supporting great communities. We are technical experts who exist to help communities execute their vision. To accomplish this, we must ensure we build community trust to grasp the area's context and understand the community's vision for their future. This is achieved through thoughtful and deliberate engagement techniques that solicit meaningful input. A special emphasis is placed on engaging with underserved and vulnerable communities, who are often unheard in the engagement process.

Planning with a lens toward equity encompasses the much broader principles of equality, community care, identity, and fairness in the built environment, especially in relation to public policy or financial decision-making processes that impact investment and development. Painting the equity landscape of a planning area involves developing an understanding of the community's makeup, informed by both meaningful community input and data analysis. Our planning work is grounded in both a qualitative and quantitative assessment of community needs, verified by the community through public review and input. Our focus on accessible and meaningful public engagement means our plans can authentically respond to and reflect the will and needs of the entire community.

With many years of combined community engagement experience, we have developed a toolbox of engagement techniques aimed at collecting diverse input that represents the makeup of the communities in which we plan. Additionally, our team follows these best practices when engaging with vulnerable and under-engaged communities:

Go to the people: Our most effective engagement method when interacting with underrepresented communities is to meet them where they're at, rather than encouraging them to join meetings they may be less than comfortable voicing their opinions in.

Ensure accessibility: Our team includes an in-house Spanish interpreter and translator for engagement activities and the development of bilingual materials. We are also familiar with ensuring document accessibility for all.

Offer food and childcare: When possible, we provide snacks (preferring to supply from local businesses) and children's activities at events to encourage attendance and enable families to join.



The driving motivation behind our engagement approach is to “meet people where they are” through participation in already planned community events, engaging and far-reaching virtual outreach, and focused meetings with targeted stakeholders.



Provide transparency: We collect and manage contact databases for each project, ensuring that anyone who connects with our team is notified of future engagement opportunities and is aware when draft materials are posted for public comment.

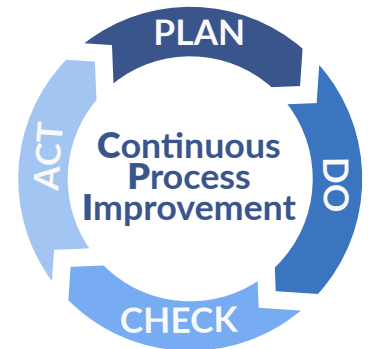
Our work across Colorado has familiarized our staff with diverse communities navigating growth, development, and evolving land use and infrastructure needs. Drawing on our multi state experience, we bring practical insights and value to communities in Colorado, especially rural and/or smaller communities. Our experience with under-resourced communities includes both urban communities undergoing growth and change and rural communities experiencing population loss and disinvestment. Though many communities may share common challenges, their effects are unique, especially in historically disadvantaged and under-resourced communities. We tailor engagement techniques to each community to meet their needs and increase the likelihood of successful engagement.

A key service area of our planning group includes data analysis and visualization. We compile diverse datasets into clear, visually compelling visuals and maps, and synthesize results into actionable findings and strategies that support livability, connectivity, and economic vitality.

Our team has extensive experience working with federal social vulnerability indices and US Census Bureau data. Our existing conditions assessments for all projects includes a survey of the existing population, including analysis of housing (expenditures, renters/homeowners, etc), income, race, age, and population growth trends.

6. QUALITY ASSURANCE AND COMPLIANCE

Our approach to ensuring compliance with FHWA SS4A and ADA/PROWAG is provided in Section 4.3 Compliance. The narrative provided below outlines BHI's internal project control measures.



Quality Control/Quality Assurance Practices

As noted below, we develop a quality control/quality assurance (QA/QC) strategy and implement it (as appropriate/relevant) for each project as follows:

Staffing

Our quality assurance begins with developing an appropriate staffing plan. This staffing strategy ensures that the design is performed by the right team of qualified personnel, including the registered professional who to certify the final products. The assigned team consists of qualified professionals with recognizable experience in their respective fields of expertise. We begin with an internal review of the project scope as defined during the project kickoff. The purpose of this review is to educate everyone involved with the project on items such as project scope, deliverables, project schedule, design criteria, and team members and roles.

Schedule

The scheduling strategy includes milestones and scheduled inspections with timeframes in accordance with current procedures. The assigned team members hold weekly meetings to discuss project status and adjust staffing up or down to better meet the project's needs and schedule. Any changes that may impact the project's progression will be communicated and documented to ensure that the schedule changes are agreed upon and known to all involved in the project.

Design Criteria

All current design criteria, manuals, standards, and directives are kept in a centralized location . Any information directly applicable to the project is kept in a common area where it is always accessible to the design team.

Constructability Review

To verify the plans are “designed as it will be constructed,” senior staff perform a constructability review. Any necessary traffic handling during construction, construction phasing, construction sequence, materials, and the most applicable construction methods are reviewed as part of this process.

Document/Plan Checking

Our QA/QC team members conduct quality control reviews regularly and prior to submittals at key milestones. This check reviews design criteria for completeness and appropriateness and also verifies constructability issues have been addressed. The review also ensures the documents are neat, well organized, clear, concise, and technically and grammatically correct. In addition to confirming alignment with project requirements, and deliverables are also reviewed to ensure compliance with generally accepted professional standards of practice as well as current standards and applicable laws and regulations. Deficiencies found during the process are documented by marked up drawings or reports and revised accordingly. A log is maintained for the duration of the project that documents the formal checks that are performed.



7. SCHEDULE AND AVAILABILITY

BHI confirms that the team presented in this proposal has the ability to complete all deliverables, including making the CSAP publicly available, by May 8, 2027 and to submit the final SS4A report by June 1, 2027. Our proposed draft schedule is provided below to serve as a basis for further discussion – we anticipate a schedule that allows for early drafting of the Plan, but understand creation of the plan is contingent upon other ongoing work.



8. REFERENCES



1. City of Cortez Comprehensive Safety Action Plan

Kelly Codner, Public Information Officer, City of Cortez/Cortez Police Department
970.565.8441
kcodner@cortezco.gov



2. City of Delta Main Street Multimodal Improvements

Joe Gillman, Community Development Manager
970.874.7566
joe@cityofdeltanet

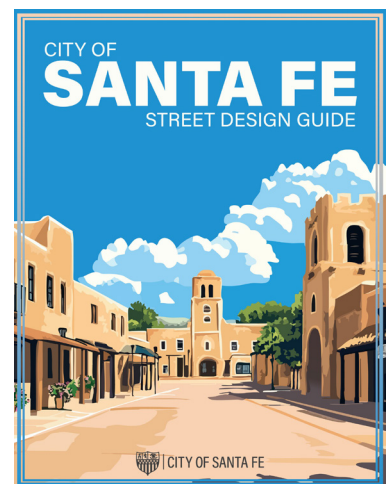


3. Town of Cedaredge Planning and Public Works Projects

Reference: Carl Holm, Deputy Town Administrator
970.856.5012
cholm@cedaredgecolorado.com

4. City of Gallup Planning Efforts

Reference: Nikki Lee, Planning Manager
505.726.2615
nlee@gallupnm.gov



5. City of Santa Fe Street Design Guide

Reference: Erick Aune, AICP, Santa Fe MPO Division Director
505.330.8483
ejaune@santafenm.gov

9. OTHER REQUIRED INFORMATION



BOHAHUS-01

MKATS

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
7/31/2025

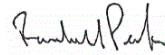
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0757776 HUB International Insurance Services (SOW) 6565 Americas Parkway Suite 720 Albuquerque, NM 87110		CONTACT NAME: Carrie Butler PHONE (A/C, No, Ext): (505) 262-9412 9412 FAX (A/C, No): (866) 487-3972 E-MAIL ADDRESS: Carrie.Butler@hubinternational.com	
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A : Hartford Fire Insurance Company	19682
		INSURER B : Hartford Ins Co of the Midwest	37478
		INSURER C : Hartford Casualty Insurance Company	29424
		INSURER D : New Mexico Commercial Insurance Company	15996
		INSURER E : State National Insurance Company	12831
		INSURER F : Continental Casualty Company	20443

COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:	X	X	34UUNOL6HFR	8/1/2025	8/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 EMPLOYEE BENEFIT \$ 1,000,000
B	☒ AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY	X	X	34UENOL5066	8/1/2025	8/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000			34 XHU OL6HGV	8/1/2025	8/1/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ If yes, describe under DESCRIPTION OF OPERATIONS below		X	70912	8/1/2025	8/1/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Cyber			EHJ-ADN02034411	8/1/2024	8/1/2025	Aggregate \$2,000,000
F	Professional/Poll			AEH288359977	8/1/2025	8/1/2026	\$4M per Agg/claim

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 The General Liability, Automobile and Umbrella policies include an automatic Additional Insured endorsement that provides Additional Insured status to the Certificate Holder and Owner, only when there is a written contract or written agreement between the named insured and the certificate holder and with regard to work performed and completed operations on behalf of the named insured. The General Liability, Automobile, Umbrella and Workers' Compensation policies provide a Blanket Waiver of Subrogation in favor of the same, when required by written contract. The General Liability policy contains a special endorsement with "Primary and Noncontributory" wording, when required by written contract. Automobile Liability is Primary by design. Umbrella Follows Form for underlying policies.

CERTIFICATE HOLDER Bohannon Huston, Inc. 7500 Jefferson St. NE Albuquerque, NM 87109	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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QUALIFICATIONS

SAFE STREETS FOR ALL
CONSULTANT

Town of Paonia, Colorado
RFP 2025-07

October 22, 2025

Mead
& Hunt



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COVER LETTER & SUBMISSION CHECKLIST

1



OCTOBER 22, 2025

Town of Paonia
Attn: Selection Committee
603 2nd Street
Paonia, CO 81428
Paonia@TownofPaonia.com
cc: StefenW@TownofPaonia.com

Subject: RFQ 2025-07 Safe Streets for All Consultant

Dear Selection Committee,

At Mead & Hunt, we believe that the heart of every successful project is the relationship we build with our clients and their communities. It's not just about delivering technical solutions—it's about listening, understanding, and working together to create lasting change. We're excited to submit our qualifications for the Safe Streets for All (SS4A) Action Plan, and even more excited by the prospect of partnering with Paonia to make your streets safer, more accessible, and more welcoming for everyone.

A Community-First Approach

Paonia's story resonates with us. Your town's agricultural heritage, creative spirit, and resilience in the face of challenges are inspiring. We understand that the need for safer streets is urgent, not just because of recent crash experience, but because every resident deserves to move freely and confidently, whether walking, biking, driving, or using mobility devices. Our team is committed to honoring Paonia's unique character while helping you build a future where safety and accessibility are woven into the fabric of daily life.

We know that rural communities like Paonia face distinct challenges: limited infrastructure, aging roadways, and barriers to accessibility. But we also know that these challenges are best addressed through partnership, creativity, and a shared vision. Our approach is rooted in collaboration and transparency, so that every voice is heard and every solution is tailored to your needs.

Why Mead & Hunt?

We're more than consultants—we're partners, advocates, and problem-solvers. Here's what sets us apart:

Genuine Partnership: We see ourselves as an extension of your team. From kickoff to final report, we'll be by your side, communicating openly, responding quickly, and adapting as your needs evolve. We value trust and strive to earn it every step of the way.

Proven Experience: Our portfolio includes successful safety and accessibility projects in Colorado and across the country, from small towns to larger municipalities. We understand the nuances of rural transportation planning and have helped rural communities like Paonia on the Western Slope, including Gunnison, Eagle, Steamboat Springs, Glenwood Springs, Craig, Delta, Rangley, and Grand Junction, turn vision into reality. Our established partnerships with the Colorado Department of Transportation (CDOT) and Delta County position us to navigate local processes efficiently and advocate effectively for Paonia's priorities.

Team of Experts: To best support Paonia's Safe Streets for All Action Plan, Mead & Hunt has partnered with Y2K Engineering, a Colorado-based DBE/SBE with extensive experience in federally funded safety planning for rural and urban communities alike, and Hales Engineering, a leader in rural traffic engineering and transportation planning. Together, our team offers the local knowledge and technical expertise needed to deliver practical, data-driven safety solutions tailored to Paonia's unique needs.

Community Engagement: We believe the best solutions come from the people who live and work in the community. Our engagement process is designed to be inclusive, accessible, and responsive—reaching longtime residents, newcomers, older adults, youth, and those whose voices are often underrepresented. We'll meet people where they are, listen to their stories, and let their experiences shape the plan.

Technical Excellence: Our team brings unmatched technical depth, leveraging industry-leading tools like Synchro, VISSIM, and GIS platforms to deliver precise traffic modeling, crash data analysis, and multimodal design solutions. We apply the latest methodologies and software to uncover patterns, optimize performance, and guide data-driven decisions. From ADA compliance to Complete Streets strategies, our work reflects a commitment to innovation, accuracy, and leadership in transportation planning.

Commitment to Equity: We know that safety and accessibility are about more than infrastructure, they're about opportunity, dignity, and inclusion. We recognize that safety and accessibility are about more than infrastructure; they're about opportunity, dignity, and inclusion for communities that have been historically underrepresented, while improving conditions for everyone.

Accountability and Transparency: We take pride in our clear communication, regular progress updates, and thorough documentation. You'll always know where the project stands, what's coming next, and how decisions are being made.

Our Understanding of Your Needs

Paonia's RFQ lays out a clear vision: a Comprehensive Safety Action Plan that is data-driven, community-informed, and ready for implementation. We understand the importance of addressing gaps in pedestrian and bicycle infrastructure, improving ADA accessibility, and coordinating with regional partners. We're prepared to help you collect and analyze the right data, engage the community meaningfully, and prioritize projects that deliver the greatest impact.

We also recognize the importance of aligning with federal, state, and local requirements, and we're committed to full compliance with SS4A, ADA, Title VI, and all relevant guidelines. Our internal quality assurance processes will keep the project on track and that every deliverable meets your expectations.

Ready to Get Started

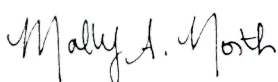
We're excited to bring our expertise, energy, and commitment to Paonia. Our team is ready to begin work immediately, with a clear focus on timely progress and on-schedule delivery of the final plan. Should you have any questions or need additional information, please don't hesitate to reach out to our project manager: Molly North, RSP1, 303-825-8856, Molly.North@meadhunt.com.

As SS4A specialists, we understand the importance of tailoring solutions to each community's unique needs. We're ready to listen, learn, and collaborate with Paonia to develop a Comprehensive Safety Action Plan that reflects your priorities and delivers meaningful results.

Thank you for considering Mead & Hunt as your Safe Streets for All consultant. We look forward to the opportunity to work together.

Sincerely,

Mead & Hunt, Inc.



Molly North, RSP1
Project Manager



Paul Silberman, PE, PTOE
Vice President — Transportation Planning

RFQ 2025-07 Safe Streets for All Consultant- Attachment A

Proposer Submission Checklist*RFQ 2025-07 Safe Streets for All Consultant***Town of Paonia, Colorado**

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: " <i>RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]</i> ". |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |



FIRM QUALIFICATIONS & EXPERIENCE

2

MEAD & HUNT — WHO WE ARE

Mead & Hunt is an employee-owned full-service consulting engineering firm that has been in business for over 125 years. For over three decades, our Colorado-based team has been providing a range of services including transportation planning and engineering, traffic engineering, community planning, environmental planning, and aviation engineering services.

Our Transportation Planning Team is an industry leader in transportation safety and Safe Streets for All (SS4A) planning, with dozens of such plans on our collective resume. In the last few years, we have developed Action Plans funded under the SS4A program in nearly a dozen states. These plans have led to tangible improvements, including demonstration and implementation grants. Although the SS4A process is a relatively new program developed to address safety, Mead & Hunt has been vested from the onset. We are currently working on over a dozen similar studies across the country. As part of these plans, we have used our depth of transportation safety experience to identify safety risks, high injury networks, public concerns with traffic safety and targeted safety improvements, traffic controls, pedestrian/bicycle accommodations, engineering, enforcement, and education suitable for communities with similar constraints to Paonia.

Mead & Hunt's transportation group delivers high-quality multimodal corridor and traffic safety plans, traffic operations analysis, traffic calming analysis, crash data/high injury network and predictive safety analysis, traffic control needs, access management, complete streets planning and design, pedestrian and bicycle network planning and design, transit service and operation plans, and public and stakeholder involvement and facilitation. Mead & Hunt offers a thorough understanding of innovative best practices for traffic safety. Our work demonstrates a commitment to delivering complete streets using innovative roadway design and traffic controls to enhance pedestrian, bicycle, and transit user safety and accessibility.

Mead & Hunt brings a deep understanding of equitable, community-based traffic safety planning, engineering, education, and enforcement. We will make the Safety Action Plan more than just a planning document with talking points about crash reductions, it will serve as a "force multiplier" focused on creating a safe systems approach through:

- Providing technical assistance to engineering and non-engineering local stakeholders (e.g., planning, public works, law enforcement, emergency responders, etc.) to use data to assess safety risks and high crash locations, analyze, and better understand crash data (e.g., frequency, rate, severity index, fatal infrastructure reviews)
- Identifying appropriate capital projects for design or SS4A implementation grant funding such as roundabouts, enhanced bicycle infrastructure, and new sidewalks/upgraded pedestrian crosswalks
- Building a Safe Systems culture and local capacity to act and systemically improve safety through local project delivery
- Updating codes and standards such as typical sections

Ultimately a data-driven Safety Action Plan will lead to a more sustainable, equitable, and economically thriving Town, while positioning the Town to capture additional state or federal funds for safety project implementation.

Mead & Hunt embraces the Safe Systems approach to eliminating traffic deaths and serious injuries. Addressing all five elements of the Safe Systems approach, our work plan will include the following:

- Analyzing behavioral trends and drills down to localized analysis of hot spots and corridors to determine crash causes and develop countermeasures
- Including the public health and education community to identify approaches that minimize risky behaviors and improve post-crash care
- Reaching a broad audience through a robust and equitable community engagement effort

THE MEAD & HUNT TEAM — HAND PICKED AND HIGHLY QUALIFIED.

To provide the best solutions for Paonia, Mead & Hunt has teamed with Y2K Engineering and Hales Engineering.



Since 2017, Y2K has been a leader in safety action planning—spanning efforts such as crash data analysis, road safety audits, multimodal planning, traffic operations, and context-sensitive design.

Y2K will provide a local presence and support community and stakeholder engagement to capture local input as the driver for the Comprehensive Safety Action Plan.



Founded in 2006, Hales has specialized in all things traffic engineering and transportation planning including traffic studies, safety/crash analyses, and long-range planning.

Hales will provide SS4A expertise including data analysis and identifying strategies and projects for future implementation.

SAFE STREETS FOR ALL PROGRAM SUCCESS





Safe Streets: Equity and Engagement are Critical to Success

Equity

Equity was a key principle in the development of the Safe Streets for All action plan. Lyons faces several equity challenges, particularly related to transportation safety and public health. The town has high risk burdens from elevated ozone levels and cancer prevalence, exacerbated by existing inequalities. These issues contribute to disparities within the community, impacting residents' health and quality of life. The elderly population, which is in the 99th percentile for those aged 65 and older, is especially susceptible to these health risks and may have difficulties accessing essential resources. Transportation safety is also a significant concern for Lyons, as the town ranks in the 88th percentile for transportation safety burden. This indicates hazardous conditions that affect all residents, including school-age children during their daily commutes. Addressing these transportation safety issues through enhanced infrastructure and safety measures is crucial for promoting equity and ensuring the well-being of Lyons' residents. These considerations form the basis of the Safe Streets for All action plan.



Engagement

Community engagement played a pivotal role in the development of the Safe Streets for All Plan. From the beginning, the town actively sought resident input through tools like online maps, surveys, public open houses, and stakeholder field walks to address genuine safety concerns. This continuous engagement helped shape strategies and design solutions, maintaining dialogue through virtual meetings and additional public open houses. The draft plan underwent public and stakeholder review before its final adoption by the Town Board, ensuring it reflected the town's collective vision for safer streets. Involving the community in planning processes like the Safe Streets for All Plan is essential for grounding strategies in real experiences and needs. This collaborative approach allowed the town to identify specific safety concerns and gather diverse perspectives, leading to comprehensive and effective solutions. It also fosters a sense of ownership and accountability among residents, enhancing the plan's implementation and success.

Safe Streets for All Stakeholders

Town of Lyons

Public Works
Community Relations
Planning Department
Boards & Commissions
Town Board
County
Boulder County Sheriff

Schools

Lyons Elementary School
Lyons Middle/Senior School
St. Vrain Valley School District

City

Lyons Fire
Lyons Business Owners

Lyons Residents

Eagle Canyon
Stone Canyon
Lyons Valley Park
North Old Town
South Old Town
Ewald Area
State
Colorado Department of Transportation

Safe Streets Action Plan | LYONS Town of Lyons, CO

Contact

■ Justin Doles, PE
Town Engineer/ Project Manager
432 5th Ave.
Lyons, CO 81230
303-823-6622
jdoles@townoflyons.com

Year

■ 2024

Cost

■ \$100,000

Services

- Traffic Safety Analysis
- GIS Mapping
- Equity and Policy Analysis
- Multimodal Accessibility
- Traffic Safety Countermeasures
- Cost Estimates
- Stakeholder/ Public Outreach



SAFETY ACTION PLAN, TOWN OF LYONS, CO

The Town of Lyons is located in Boulder County between the City of Boulder and Estes Park. The Town's small-town character, in addition to its proximity to world-class outdoor recreation such as kayaking and white water rafting on the St. Vrain River and Rocky Mountain national park, attracts visitors year-round. The Town's location along US 36 and CO 7, primary state highways accessing Rocky Mountain Park, carrying nearly 4.5 million visitors per year, bisects the Town and create imbalance between local multimodal access and through traffic. In order to be proactive in preventing fatal and serious injuries on public streets, and in response to demands for multimodal mobility, the Town is looking to address vehicle speeds and multimodal safety and accessibility.

Mead & Hunt is responsible for developing a comprehensive safety access plan to address traffic safety, access, and multimodal needs. The study is evaluating multimodal traffic volumes, historical crash data, signal timing, transit service, and traffic control needs, and developing concepts for enhanced traffic safety, traffic calming/road diets, and multimodal accessibility. Mead & Hunt is working closely with Town, Boulder County, CDOT, and other stakeholders including conducting a field safety audit, and developing an interactive safety hot spot mapping tool and facilitating a traffic safety task force.

The Safety Action Plan documents crash trends, the role of various Town agencies in traffic safety planning and engineering efforts, and identified emphasis areas, strategies, goals, and action items to traffic safety. A toolkit of safety strategies such is being developed with illustrations. The Plan is utilizing a Safe Systems approach that included engineering, education, enforcement, and emergency response measures.

We also supported the town with quick build concepts for short-term implementation including priority Safe Routes to School locations, including raised crosswalks, turn restrictions, mini traffic circles, and pop-up bike lanes.



Contact

- Anton Sinkewich AICP LEED AP
Community Development Director
City of Gunnison
201 W. Virginia Ave.
Gunnison, CO 81230
970 641 8152
asinkewich@gunnisonco.gov

Year

- 2024

Cost

- \$150,000

Services

- Traffic Safety Analysis
- Traffic Calming/ Access Control
- Safe Routes to School
- Cost Estimates
- Stakeholder/Public Outreach

CITYWIDE SAFETY PLAN AND SAFE ROUTES TO SCHOOL, CITY OF GUNNISON, CO

The City of Gunnison is a growing community with a mix of tourists, students, and new residents ideal for walking and biking to reach many destinations in town. Increasing traffic volumes and wide State roadways with limited pedestrian and bicycle infrastructure have created safety challenges.

Mead & Hunt is responsible for performing a comprehensive safety study to address traffic safety, access, and multimodal needs. The study is evaluating multimodal traffic volumes, historical crash data, signal timing, transit service, and traffic control needs, and developing concepts for enhanced traffic safety, traffic calming/road diets, and multimodal accessibility. Mead & Hunt is working closely with City, County, CDOT, and transit stakeholders, including conducting a field safety audit, and developing an interactive safety hot spot mapping tool, and facilitating a traffic safety task force. As part of the project, Mead & Hunt developed renderings and illustrations of roadway designs and solicited public and stakeholder input both in person and via a virtual public meeting.

The Plan reviewed crash trends, documented the role of various City agencies in traffic safety planning and engineering efforts, convened a traffic safety task force, and identified emphasis areas, strategies, goals, and action items to traffic safety. An interactive educational event at Gunnison Elementary School provided input on the Safe Routes to School component of the plan. A toolkit of safety strategies such as painted bump outs, Z-medians, buffered bike lanes, signal phasing, and traffic calming measures is being developed with illustrations. The Plan is utilizing a Safe Systems approach that includes engineering, education, enforcement, and emergency response measures.





Contact

- Marya Moultrie
Planning Department Director
City of Aiken, SC
111 Chesterfield St S,
Aiken, South Carolina 29801
803-642-7600
mmoultrie@cityofaikensc.gov

Year

- 2024-2025

Cost

- \$250,000

Services

- High Injury Network
- Road Safety Audit
- Conceptual Designs
- Safety Action Plan
- ADA Compliance
- Cost Estimates
- Stakeholder/Public Outreach

SAFE STREETS FOR ALL SAFETY ACTION PLAN, CITY OF AIKEN, SC

The City of Aiken set a bold goal: zero traffic-related deaths or serious injuries by 2040. With 38 lives lost on Aiken's streets since 2017—more than from homicides, disasters, or fires—the urgency was clear. South Carolina's troubling statistics, ranking second in traffic fatalities per capita, underscored the need for decisive action.

Aiken turned to Mead & Hunt as a trusted partner to help transform this vision into reality. Together, we began by analyzing crash data and mapping a High Injury Network—pinpointing the roadways and intersections where change would save the most lives. Our team conducted road safety audits, walking these corridors with city staff and residents to understand the real-world challenges faced every day.

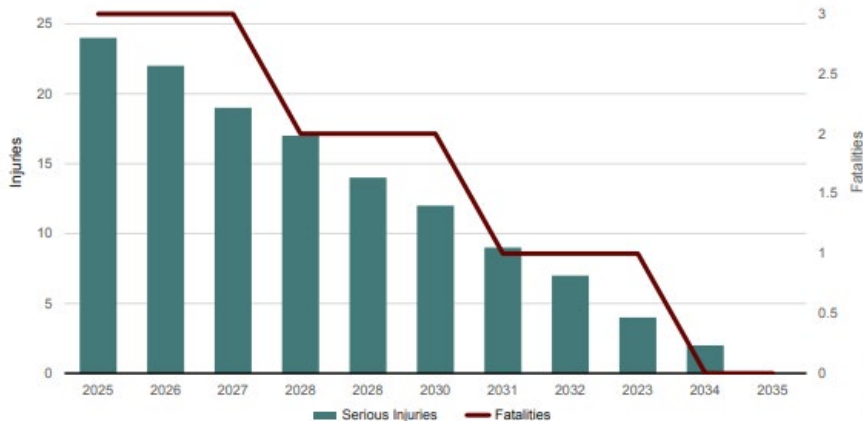
But technical expertise was only part of the solution. Mead & Hunt led a robust public engagement effort, developing an online storyboard and hosting meetings, tabling events, and advisory committees to ensure every voice was heard. We listened to the community's concerns and aspirations, weaving their input into every recommendation.

Working closely with South Carolina Department of Transportation (SCDOT), we developed conceptual designs and preliminary cost estimates for targeted improvements along the High Injury Network and priority areas. Our collaborative approach ensured that strategies, concepts, and countermeasures were not only technically sound but also embraced by local and state stakeholders.

The resulting Safety Action Plan is more than a document—it's a roadmap for a safer Aiken, shaped by data, expertise, and the people who call the city home. Mead & Hunt's partnership empowered Aiken to take meaningful steps toward Vision Zero, proving that when technical excellence meets community-driven planning, real change is possible.



Fatalities and Injuries 2035 Goal



Contact

- Jay Hendrix
Town Manager
Town of Batesburg-Leesville
120 West Church Street
Batesburg-Leesville, SC 29070
803-332-4610
jhendrix@batesburg-leesville.org

Year

- 2023-2024

Cost

- \$110,000

Services

- High Injury Network
- Road Safety Audit
- Safety Action Plan
- Grant Application and Management
- Stakeholder/Public Outreach

SAFE STREETS FOR ALL SAFETY ACTION PLAN, TOWN OF BATESBURG-LEESBURG, SC

The Town of Batesburg-Leesville faced a pressing challenge: in just five years, 15 people lost their lives and 28 more suffered serious injuries on local roads. Determined to reverse this trend, the Town partnered with Mead & Hunt to secure a \$120,000 USDOT Safe Streets for All grant and develop a comprehensive safety action plan, adopted by the Town Council in May 2024.

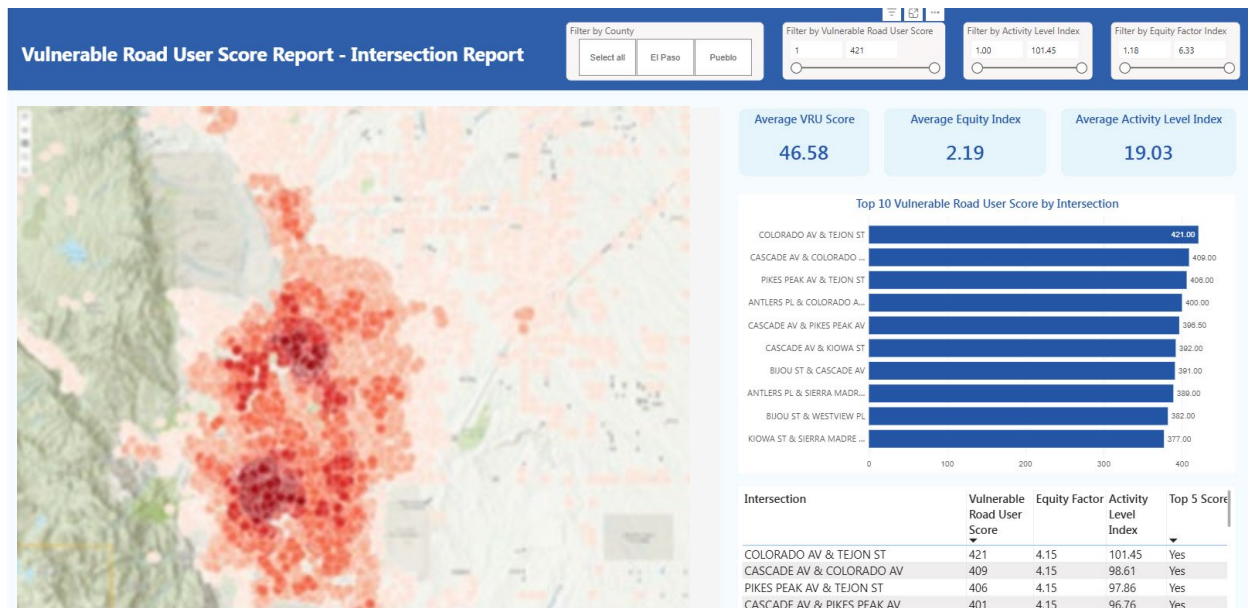
From the outset, Mead & Hunt worked hand-in-hand with Batesburg-Leesville's leaders and residents to identify the community's most significant roadway safety concerns. Our team began by analyzing crash data and mapping a High Injury Network, pinpointing the corridors and intersections where improvements would save the most lives. We conducted in-depth road safety audits along four key segments, walking the streets with local stakeholders to understand the real-world challenges faced by drivers, pedestrians, and cyclists.

Community engagement was central to our approach. Mead & Hunt facilitated meetings with a project advisory committee and hosted a community open house, ensuring that residents' voices shaped the plan's priorities and solutions. We translated technical findings into conceptual designs for eight targeted improvements along the High Injury Network, making the vision for safer streets tangible and actionable.

Throughout the process, we coordinated closely with SCDOT, gaining their input and concurrence on every concept design. This collaboration helped ensure that proposed strategies and countermeasures were both technically sound and ready for implementation.

The Town's commitment didn't stop at planning. With the action plan in hand, Batesburg-Leesville applied for \$3 million in additional funding to bring these strategies to life, constructing new sidewalks and crosswalks, redesigning intersections for safety, and installing proven countermeasures to reduce crashes.

Mead & Hunt's partnership empowered Batesburg-Leesville to move from vision to action, creating a roadmap for safer, more connected streets and a brighter future for everyone who calls the Town home.



Contact

- Jelena Karapetrovic, PhD, PE
CDOT Region 2 Traffic and Safety
5615 Wills Blvd., Suite A,
Pueblo, CO 81008
719-546-5449
jelena.karapetrovic@state.co.us;

Year

- 2025

Cost

- \$200,000

Services

- Traffic Safety Prioritization
- Vulnerable Roadway Users
- GIS Analysis
- PowerBI Dashboards

VULNERABLE ROADWAY USER (VRU) TOOL, CDOT REGION 2, PUEBLO AND EL PASO COUNTIES, CO

Mead & Hunt was selected to generate land uses and develop mapping and a propensity tool to identify the presence of walking and biking activity in Pueblo and El Paso Counties. The tool considers geographic density, walk/bike shed buffers, and equity adjustments in calculating a VRU activity score. The tool will be used to conduct spatial analysis of exposure risk to high speed and high-volume roadways and prioritize investment in walking and biking infrastructure and safety improvements.

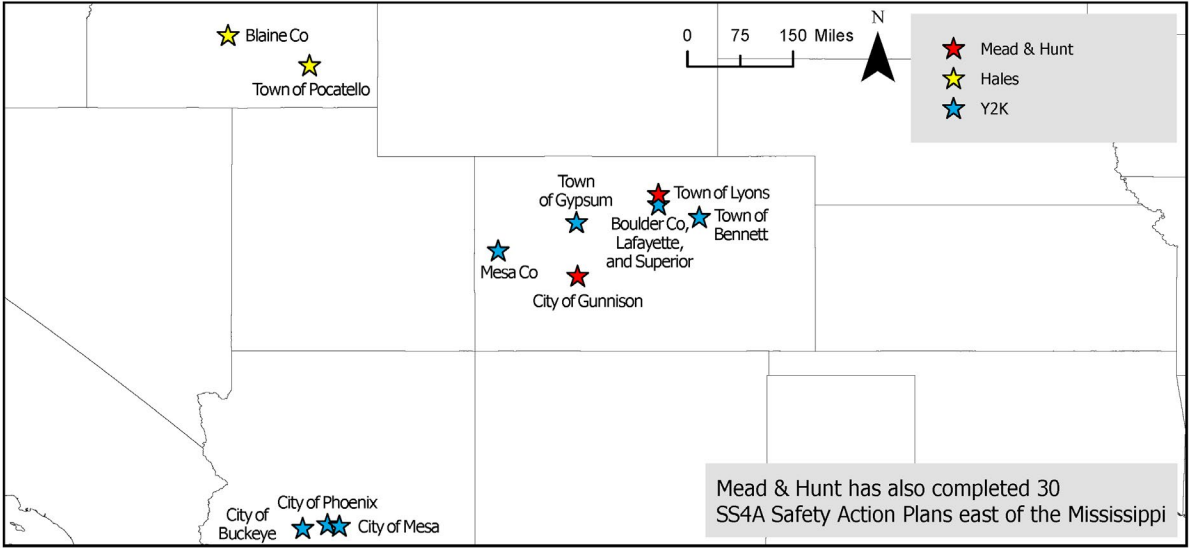
The ArcGIS database and online application was enhanced through a PowerBI dashboard to provide more user functionality including customized reporting, ranking, and queries.

MEAD & HUNT SS4A & VISION ZERO EXPERIENCE

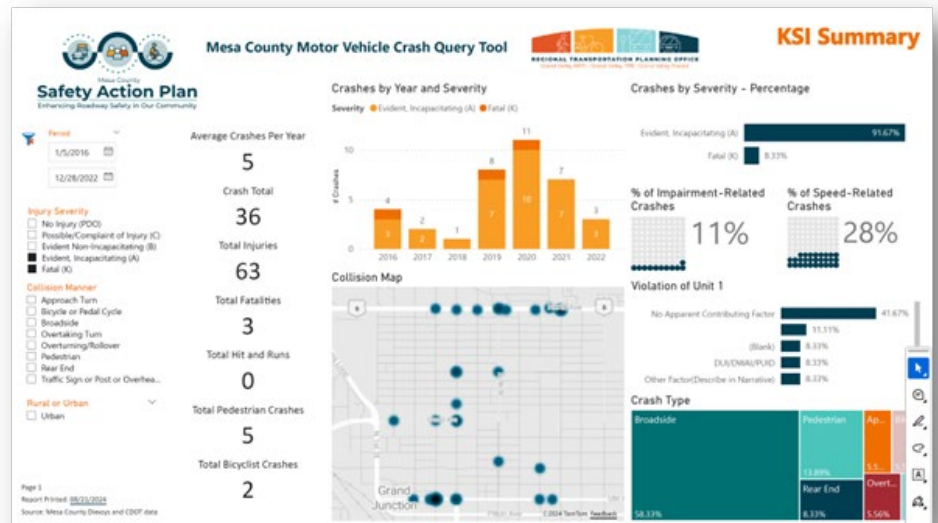
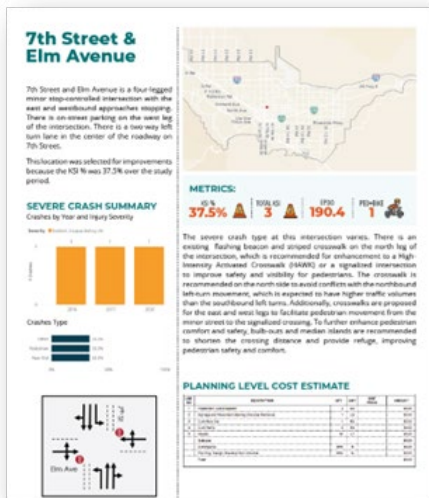
Project Location/Client	Funding	SERVICES PROVIDED											
		Goal Setting	Safety Working Group	Safety Analysis	Public Engagement	Equity Considerations	Policy Changes	Strategy and Project Selection	Grant Writing	Demonstration Project	Implementation Project	Grant Management	
Gunnison County, CO	\$160,000		●						●				
City of Gunnison CO	\$50,000	●	●	●	●		●	●		●			
Town of Lyons, CO	\$100,000	●	●	●	●	●		●	●	●			
City of Wheat Ridge, CO	\$18,000,000								●				
Town of Bel Air, MD	\$140,000								●				
Anne Arundel County, MD	\$105,000								●				
Frederick County, MD	\$764,000	●	●	●	●	●	●	●	●		●		
City of Brunswick, MD	\$85,000	●	●	●	●	●	●	●	●	●			
City of Baltimore, MD	\$930,000	●	●	●	●	●	●	●	●	●	●		
City of Frederick, MD	\$200,000		●	●	●	●	●	●	●	●	●		
Howard County, MD	\$488,133								●				
City of Pocomoke, MD	\$150,000								●				
Towns of Riverdale Park and Edmonston, MD	\$768,000								●				
City of Cambridge, MD	\$320,000	●	●	●	●	●	●	●	●	●		●	
Town of LaPlata, MD	\$360,000								●				
City of Annapolis, MD	\$683,200								●	●			
Montgomery County, MD Department of Parks	\$7,500,000								●		●	●	
Garrett County, MD	\$40,000	●	●	●	●	●	●	●					
Allegany County, MD	\$40,000	●	●	●	●	●	●	●					
St. Mary's County, MD	\$40,000	●	●	●	●	●	●	●					
Charles County, MD	\$40,000	●	●	●	●	●	●	●					
Worcester County, MD	\$40,000	●	●	●	●	●	●	●					
Town of Batesburg-Leesville, SC	\$96,000	●	●	●	●	●	●	●	●				
City of North Myrtle Beach, SC	\$112,000								●				
Anderson County, SC	\$200,000			●					●				
City of Clinton, SC	\$200,000	●	●	●	●	●	●	●	●	●			
City of Aiken SC	\$225,000	●	●	●	●	●	●	●	●	●			
Greenwood County, SC	\$160,000								●				
Lexington County, SC	\$240,000	●	●	●	●	●	●	●	●	●			
City of Greenville, SC	\$2,080,000								●	●			
City of Newberry, SC	\$240,000								●				
City of Winchester VA-Frederick, VA MPO	\$240,000								●				
City of Clearwater, FL	\$1,040,000		●	●					●	●			
City of Satellite Beach, FL	\$160,000										●		
Village of Grafton, WI	\$160,000									●			
City of Sterling, IL	\$320,000	●	●	●	●	●	●	●	●	●	●	●	



OUR TEAM'S WESTERN SLOPE EXPERIENCE



OUR TEAM'S WESTERN SS4A EXPERIENCE



Services

- SS4A Funded Safety Action Plan
- Rural Focused Analysis
- Stakeholder Working Groups and Two Phases of Community Engagement
- Crash Focus Areas
- Strategy Development
- Crash Dashboard Development,
- Project Cards

MESA COUNTY COMPREHENSIVE SAFETY ACTION PLAN

The Mesa County Comprehensive Safety Action Plan, funded through the SS4A program, provided a countywide framework for reducing and ultimately eliminating fatalities and serious injuries. The plan evaluated existing conditions, crash history, infrastructure, and risk factors across both rural and urban contexts. Recognizing the different challenges of mountain towns and rural highways compared to more urbanized areas, the plan tailored countermeasures and strategies to each setting.

A key focus was developing risk-based methods to evaluate lower-exposure rural environments, where traditional crash data alone may not capture emerging safety issues. By analyzing crash patterns for all user groups—including drivers, pedestrians, cyclists, motorcyclists, and ATV riders—the plan identified factors contributing to severe crashes and applied proactive strategies aimed at prevention.

The final Action Plan gave Mesa County a clear, fundable roadmap aligned with Vision Zero principles and grounded in both data and local context.





Contact

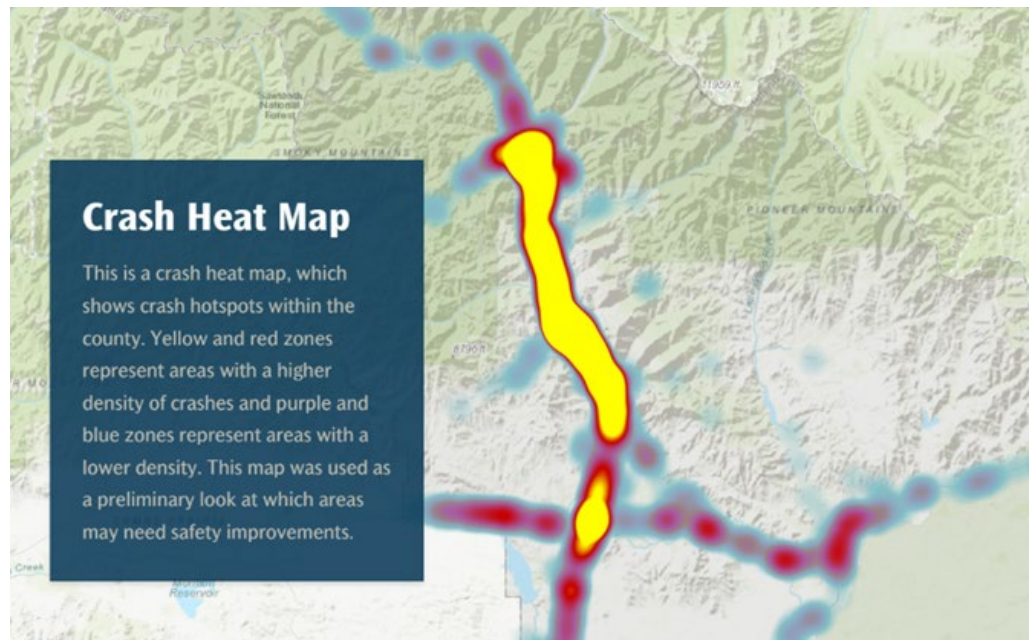
- Andrew Mentzer,
Sustainability Manager
Blaine County, ID
208.277.7964
amentzer@co.blaine.id.us

Year

- 2024

Cost

- \$158,000



BLAINE COUNTY SAFETY ACTION PLAN

Hales Engineering recently completed a safety action plan for Blaine County. The process included extensive public engagement and outreach to the County residents and stakeholders. An online survey and a public open house were carried out to obtain feedback from residents and others in the County. Material was provided in both English and Spanish. Public meetings also included bilingual project team members as well.

With multiple cities including Hailey, Sun Valley, Ketchum, Bellevue, and Carey being involved in the plan development, Hales Engineering met individually with elected officials and staff members from each City to identify local needs and recommend safety projects.

A detailed safety analysis was completed using historical crash data, anecdotal input, and site-specific field visits to identify current safety issues. The plan includes a list of several safety projects and policies to be considered for future implementation funding through SS4A and was in line with all eight federal SS4A requirements. This was a comprehensive safety action plan completed for a county with multiple cities involved. Our project team coordinated with each city.

Contact

- Christine Howe
Grants Manager
Pocatello, ID
208.234.6186
chow@pocatello.gov

Year

- 2024

Cost

- \$118,000



POCATELLO INTERSECTION ANALYSES FOR SAFE STREETS PLAN

Hales Engineering recently completed intersection analyses for Pocatello's Safe Streets Plan. The City identified three focus areas to look at for the Safe Streets Plan to identify improvements to address both safety and operations concerns. A peak hour level of service analysis was also completed for 30 intersections to identify operations improvements. The analyses were summarized in detailed reports and adopted as part of the City's overall Safe Streets Plan.

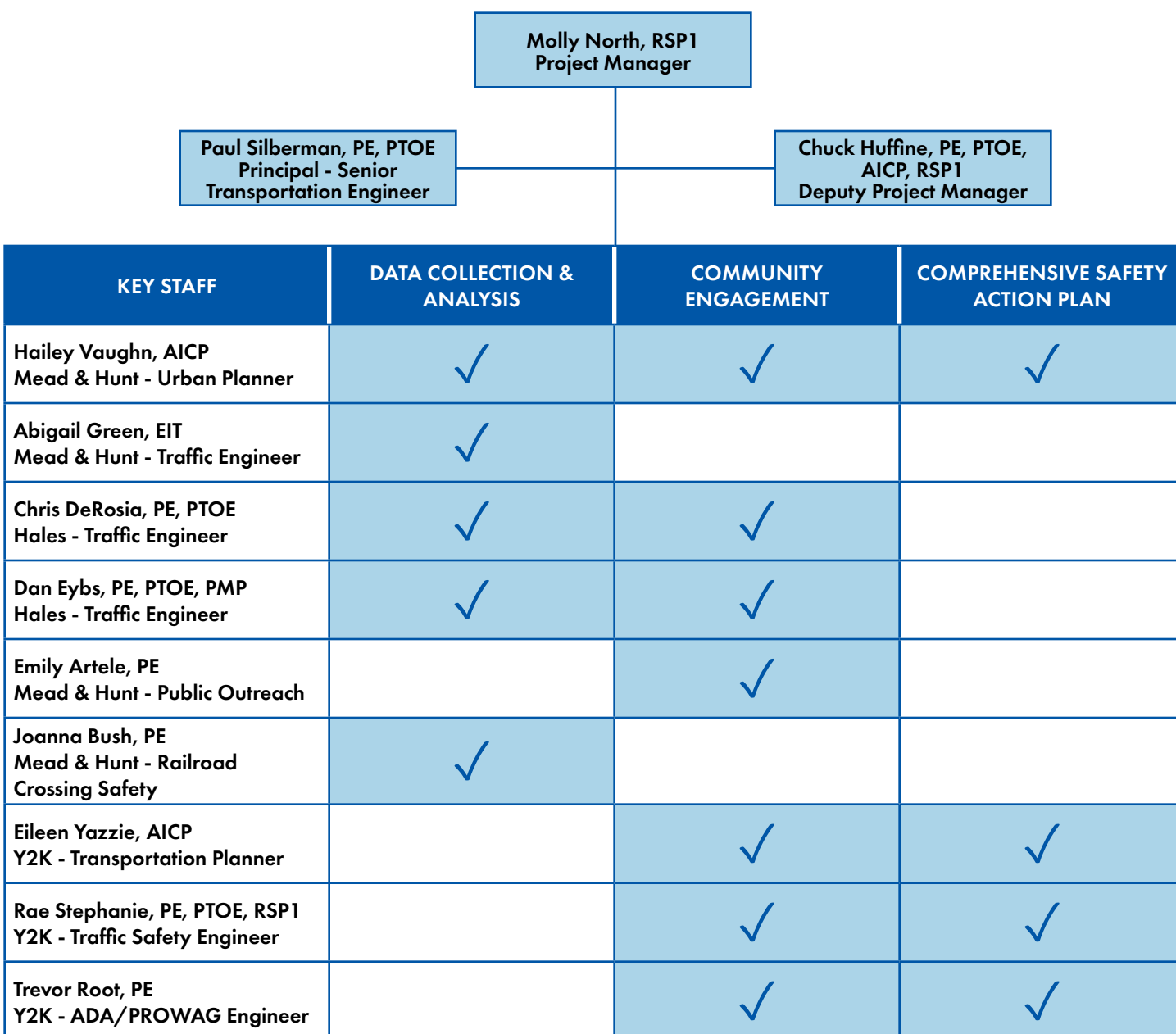
Historical crash data was analyzed to identify locations with multiple serious injuries or fatal crashes and locations with pedestrian/bike crashes. Site visits were completed at these locations to identify recommended safety improvements. As part of this, Hales Engineering aided the City in ensuring that all USDOT requirements for the plan were met.

This was a supplement to the City's own Safe Streets Plan that looked at safety and operations in key focus areas. This required extensive public engagement with locals and City staff. Hales Engineering organized a public open house, provided an online project website and StoryMap materials, and sent out two public surveys.

MEAD & HUNT — OUR TEAM

Our team, led by Project Manager Molly North, is purposefully structured to serve the Town of Paonia with clarity, collaboration, and care. Each member brings specialized expertise, from transportation planning and traffic safety to ADA compliance and community engagement. This team will address every aspect of the Safe Streets for All initiative with precision and creativity. We've assembled a cohesive group that thrives on shared goals and open communication, allowing us to respond quickly and thoughtfully to Paonia's unique needs. With a strong foundation in technical rigor and a deep respect for local context, our team is committed to delivering a Comprehensive Safety Action Plan that builds trust, reflects community priorities, and positions Paonia for long-term success. All team members are available and committed to supporting the project from kickoff through final delivery, providing continuity and responsiveness every step of the way.

The chart below illustrates our management structure, which provides oversight across all phases of the project. Additional key staff are assigned to specific scope areas and will be brought in as needed to apply the appropriate expertise at each stage.





Molly North, RSP1

50%
Available

PROJECT MANAGER – MULTIMODAL TRANSPORTATION ENGINEER

Areas of Expertise

- Traffic Safety Analysis
- Transportation Safety Policy
- Traffic Safety Education
- Stakeholder/ Public Outreach
- Complete Street Design

Education

- MEng, Transportation Systems, 2019
- BA, Biological Aspects of Conservation, 2007

Registration/Certification

- League of American Bicyclists – Master Cyclist
- League of American Bicyclists – League Cycling Instructor
- League of American Bicyclists – Traffic Skills 101
- League of American Bicyclists – Youth Skills 123

Memberships

- Bicycle Colorado – Board Member
- Colorado Transportation Symposium – Steering Committee
- ASCE Symposium for Sustainable Infrastructure – Steering Committee
- Institute of Transportation Engineers
- WTS International
- Society of Women Engineers
- Eno Center for Transportation – 2018 Fellow
- Association for Pedestrian and Bicycle Professionals

Molly is a multimodal transportation engineer specializing in active transportation planning, accessibility, and user-centered design for complex corridor and community-wide projects. Molly has direct experience managing Safe Streets for All, Vision Zero and Safe Routes to School projects. She leads road safety audits, multimodal network inventories, feasibility studies, conceptual and preliminary design, and policy and grant development to deliver safe, equitable connections for people walking, biking, and using transit. Her approach integrates rigorous analysis with inclusive engagement with non-technical stakeholders and elected officials, translating data and community input into implementable designs and easy-to-understand technical reports. She brings additional experience in community resilience and safety programming that supports constructability and operations in constrained urban and rural environments. Molly is well-versed in CDOT, NACTO, ITE, PROWAG, and MUTCD guidelines.

PROJECT EXPERIENCE

Safe Streets for All Action Plan, Town of Lyons, CO

Deputy Project Manager responsible for documenting existing conditions evaluating crash data and developing strategies for enhancing traffic safety. Strategies include engineering retrofits such as traffic calming/road diets, enforcement, education, and emergency response. Molly is conducting stakeholder/public outreach coordination including Council, Safety Task Force, CDOT, EMS, and Schools.

Citywide Safety Plan, City of Gunnison, CO

Deputy Project Manager responsible for documenting existing conditions and developing concepts for enhanced traffic safety, traffic calming/road diets and multimodal accessibility including development of an interactive safety hot spot webpage. Molly is conducting extensive stakeholder/public outreach coordination including Council, Safety Task Force, CDOT, Gunnison County, and RTA.

CO 82 Upper Valley Multimodal Corridor Study, Pitkin County, CO

Project Engineer tasked to evaluate corridor pedestrian and bicycle access improvements to stops/stations. Work efforts include field inventory, concept development, feasibility analysis, cost estimates, and stakeholder outreach.

BikeDenver, Denver, CO

Molly was the executive director responsible for expanding programming to include Safe Routes to School elementary school education, outreach and education on university campuses, community events and rides, and individual and business memberships. She advocated for bicycle-friendly policies and projects including Protected Bike Lanes on 15th Street, Brighton Blvd, and Broadway, which were all installed.

City of Fort Collins, FC Bikes, Fort Collins, CO

Assistant Bicycle Coordinator. Molly led Fort Collins to attain a Platinum Bicycle Friendly Community designation with the League of American Bicyclists – only the fourth city in the country to receive the award. She coordinated with the City and emergency responders to improve bicycle design and enforcement programs.

Safe Routes to School, Washington, DC

As Planning Lead for three schools, Molly conducted safety audits of walking and biking routes, analyzed field data to identify risks and recommend tailored countermeasures, prioritized quick-build improvements using a safety-cost-feasibility matrix, and authored summary reports for each school.



Paul Silberman, PE, PTOE

40%
Available

PRINCIPAL | SENIOR TRANSPORTATION PLANNER/ENGINEER

Areas of Expertise

- Transportation Planning
- Traffic Safety and Operations
- Complete Street Design
- Public/Stakeholder Outreach

Education

- MS, Civil Engineering, 2000
- BS, Civil Engineering, 1996

Registration/Certification

- Licensed Professional Engineer, Colorado #57017
- Certified Professional Traffic Operations Engineer, #1287

Vulnerable Roadway User Study, CDOT Region 2, El Paso and Pueblo Counties, CO

Paul is the project manager responsible for identifying pedestrian and bicycle generating land uses and developing mapping and a propensity tool to identify presence of walking and biking activity. The tool will be used to conduct spatial analysis of exposure risk to high speed and high volume roadways and prioritize investment in walking and biking infrastructure and safety improvements.

Paul has over 25 years of experience in multimodal transportation planning, analysis, and design for complete streets and connected communities. His work demonstrates a commitment to creating sustainable transportation systems that support economic development and provide safe/equitable access. His expertise entails existing conditions/gaps and barriers documentation of multimodal accessibility, safety, land use, demographics, alternatives identification, concept development and feasibility studies, alternatives analysis and renderings/illustrations/microsimulation, and level of bicycle traffic stress, as well as stakeholder and public outreach. Paul is also versed in traffic data collection, traffic operations analysis, traffic safety analysis, pedestrian and bicycle network planning, bus stop accessibility, transit planning and operations, traffic control needs evaluations, cost estimates, and preliminary engineering. Paul is versed in numerous analysis programs as well as NACTO, CDOT, ITE, AASHTO, and MUTCD guidelines.

PROJECT EXPERIENCE

Citywide Safe Streets Plan, City of Gunnison, CO

Paul is the project manager responsible for multimodal transportation planning including traffic data collection, traffic safety analysis, signal timing, transit service, traffic control needs and developing concepts for enhanced traffic safety, traffic calming/road diets, and multimodal accessibility. Paul is leading extensive stakeholder/public outreach coordination including Council, Safety Task Force, CDOT, Gunnison County, and RTA. Mead & Hunt was responsible for performing a comprehensive corridor safety study to address traffic safety, access, and multimodal needs.

Safe Streets for All Action Plan, Town of Lyons, CO

Project Manager responsible for developing a comprehensive safety access plan to address traffic safety, access, and multimodal needs. The study is evaluating multimodal traffic volumes, historical crash data, signal timing, transit service, and traffic control needs, and developing concepts for enhanced traffic safety, traffic calming/road diets and multimodal accessibility. Paul is working closely with Town, Boulder County, CDOT, and other stakeholders including conducting a field safety audit, developing an interactive safety hot spot mapping tool, and facilitating a traffic safety task force. The Safety Action Plan documents crash trends and the role of various Town agencies in traffic safety planning and engineering efforts, and identifies emphasis areas, strategies, goals, and action items to traffic safety. A toolkit of safety strategies such is being developed with illustrations. The Plan is utilizing a Safe Systems approach that includes engineering, education, enforcement, and emergency response measures.

CO 82 Upper Valley Multimodal Corridor Study, Pitkin County, CO

Project Manager tasked to evaluate corridor traffic operations including intersection geometry and traffic control and pedestrian and bicycle access improvements. Work efforts include traffic data collection, traffic safety analysis, traffic modeling, travel forecasting, concept development, feasibility analysis, cost estimates, and stakeholder outreach.

US 6/Lake Dillon Dr./Evergreen Rd. Roundabout, Town of Dillon, CO

Mead & Hunt prepared an intersection evaluation study to achieve several objectives for the Town of Dillon to improve the intersection of US 6/ Lake Dillon Drive/ Evergreen Road. The objectives included safety improvements for vehicular traffic, pedestrian and cyclist accommodation and safety, additional development traffic accommodations, and overall aesthetic improvement of the area. Several design alternatives were prepared and analyzed including a five-leg roundabout and various double roundabout layouts. A three-dimensional rendering of the intersection concept was prepared with traffic simulation to demonstrate how the intersection would operate and fit into the surrounding terrain and infrastructure.



Chuck Huffine, PE, PTOE, AICP, RSP1

40%
Available

DEPUTY PROJECT MANAGER

Areas of Expertise

- Traffic Operations and Safety Analysis
- Multimodal Transportation Planning
- Cost Estimates
- Public Outreach

Education

- BS, Civil Engineering/
Environmental Engineering,
1986

Registration/Certification

- Professional Engineer,
Colorado #30680
- American Institute of Certified
Planners #110396
- Professional Traffic Operations
Engineer #151
- Roadway Safety Professional

Chuck has extensive experience performing all aspects of traffic engineering. He is a recognized national expert in traffic calming, speed management, traffic safety studies, feasibility studies, and traffic control needs studies. He has worked to find sustainable and context-sensitive solutions for clients across the country. Chuck has conducted and managed data collection, site investigation, capacity analysis, traffic forecasts, safety analysis, cost estimates, traffic engineering design and coordination, funding, environmental impact assessment, and public involvement initiatives. Chuck has led many successful public involvement processes and is a trained facilitator. He is able to identify diverse solutions, view and assess them in the local context, see the long-term “big picture” implications, effectively communicate the concepts and implications, and help facilitate communities and stakeholders to choose the best long-term, cost-effective direction or solution.

PROJECT EXPERIENCE

Transportation Master Plan, Town of Craig, CO

Project Manager. Responsible for the development of a sustainable, multimodal transportation system. The plan integrated transit, pedestrian, bicycle, and other modes; developed, evaluated, and prioritized potential multimodal transportation improvements; developed planning-level estimates of probable costs; and recommended improved road, pedestrian, bicycle, and transit design standards.

I-70 Mountain Corridor Freight Plan, CDOT

Traffic Engineer. Conducted a study of truck freight movements through the I-70 Mountain Corridor. Collected data on truck volumes, travel times, origin/destinations, truck companies, and truck crashes. Held discussions with key truck companies to determine annual losses due to delays and crashes. Developed and evaluated possible solutions to reduce the impacts on trucks and by trucks. Developed 12-month and long-term action plans.

West Colorado Ave (SH 141) Roundabout, Town of Telluride, CO

Traffic Engineer. Conducted analysis to determine if a roundabout was feasible at the main intersection before downtown. Also evaluated the possible effects of constructing an alternate road on the south side of the valley. Prepared travel forecasts and conducted analysis.

Alternative Truck Route Study, City of Delta CO

Traffic Engineer. Conducted Synchro and VISSIM simulation and analysis of operations, safety assessment, construction traffic control plan development, access planning, and design evaluation for a proposed alternative truck route around historic downtown Delta. The project was eventually designed and constructed as Confluence Drive.

SH 62 Intersection Study, San Miguel County/CDOT

Project Manager. Conducted an intersection alternative evaluation of several dirt roads with SH 62 in anticipation of future development. Examined feasibility of eliminating curves, elevation changes, and squaring the intersections. Conceptual design and cost estimates were prepared.

Downtown Safety Study, Town of Meeker CO

Traffic Engineer. Conducted a traffic study to examine the feasibility of removing some traffic signals in downtown Meeker.



Hailey Vaughn, AICP

URBAN PLANNER

60%
Available

Areas of Expertise

- Transportation Planning & Design
- Multimodal Planning & Design
- Project Management & Coordination
- Qualitative & Quantitative Research Methods

Education

- MURP, Master of Urban and Regional Planning, 2021
- BA, Sociology, 2016

Registration/Certification

- American Institute of Certified Planners #393559

Hailey has five years of progressive planning experience, partnering with several public and private sector clients. Hailey's experience includes project management for a private real estate developer, which included overseeing entitlements, due diligence, and permitting for projects nationwide. She also has extensive knowledge working with big data – integrating mobility, land use, demographic, and economic data into planning proposals and projects. These projects include comprehensive plan updates; corridor studies; small area and neighborhood planning; Safe Streets/ Vision Zero; and economic development, housing, and workforce analyses. Hailey approaches planning through an equity lens and is passionate about fostering equitable, diverse, and resilient communities.

PROJECT EXPERIENCE

Bus Network Redesign/Areas of Persistent Poverty, City of Pueblo, CO

Planner responsible for analysis of new and extended transit routes to address equity and economic disparity. Hailey is compiling transit and traffic data; developing and evaluating new bus routes and service patterns; conducting stakeholder and public outreach; and developing capital and operating costs.

38th Avenue Corridor Improvements, City of Wheat Ridge, CO

As Urban Planner and Policy Analyst, Hailey gathered and analyzed existing traffic and transit data for the 38th Avenue Improvements Planning and Design project in Wheat Ridge, Colorado. Hailey visualized data in ArcMap focusing on existing transit, bike and pedestrian infrastructure, and operations.

Transportation Plan for West Jackson, Teton County/Town of Jackson, WY

Planner responsible for analyzing existing transportation conditions in West Jackson. Hailey conducted site visits; assessed peak hour traffic conditions and transit operations; and presented findings at the Teton County Transportation Expo held in Jackson, WY. She prepared traffic calming recommendations and multimodal improvements for the study area.

Safe Streets for All Action Plan, Town of Lyons, CO

Planner. Hailey was responsible for performing traffic safety analysis and GIS mapping, as well as developing emphasis area goals, strategies, and action items. She also prepared final Safety Action Plan document.

Safe and Equitable Access to Parks, Montgomery County, MD

Project Manager. Mead & Hunt is the program manager for a \$7.5 million Safe Streets for All Implementation grant. The grant includes new and extended trails, road- way crossings, street lighting, and other safety treatments. Hailey's role includes financial and milestone tracking and coordination with the client, stakeholders, and subconsultants to prepare design packages and environmental documentation

Grant Writing Experience, Nationwide

Safe Streets and Roads for All – Action Plan Grants FY2023: Anderson County, South Carolina; Lexington County, South Carolina

Safe Streets and Roads for All – Planning and Demo Grants FY2023: Cambridge, Maryland; Howard County, Maryland; Frederick County, Maryland; Annapolis, Maryland; Greenwood County, South Carolina; Clinton, South Carolina

Safe Streets and Roads for All – Implementation Plan Grants FY2023: Clearwater, Florida; Anne Arundel County, Maryland

Safe Streets and Roads for All – Action Plan Grants FY2024: Grafton, Wisconsin; Sterling, Illinois



Abigail Green, EIT

TRAFFIC ENGINEER

50%
Available

Areas of Expertise

- Traffic Analysis
- Traffic Data Collection
- Data Analysis
- Graphic Development

Education

- MS, CE – Transportation and Infrastructure Systems, 2022
- BS, Civil Engineering, 2021

Abigail is a traffic engineer with experience in transportation planning, corridor studies, multimodal traffic operations analysis, traffic modeling and simulation, traffic safety studies, and traffic data collection. Abigail is well versed in Synchro, SimTraffic, Highway Capacity Software (HCS), SIDRA, ArcGIS, VISTRO, and VISSIM.

PROJECT EXPERIENCE

Citywide Safe Streets Plan, City of Gunnison, CO

Traffic Engineer. Abigail was responsible for the traffic operations analysis of US 50 between CR 726 and CO 135 and CO 135 between US 50 and CR 8. Project work included existing and future conditions traffic volume development and traffic operations analysis that was performed in Synchro 11. The future volume development that considered residential and commercial development along the corridor, and was completed using the ITE trip generation tables. She also assisted with the development of an ArcGIS online application. Abigail also assisted in the development of project materials for various stakeholders and public outreach groups and attended public meetings.

Safe Streets for All Action Plan, Town of Lyons, CO

Traffic Engineer. Abigail was responsible for the review and analysis of the past five years of crash data within the town boundaries of Lyons, Colorado. Project work included identifying historical crash trends and hotspots to identify safety improvement priority locations. She also provided support in the selection of countermeasures for the priority locations.

Howelsen Park Traffic and Parking Study, City of Steamboat Springs, CO

Traffic Engineer. Abigail was responsible for the data collection effort for the parking study, as well as completing the existing parking demand analysis. Abigail also facilitated meetings with key stakeholders and user groups of the park to determine the parking and traffic circulation needs of park activities. She assisted with the development of graphics to support the parking demand analysis.

38th Avenue Corridor Improvements, City of Wheat Ridge, CO

Traffic Engineer. Abigail was a member of a project team that completed a comprehensive facility planning study for West 38th Avenue from Youngfield St to Kipling St. Project work included traffic data collection for vehicles, bicycles, and pedestrians; development and calibration of a Synchro traffic model; review of land use forecasts and historical crash data; documentation of existing pedestrian and bicycle infrastructure; and identification of gaps and barriers. Abigail also performed an alternatives analysis of travel forecasts and traffic operations analysis for baseline and alternative scenarios, as well as coordinated the development of ArcGIS graphics.

70th Street Multimodal Design, Adams County, Twin Lakes, CO

Traffic Engineer. Abigail assisted with various tasks related to traffic data development, existing conditions operations analysis, and graphic development, including ArcGIS mapping. Project work included the development of existing traffic volumes; development and calibration of a Synchro traffic model; crash and safety analysis; and the evaluation of existing conditions and alternatives.



Emily Artale, PE

PUBLIC OUTREACH

40%
Available

Areas of Expertise

- Community and Stakeholder Presentation and Outreach
- Technical and Public Presentation
- Data Analysis and Technical Storytelling
- Project/Program Management

Education

- MS, Environmental Engineering
- BS, Environmental Engineering

Registration/Certification

- Professional Engineer, CO, #44280

Emily brings more than 20 years of experience leading municipal planning projects, with a strong record of success in both Colorado and tourism-based communities. She has partnered with clients such as the Town of Mountain Village, Summit County, Routt County, Gunnison County, Clear Creek County, Pitkin County, and Maui County to develop climate mitigation strategies that both reduce emissions and preserve community character. Her expertise spans efficiency planning and implementation, building electrification, and climate action planning, always with a commitment to broad community engagement and stakeholder collaboration to ensure realistic and effective outcomes.

Beyond her professional work, Emily serves as Vice President of the Gunnison Valley Climate Crisis Coalition and has held board roles with the Coldharbour Institute and the Energy Services Coalition, further underscoring her dedication to advancing sustainability at the local level.

PROJECT EXPERIENCE

City and County of Denver 80x50 Stakeholder Plan*, Denver, CO

City of Las Cruces Climate Action Plan*, Las Cruces, NM

City of Colorado Springs Sustainability Master Plan*, Colorado Springs, CO

Summit County Climate Action Plan* - Summit County, CO

Pitkin County Embodied Carbon Analysis*, Pitkin County, CO

City of Longmont Electrification and Communications Plan*, Longmont, CO

GV-Heat Program, Gunnison Valley Regional Housing*, Gunnison County CO

Colorado Energy Office (CEO) Low Income Solar Demonstration* - Statewide, CO

Routt County Climate Action Plan Collaborative* - Routt County, CO

Town of Mountain Village GHG Emissions Inventory and Climate Action Plan* - Town of Mountain Village, CO

City and County of Denver Renewable Heating and Cooling Plan - Denver*, CO

Maui County Climate Action and Resiliency Plan*, Maui, HI

* These projects were completed while Emily was employed with another firm.



Joanna Bush, PE

RAILROAD GRADE CROSSING SAFETY

Joanna is a dedicated traffic engineer with 25 years of experience. She is an expert and advocate for railroad-grade crossing safety, including traffic signal pre-emption. Her experience includes traffic data collection, traffic safety and operations analysis, traffic engineering design of signals, signing, lighting, marking, traffic control/maintenance of traffic and railroad crossings. Joanna also has extensive experience in traffic signal systems operations and management and is familiar with MUTCD, AASHTO, ITE, FHWA /PROWAG, and MDOT design guidelines. Joana is a member of the National Committee on Uniformed Traffic Control Devices and contributed extensively to the new Chapter on Highway-Rail crossings.



Eileen Yazzi, AICP

TRANSPORTATION PLANNER

50%
Available



Areas of Expertise

- Transportation Planning
- SS4A Grant Applications and Management
- High Injury Network (HIN)
- Crash Analysis
- Equity Evaluation
- Stakeholder & Community Engagement

Education

- BS, Political Science
- MUEP, Master of Urban and Environmental Planning

Registration/Certification

- American Institute of Certified Planners, #31855

Memberships

- American Planning Association
- Women in Transportation

Eileen is a transportation planner with 20+ years of experience that has resulted in known successes of transportation planning efforts, including corridor, neighborhood, subarea, city, modal, and regional planning achievements. Working at two different City Transportation Departments and a Metropolitan Planning Organization has provided Eileen with the unique perspective of how important it is to work with a multidisciplinary team of engineers, planners, technicians, and executive leadership to evaluate different ideas and create implementable projects and plans that align with values and goals.

PROJECT EXPERIENCE

SS4A Comprehensive Road Safety Action Plan/Mesa County, CO

Eileen served as the Project Manager for the Mesa County Comprehensive Safety Action Plan, funded through the SS4A grant, with the goal to enhance roadway safety by significantly reducing or eliminating fatalities and injuries. The plan addresses the safety of all road users, conducting distinct evaluations of rural and urban crash trends to develop targeted strategies for intervention. Y2K is performing a thorough county-wide analysis of crash characteristics to yield insights into risk factors, ensuring that proposed projects align with Vision Zero goals.

SS4A Road Safety Action Plan/City of Phoenix, AZ

Eileen served as the Deputy Project Manager for the Phoenix Road Safety Action Plan, which provided a proactive roadmap to reduce roadway fatalities. She supported the creation of essential evaluation tools, determined a High Injury Network (HIN), and emphasized areas through crash analysis and equity evaluation.

SS4A & Reconnecting Communities and Neighborhoods Grant Application, City of Phoenix, AZ

Eileen led the development of three grants, including two for the SS4A program, securing additional planning funds and requesting funding to improve nearly six and a half miles of Phoenix's highest injury corridor, Indian School Road. The City of Phoenix was awarded \$25M for a 2023 SS4A Implementation Grant.

Evans Avenue Corridor Study, Denver, CO

The purpose of the corridor study and design concept for Evans Avenue: Colorado to Quebec (2 miles), is to enhance its functionality and safety for all modes of transportation, including walking, biking, transit, motor vehicles, and freight, while addressing, green infrastructure, access management, and utility impacts. Identified on Denver's HIN, the project team conducted a detailed analysis to develop alternatives. A complete street concept emerged as the preferred option, with ongoing exploration of trade-offs, right-of-way impacts, and green infrastructure integration, culminating in Concept Plans and a final report.

Acoma St: 12th to 10th Avenues – 5280 Trail, Denver, CO

Y2K is leading the stakeholder and community engagement efforts for this unique planning and design project. Engagement is being completed in three phases that include engaging the community and stakeholders about converting a street to a community space/plaza, and identifying a connecting route for people walking and biking. Engagement has been holistic and included notification flyers and yard signs, meet on the street' events, virtual meetings, and online surveys.



Rae Stephani, PE, PTOE, RSP1

TRAFFIC SAFETY ENGINEER

50%
Available



Areas of Expertise

- SS4A Grant Applications and Management
- Road Safety Audits (RSA)
- Traffic Analysis and Planning
- Stakeholder and Community Outreach

Education

- BS, Civil Engineering

Registration/Certification

- Professional Engineer #0059066
- Transportation Professional Certification Board, Professional Transportation Operations Engineer #5211
- Transportation Professional Certification Board,
- Road Safety Professional #758

Memberships

- Institute of Transportation Engineers (CO/WY Past President)
- Women in Transportation

Y2K Engineering is dedicated to safety and has a strong track record in delivering SS4A plans. Rae Stephani is one of the firm's leaders in this area, with a deep expertise in traffic safety analysis and planning. Her focus is on identifying practical, implementable solutions that improve safety and mobility for all roadway users. Rae's experience includes collaborating with agencies to develop comprehensive, data-driven safety plans and using technology to prioritize impactful improvements.

PROJECT EXPERIENCE

SS4A Transportation Safety Action Plan, Town of Bennett, CO

Rae is leading the Town of Bennett, Colorado's Safe Streets for All Plan, an initiative dedicated to significantly improving roadway safety. At the helm of this comprehensive project, Rae is focused on reducing fatalities and serious injuries resulting from motor vehicle crashes. The Safer Streets for All Plan, funded by an SS4A planning grant, utilizes public input and data-driven analysis to pinpoint the primary factors contributing to severe crashes. The plan encompasses the development of targeted strategies, the execution of safety education programs, the redesign and reconstruction of streets, and the implementation of policy and operational changes.

SS4A Comprehensive Safety Action Plan, City of Mesa, AZ

Rae is leading the safety analysis for the City of Mesa's ambitious initiative to reduce motor vehicle-related fatalities and serious injuries by 30% by 2030. The City is developing a Comprehensive Safety Action Plan (CSAP) funded by an SS4A planning grant. This plan leverages public input and data-driven analysis to evaluate critical factors contributing to severe crashes. By identifying effective strategies, projects, and fostering a community culture of safety, Rae aims to strengthen Mesa's approach to roadway safety and save lives. The CSAP encompasses safety planning and education, street design and reconstruction projects, and policy and operational changes, ensuring that Mesa meets all SS4A self-eligibility criteria for future SS4A Implementation grant funding.

Crash Dashboard Development, City of Douglas, CO

Y2K worked with Douglas County to create an interactive crash dashboarding tool to support the County in crash data analysis. The dashboard was developed using crash data received from the police department and additional information provided from the county, including roadway classifications and volumes. Rae led this project, which included facilitating weekly coordination meetings with the County to identify meaningful visualizations that respond to the needs of the county, including motorcycle crash trends and CDOT SPF models. Rae provided extensive training for the Douglas County team to demonstrate how to use the dashboard to calculate level of service of safety (LOSS) perform interactive analysis and filter crash data.

Vision Zero Road Safety Audit (RSA) Program, City and County of Denver, CO

Y2K Engineering has been supporting Denver's Road Safety Audit (RSA) program since helping to establish it five years ago and continues to play a key role in advancing safety across the city. As part of a multi-disciplinary team conducting four RSAs per year, Rae serves as a Traffic Operations Safety Specialist, bringing a data-driven approach to identifying safety concerns and recommending improvements. Her role includes performing preliminary data analysis, participating in field reviews, and developing both short- and long-term countermeasures. She also helps facilitate stakeholder meetings, presents key findings, and contributes to final RSA reports to guide implementation of safety enhancements.



Trevor Root, PE

ADA/PROWAG ENGINEER

50%
Available



Areas of Expertise

- ADA/PROWAG
- SS4A Grant Applications and Management
- Road Safety Audits (RSA)
- Traffic Analysis and Planning
- Stakeholder and Community Outreach

Education

- BS, Civil Engineering

Registration/Certification

- Professional Engineer

Memberships

- Institute of Transportation Engineers (CO/WY Past President)
- Women in Transportation

Trevor brings a strong background in a variety of civil infrastructure design projects to the Y2K team. He has served as a Project Manager and Senior Civil Engineer for large projects ranging from airfields to municipal utilities to roadway improvements. Trevor acts as a general civil engineering resource to compliment Y2K's traffic and transportation design teams, particularly in accessible design, ADA/PROWAG, and sustainability. Trevor has extensive experience with Civil3D design and Infraworks visualization software for infrastructure, roadway, and site development. His entire career has been focused on municipal infrastructure improvements.

PROJECT EXPERIENCE

Cherry Creek Trail Improvement Study, City County of Denver, CO

The goal of this study was to inventory current conditions and identify near-term improvements (1-5 years) to Cherry Creek Trail that can increase capacity and improve safety, ADA compliance, comfort, and connectivity for all trail users. Trevor led the inventory and assessment of current conditions in segments along the Cherry Creek Trail, and provided conceptual level recommendations that can be prioritized as individual projects.

Vision Zero Evans Avenue Corridor Study, City County of Denver, CO

ADA Lead. As part of the Denver Evans Avenue Corridor Study, a road safety audit was conducted, and Trevor was the ADA /PROWAG lead for the 2-mile assessment, which provided the foundation of the complete street concept for the corridor. The current conditions of the roadway and the sidewalks were consistently non-compliant for ADA, and detailed measurements and existing conditions were identified that supported the concept design that includes consistent travel lane widths, intersections, ramps, and sidewalk widths.

Mineral Station East Mobility Shed Improvements Project, City of Littleton, CO

Trevor is supporting the safety analysis and the team in identification and design of multimodal safety improvements, for pedestrians and cyclists, within the one- mile mobility shed area east of the Mineral Avenue Light Rail Station. Elements identified as part of this proposed project will result in a safe and complete first and last mile of transit trips experience that will encourage more active users.

East Colfax Bus Rapid Transit Implementation, City County of Denver, CO

Trevor led the traffic signal modifications portion of the 30% design. The traffic signal modifications included a detailed review of ADA, MUTCD, and PROWAG criteria for proper placement of poles and pushbuttons in relation to landings, accessible paths, and curb ramps. In addition, Trevor created an excel matrix to document the criteria improved at each corner and a concept level cost estimate for each of the 47 reviewed intersections.

ADA Implementation Projects, City of Mesa, AZ

The City of Mesa contracted with Y2K to evaluate a number of problematic existing intersection curb returns for reconstruction to meet ADA and PROWAG requirements. Trevor reviewed the existing curb ramp grades, accessible routes, pedestrian push button locations, and landings, and provided a 2D plan view and 3D visual of a recommended concept design for each intersection curb return utilizing Civil3D and SketchUp.



Dan Eybs, PE, PTOE, PMP

TRAFFIC ENGINEER

50%
Available

HALES ENGINEERING

Areas of Expertise

- Crash Analysis
- Transportation Design
- Project and Program Management
- Stakeholder Coordination

Education

- BS, Civil Engineering

Registration/Certification

- Professional Engineer, CO #48390
- Professional Traffic Operations Engineer #3993
- Project Management Professional #3388017

Memberships

- Institute of Transportation Engineers (ITE)
- American Society of Civil Engineers (ASCE)
- Project Management Institute (PMI)

Dan has more than 17 years of experience and has worked on several projects from concept level through design to construction, for a range of public and private sector clients. He is a proven project and program manager. He has an expansive background in transportation planning and engineering, program management, and traffic operations. His expertise is in the development of innovative transportation solutions.

PROJECT EXPERIENCE

Annual Safety Screening, City of Centennial, CO

Performed safety evaluation with crash analysis for hot spot identifications to determine potential countermeasures.

Neighborhood Traffic Management Program, City of Centennial, CO

This program included final designs for five traffic calming projects including the following countermeasures: road diets, radar speed feedback signs, speed humps, curbs, warning signs, enhanced crosswalks, removing sign clutter, education, and enforcement.

Highway Safety Improvement Program (HSIP) Annual Report, CDOT

This included technical editing and publishing for the annual report, refinement of measures of effectiveness (MOEs), DiExSys Vision Zero software before and after safety analysis, community and stakeholder coordination, and policy change implementation.

I-70 Safety Evaluation for Roy Jorgensen/Kiewitt, City and County of Denver, CO

Performed safety evaluation with crash analysis for hot spot identifications to determine potential countermeasures.

CDOT Program Management Support Services

Performed as a key consultant in the CDOT-led program management support team within the headquarters organization (Nov 2013 - Jun 2021), accomplished the following:

- Evolved client focused program management solutions for the three-year \$200M statewide Transit Capital Improvement Program (70 projects), and the five-year \$500M Responsible Acceleration of Maintenance and Partnerships Program (100 projects)
- Performed owner representative services for five transit capital projects across Colorado
- CDOT Mobility Hub: Led developing statewide standards for transit hub systems, signage, and pedestrian accessibility at the transit facilities



Chris DeRosia, PE, PTOE

50%
Available

TRAFFIC ENGINEER

HALES ENGINEERING

Areas of Expertise

- Traffic Design Review
- Traffic Studies
- Transportation Design
- PS&E Packages
- Stakeholder and Public Outreach

Education

- BS, Civil Engineering, 2004

Registration/Certification

- Professional Engineer, CO #53761
- Professional Traffic Operations Engineer

Memberships

- TRB Traffic Signal Systems Committee Friend & Research Paper Review (5-year rotation)
- Institute of Transportation Engineers (ITE) Volunteer 10 years for IL and CO/WY

Chris has almost 22 years of experience, with 19 years in consulting and three years as a municipal engineer for the City of Arvada. His public sector experience includes traffic signal maintenance and operations, transportation studies review, multimodal and traffic design review, and extensive stakeholder and public engagement. Based on the analysis performed and grant application he prepared, CDOT awarded Arvada more than \$2 Million in HSIP funds for rebuild of various signalized intersections to improve the potential for safety. During his time living and working near City Hall Chris adopted bicycle and transit as his primary means of transportation, which allowed a more intimate assessment of multimodal network safety needs. As a consultant, Chris has managed and performed many transportation studies and design for PS&E packages from concept through the final design stage.

PROJECT EXPERIENCE

Project manager and engineer for multiple transportation study and design projects including work for safety analyses, corridor studies, and traffic design. Design was performed for the multimodal context, signing, striping, temporary traffic control, ITS, and traffic signals. Projects include:

Lake Avenue Corridor TIS, Colorado Springs, CO

Federal Boulevard Traffic Signals Rebuild and Modifications, Denver, CO

Highline Canal Yale Multimodal, Sign/Stripe, Signal Design, Denver, CO

Community Transportation Networks Design, Denver, CO

Colorado and Sheridan Boulevard Traffic Signals Rebuild, Denver, CO

Traffic Policy and Standards Update, City of Arvada, Arvada, CO

RTD FasTracks Arvada G Line Traffic Signal Timing and Signage, Arvada, CO

Highway Safety Improvement Program Grant Applications, Arvada, CO

Asset Management and Traffic Division Project Program Plan, Arvada, CO

Traffic Signal Practices Documentation, City of Boulder, Boulder, CO

PROJECT UNDERSTANDING AND APPROACH

4

PROJECT UNDERSTANDING AND APPROACH



Introduction:

Project Management and Partnership Approach

At Mead & Hunt, we believe that successful projects begin with genuine partnership and clear communication. For Paonia's Safe Streets for All initiative, our approach is rooted in collaboration, transparency, and a shared commitment to making the Town's streets safer for everyone. We see ourselves not just as consultants, but as an extension of your community, ready to listen, adapt, and deliver solutions that reflect Paonia's unique character and needs.

To make this vision a reality, we have appointed Molly North as your dedicated Point of Contact. Molly will be your advocate and guide throughout the project, available to answer questions, coordinate activities, and keep everyone connected. Her role is to foster open dialogue between Mead & Hunt, Town staff, elected officials, and all stakeholders, making sure that every voice is heard and every concern is addressed. Molly's experience in leading multidisciplinary teams and her approachable style will help build trust and keep the project moving forward.

Open communication is at the heart of our project management strategy. From the very first kickoff meeting, we will establish clear goals, schedules, and protocols to invite input from Town staff, regional partners, and the public. Regular coordination meetings, concise progress reports, and a shared online workspace will keep everyone informed and engaged. We value transparency, so all project materials, data, and draft documents will be accessible to the Town and its partners. This will make it easy for stakeholders to follow the process, contribute ideas, and see how their input shapes the final plan.

We recognize that Paonia's streets are more than just infrastructure, they are the pathways that connect neighbors, support local businesses, and reflect the Town's agricultural and creative spirit. Our efforts will draw on the lived experience of residents, the expertise of local agencies, and the insights of community organizations. We will invite participation from longtime residents and new arrivals, families, older adults, youth, and those who rely on walking, biking, or mobility devices. By meeting people where they are, including at community events, schools, and local gathering places, we will gather the stories and perspectives that make Paonia unique.

A key consideration in Paonia's transportation network is the presence of **four at-grade railroad crossings** within town limits and three more just beyond its borders, all of which significantly impact multimodal traffic flow. All but one crossing involve pedestrian interaction, yet none currently meet modern safety standards for pedestrians or bicyclists. These crossings pose critical safety and accessibility challenges, particularly for vulnerable road users. Any proposed improvements, whether for vehicles, pedestrians, or cyclists, will require close coordination with the PUC railroad, which maintains jurisdiction over modifications. Addressing these crossings is essential to creating a safer, more connected transportation system for Paonia.

Paonia's transportation needs are shaped not only by daily travel patterns but also by seasonal and community-specific factors. The presence of a **K–8 school** within town limits makes safe routes for children a top priority, especially during peak arrival and dismissal times. In addition, **summer festivals** and community events draw large crowds and create temporary traffic surges that require thoughtful event traffic management and pedestrian accommodations. The North Fork of the Gunnison River, which runs along the northern edge of town, adds another layer of complexity. While there is a **pedestrian bridge** adjacent to Grand Avenue, the Samuel Wade Road bridge lacks pedestrian access, limiting safe connectivity across the river. These elements underscore the importance of designing a transportation plan that is responsive to Paonia's rhythms and geography, providing safety and accessibility for residents and visitors alike.

Mead & Hunt brings deep experience in transportation planning, safety analysis, and multimodal design to Paonia's Safety Action Plan. Our team will be strengthened by two trusted subconsultants with technical expertise and local insight. Hales Engineering will lead data collection and analysis, providing a clear understanding of local safety conditions and supporting outreach activities. Y2K Engineering will guide public engagement and contribute to the development of the Comprehensive Safety Action Plan, drawing on extensive experience in rural safety planning and stakeholder collaboration. Together, our team will use advanced data tools and field audits to map safety risks, analyze crash patterns, and identify practical solutions for sidewalks, crossings, and intersections. Every recommendation will be grounded in best practices and shaped by the unique needs of Paonia, with a focus on accessibility, equity, and long-term sustainability.

Our commitment is to help Paonia grow stronger and safer. We humbly introduce our approach, ready to listen, collaborate, and deliver a plan that empowers local champions and leaves the Town prepared for action. By working together, we can create safer streets, stronger connections, and a brighter future for everyone in Paonia.

Our goal is to build capacity within the Town, empower local champions, and leave Paonia with a plan that is ready for action. We are committed to being responsive, approachable, and fully invested in your success. By working together, we can create safer streets, stronger connections, and a brighter future for everyone in Paonia.

Our Approach includes both standard deliverables and Enhanced Deliverables—highlighted in green within each task box—that build on proven successes in other communities and are tailored to bring added value to Paonia.

1. Planning and Data Collection

1.1 PROJECT INITIATION:

Project kickoff. The project will begin with a facilitated kickoff meeting that brings together Town staff, elected officials, and regional stakeholders to establish project goals, schedule, and communication protocols, as well as to confirm scope, roles, and success criteria. The agenda will ground the work in Paonia's rural safety context such as limited sidewalks and bikeways, ADA barriers, and the 2024 fatal bicycle-truck driver crash.

The meeting will conclude with agreement on immediate next steps, followed by a concise Project Management Plan that documents scope, roles, schedule, communication protocols, data standards, and SS4A compliance checkpoints.

Project goals. At the kickoff meeting, the project team will set measurable goals tied to SS4A's purpose: eliminating fatalities and serious injuries through data-driven, community-informed strategies. Goals will incorporate ADA/PROWAG and Title VI commitments and link the nearly completed ADA Transition Plan barrier inventory to the Comprehensive Safety Action Plan (CSAP) scoping and prioritization so accessibility upgrades such as curb ramps, compliant crossings, and continuous routes are treated as safety-critical investments rather than stand-alone compliance tasks.

Schedule. A detailed schedule will outline milestones leading to publication of the CSAP by May 8, 2027, and submittal of the final SS4A report by June 1, 2027. Internal deadlines for data collection, analysis, engagement, strategy identification, prioritization, draft CSAP, and adoption preparation will be prepared. The timeline will include internal quality control and compliance reviews to verify FHWA requirements, including performance measures, lessons learned, and recommendations for preventing roadway fatalities and serious injuries, are fully addressed.

Communication protocols. The project team will follow a cadence of bi-weekly coordination meetings with concise minutes, monthly progress reports, and a shared online repository for datasets, engagement documentation, and draft materials. External coordination channels will be established with Delta County, CDOT, the school district, and the fire district. All public-facing materials and meetings will be designed for accessibility and inclusion, with engagement documentation structured for SS4A reporting and Board adoption readiness.

1.2 DATA COLLECTION:

Inventory and mapping. A field-verified GIS inventory will document roadway classification; pavement condition; posted speeds; traffic control; shoulder width and condition; existing sidewalks, curb ramps, crosswalks, pedestrian signals, lighting, stormwater and open-ditch conveyance systems, and transit stops; and all existing

BIG DATA TELLS A STORY

We can use big data (such as these charts) to identify actionable insights like:

- 1. Prioritize sub 2 mile trip conversion:** focus safety and comfort upgrades on routes linking neighborhoods to downtown, grocery, post office, and parks to capture the large share of very short auto trips.
- 2. Target older adults:** design crossings with longer walk phases, add benches and shade, and calm traffic on main walking corridors to serve the sizable 65+ population.



36%



Data shows a very high share of adults over age 65 (36%), well above statewide average of 16%

40.6%



Weekend trips are extremely short: 40.6% last under five minutes and the median is eight minutes, pointing to hyperlocal circulation

64.1%



Despite short distances, private autos dominate at 64.1%, while walking accounts for 15.8% and biking just 1.26%

and planned bicycle facilities, including informal shoulder routes used by bicyclists. The inventory will also identify the ADA Self Evaluation and Transition Plan barrier list (sidewalk gaps, noncompliant or missing ramps, missing detectable warnings, excessive cross-slopes, obstructions, and surface defects) so accessibility barriers are mapped alongside safety needs from the outset.

Easy-to-understand maps will illustrate each network and its gaps (e.g., sidewalk continuity, ADA barriers, and bikeway comfort) and will be shared in an online ArcGIS StoryMap so the project team and public can explore the inventory, provide feedback, and track updates throughout the process.

Safety and operations data. The consultant team will compile and normalize five years of crash data with an emphasis on fatalities and serious injuries, mode involvement, truck conflicts, locations near schools and downtown, and patterns along approaches to SH 133. Traffic counts and spot speed studies will be incorporated where available, with new collection limited to critical gaps. Crash data will be mapped in the most decision-useful formats, including heat-density mapping, intersection- versus segment-based analyses, and focused thematic maps that highlight Paonia-specific priorities such as school-zone and downtown crossings, state highway/collector corridors, and vulnerable user collisions, so strategies can target the specific problems observed. Roadway condition reports and maintenance logs will be reviewed to flag deteriorated edges, drop offs, rutting, ponding, and debris accumulation that elevate risk for people walking and biking, especially on streets lacking sidewalks or bikeways. These observations will be paired with community-reported near-miss and safety concern data to reflect lived experience; additional detail on engagement methods will follow in the next section.

Paonia-specific hazards. Unique local risks such as irrigation ditches used for stormwater conveyance adjacent to travel ways, narrow bridges or culverts without safe pedestrian space, and shoulder erosion, will be documented with photos, GPS points, and condition coding to feed directly into strategy selection. To complement field observations, the consultant team will use privacy-protected big-data mobility sources to map travel patterns by mode, trip length, and origin-destination, producing desire lines and segment-level exposure metrics for people walking, biking, and driving across the Paonia network. These datasets will be validated with local counts and used to highlight where vulnerable users most overlap with truck traffic, deteriorated edges, and irrigation ditch conflicts, guiding prioritization of strategies, and potential phasing.

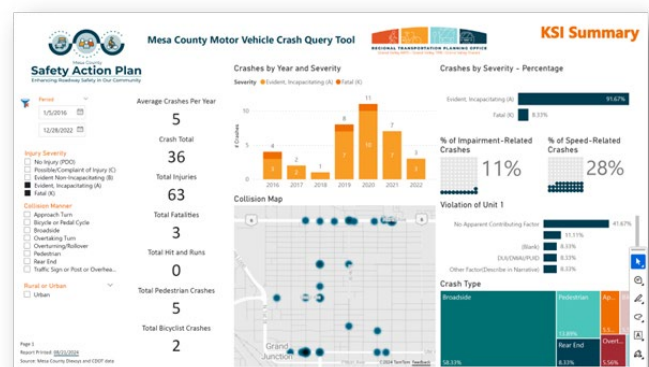
1.3 ANALYSIS

Data analysis. The data analysis will synthesize the field verified inventory, crash and speed datasets, traffic volume data, enforcement citation records, maintenance issues, and big data travel patterns to:

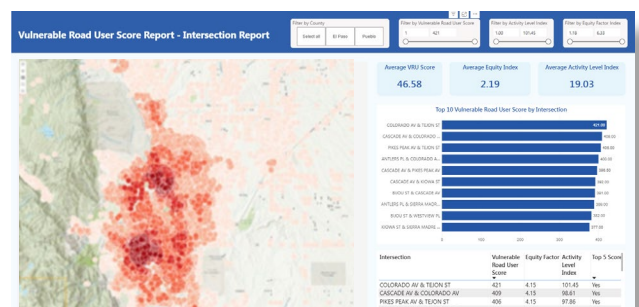
- **Identify emphasis areas:** Use integrated crash, speed, volume, citation, and maintenance datasets to isolate predominant contributing factors (e.g., speeding, failure to yield, impaired driving, run off road) and where they cluster under specific operating conditions, producing user specific emphasis areas for targeted strategies

- **Define a High Injury/High Risk Network:** Combine crash severity density with land use context, big data travel demand, and ADA barrier density to identify intersections and segments where vulnerable users face the greatest risk, creating a prioritized network for both near term treatments and capital projects, and establishing a baseline for future before/after evaluation.
- **Link problems to actionable fixes:** Correlate deficiencies (e.g. substandard geometry, missing/deficient traffic control, high conflict access, sight distance limitations, deteriorated edges/ditch conflicts) with observed crash patterns and enforcement citations to generate location specific strategies and programmatic strategies (e.g., speed management, crossings, shoulder rehab, ADA upgrades).

Vulnerable Roadway User (VRU) Tool. We prioritize data transparency to give local agencies direct access to their crash data in a user-friendly and actionable format. The Mead & Hunt team will develop a VRU propensity and exposure tool tailored to Paonia. Using the Microsoft PowerBI platform, we will create a customized crash dashboard that will remain available after the plan's completion. This interactive tool will not only enable Paonia to analyze crash history, it will integrate land use intensity, such as downtown and neighborhood destinations, walk /bike sheds to schools, parks, and services, network connectivity, and equity adjustments (e.g., income, age, disability, zero car households) to calculate a location specific VRU activity score. It will then overlay the High Injury/High Risk Network, and crossing inventory gaps to analyze exposure risk and highlight where safety investments will have the greatest effect. The core dataset will be maintained in ArcGIS; the companion Power BI dashboard will offer custom reporting, corridor/segment ranking, map based queries, and exportable tables to support grant applications



VRU TOOL CREATED FOR MESA COUNTY BY Y2K



VRU TOOL CREATED FOR CDOT REGION 2 BY MEAD & HUNT

and the prioritization matrix. These key data sources will support informed decision-making and answer critical questions as the plan is implemented, and beyond.

Multimodal gap identification. Sidewalk continuity, crossing frequency and quality, curb-ramp compliance, bikeway presence and stress level, and shoulder suitability will be assessed to identify network gaps and barriers to safe, comfortable travel for pedestrians, bicyclists, and people with disabilities. Results will be organized into gap typologies (missing links, substandard segments, and critical node deficiencies) and mapped to support the development of strategies.

Destination-specific analysis. Key destinations including schools, businesses, neighborhoods, parks, civic facilities, medical services, and gateways to SH 133 will be mapped to establish where people most often travel. Then nearby safety issues will be analyzed within defined walk- and bike-sheds for each destination. For each shed, maps will layer data such as crash patterns, speeds, truck routes, ADA barriers, crossing frequency and quality, shoulder suitability, and edge/ditch conditions to reveal the most consequential conflicts for vulnerable users. Locations serving the highest daily exposure will be prioritized for strategy concepts and near term treatments. These destination-centric risk maps will become the foundation for identifying quick build packages and longer term projects in subsequent tasks, ensuring recommendations are tightly targeted to where they will prevent the most harm.

Safe Routes to School (SRTS). In partnership with Delta County Public Schools, we propose conducting SRTS Road Safety Audits (RSAs) at both public schools and at the preschool, providing field reviews to supplement crash history and existing conditions to support strategy development.

With extensive experience in SRTS evaluation and planning, and leading RSAs, our team will use FHWA-recommended checklists and walk/bike observations during arrival and dismissal to document speeds, crossing behavior, driver yielding, access conflicts, and ADA barriers on school frontages and routes. In order to address RSA objectives, we will collect geocoded data on existing conditions and safety risks. Using this data, we will create a comprehensive analysis for implementable recommendations to support schools in Paonia.



Y2K OUTREACH FOR SAFE ROUTES TO SCHOOL PROGRAM AT THE HIGH SCHOOL IN LITTLETON, CO

Findings will be translated into site-specific strategies and near term quick build treatments such as high visibility crosswalks, daylighting, speed management, and curb ramp fixes, paired with longer term capital improvements for inclusion in the CSAP. The SRTS Safety Audit can be done in addition to the Destination Scorecard or in place of the Destination Scorecard for school sites.

TASK 1 DELIVERABLES

1.1 Project Initiation

- Kickoff agenda and minutes
- Project Management Plan
- Shared Drive

1.2 Data Collection

- GIS maps to illustrate inventory and safety data
- Asset and barrier geodatabase
- Public-facing ArcGIS StoryMap
- Charts and graphs summarizing big-data metrics
- Traffic counts and spot speed studies at critical locations, if needed (optional)

1.3 Analysis

- Analysis Memo, including **High-Injury/High-Risk Network map**
- **Vulnerable Roadway User Tool/Dashboard**
- Maps of multimodal network gaps
- **Safe Routes to School Road Safety Audit**
- **Destination Scorecards, blank template and up to eight locations**

Paonia Safe Streets for All Destination Scorecard

Location Name:
Location Type: (school, business, neighborhood, civic facility, medical service, SH133 gateway)
Description: segment, intersection, destination name and limits
Walk/Bike Shed: (5/10/20 min walk; 10/20 min bike)
Data Vintage: (month/year)

Category	Field	Scale	Guidance
Safety (0-30)	KSI Density	0-10	0 none; 5 moderate; 10 high per mile/intersection; 0 compliant; 4+ 5+ mph; 8+ +10 mph or more (BSM vs posted, school-zone)
	Speed Risk	0-8	Truck volumes; turning conflicts; driveway density; 0 low; 3 moderate; 6 high
	Conflict Profile	0-6	Ditch proximity; edge drop-offs, debris, lighting; 0 none; 3 present; 6 severe
	Signs/Edge Hazards	0-6	Sidewalk presence/width, buffer, surface; 0 low stress; 4 moderate; 8 high/no sidewalk
Comfort/Stress (0-25)	Pedestrian Level of Traffic Stress	0-8	Width, condition, separation: 0 LTS 1-2; 4 LTS 3; 8 LTS 4/no shoulder
	Bicycle Level of Traffic Stress	0-8	Frequency, markings, refuge, control, lighting; 0 high; 5 mixed; 9 low/frequent
Accessibility (0-25)	Curb Ramps	0-8	PROWAG compliance and detectable warnings; 0 full; 4 partial; 8 missing
	Continuous Sidewalk	0-8	Gaps, cross-slope, obstructions: 0 continuous; 5 some issues; 8 discontinuous
	APS/Signals	0-8	APS, countdowns, timing: 0 full features; 4 partial; 8 none
Exposure/Priority (0-20)	Daily Demand	0-10	Students, employees, visitors, residences: 0 low; 5 moderate; 10 high
	Network Connectivity	0-10	Only route, connector to SH 133, transit/EMS access: 0 redundant; 5 important; 10 critical
TOTAL		0-100	

Next Steps:

Priority Tier	Tier 1: 75-100; Tier 2: 55-74; Tier 3: <55	For phasing and funding readiness
Key Issues		3-5 bullets such as speeds near crosswalks; shoulder erosion by ditch; missing ramps, etc.
Quick Builds		Crosswalks, daylighting, speed management, pedestrian refuge, sweeping/edge repairs
Long-term Improvements		Sidewalks/amps, protected crossings (PRF/PHB), separated bikeway or widened shoulder, lighting
Partners		Town/County/CDOT/School District
Dependencies		Drainage/ditch mode; ROW; utilities
Funding Paths		SSAA implementation, TAP, HSP, SRTS - may be better as a reference to an appendix

2. Community and Stakeholder Engagement

2.1 PUBLIC INVOLVEMENT PLAN:

Upon notice to proceed, our team will develop a draft Public Involvement Plan (PIP) for Town staff to review. After gathering feedback and making revisions, we will finalize the PIP to establish a clear engagement approach, schedule, and responsibilities for connecting with the community and stakeholders. Public engagement will unfold in two to three phases, using meetings, workshops, open houses, and surveys to reach residents both in-person and online. The first phase will focus on gathering lived experiences and supplemental safety data; the second will invite feedback on draft emphasis areas, goals, and initial strategies; and, if needed, a third phase will present the full report at a dedicated open house or Town Board meeting.

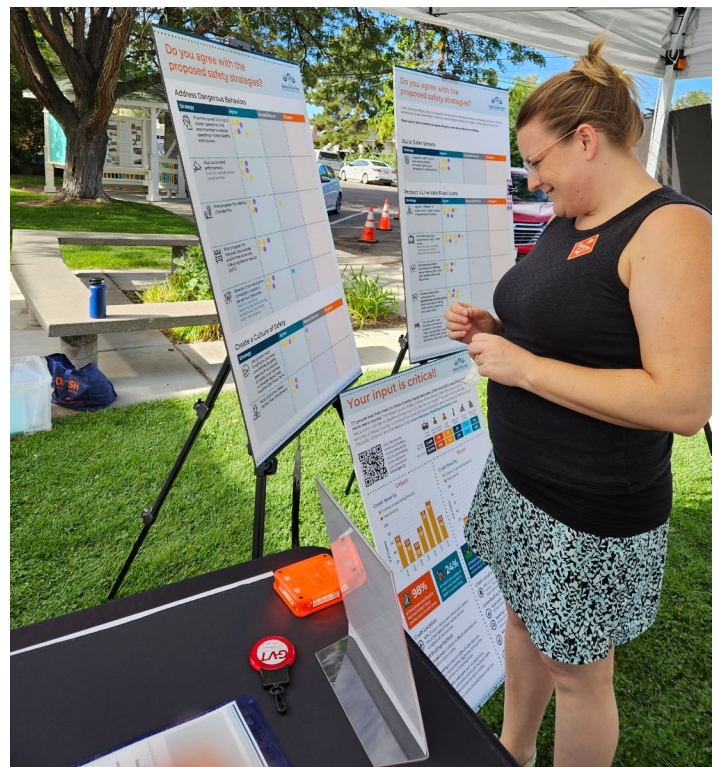
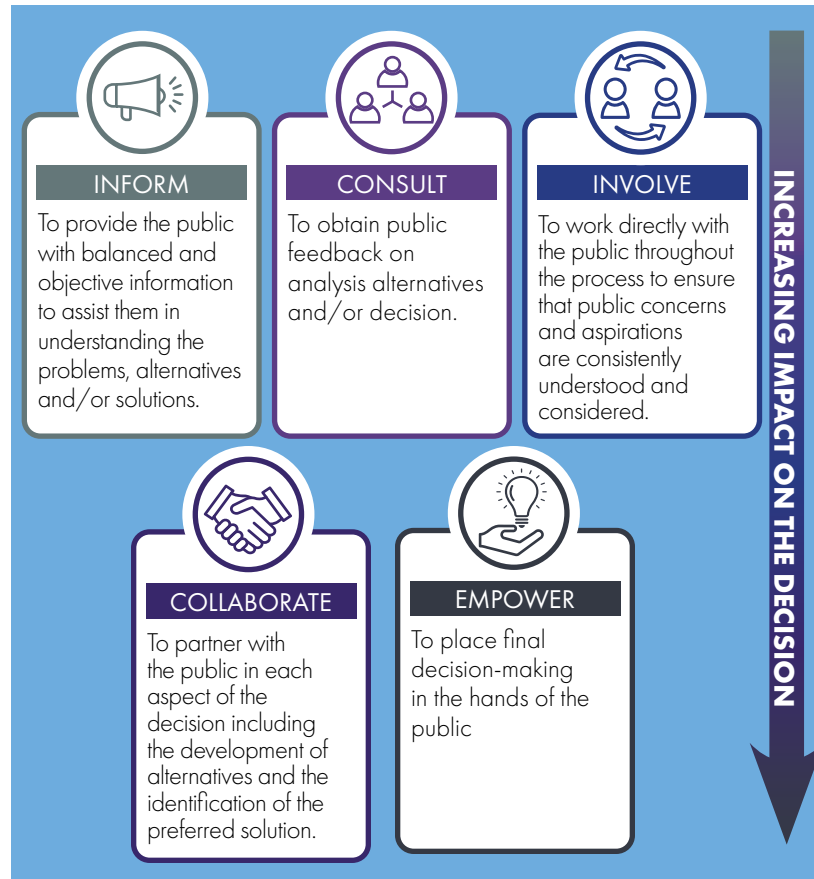
In parallel, we will host four regional coordination meetings with representatives from Delta County, CDOT, the school district, Paonia Fire District, and civic and health partners. These sessions will include a stakeholder walk to visit areas of concern, a listening session for agencies to share ideas, a working session to shape priorities, and a final review of the report. Throughout, we will prioritize participation by underrepresented and vulnerable populations, including people with disabilities, older adults, youth, low-income residents, and those who rely on walking, biking, mobility devices, or demand response transit, using targeted outreach, accessible venues and materials, plain language summaries, and multilingual options.

Our plan recognizes Paonia's evolving community and commits to honoring the perspectives of longtime residents and new arrivals alike. Engagement will be inclusive, meeting people where they are, such as neighborhood and downtown events, schools, and workplaces. We will proactively accommodate Spanish-speaking residents by providing materials, surveys, and web content in Spanish, with interpretation available at meetings. Participation metrics and milestone schedules will link engagement phases to draft chapters, public review drafts, and adoption, supporting timely, traceable input. By pairing intentional engagement with objective safety data, the PIP will guide investments that reflect what Paonia values most: safer, more connected streets for everyone.

TRANSLATED OUTREACH MATERIALS

The project team is committed to inclusive outreach and will proactively accommodate Spanish-first residents by providing all public-facing materials, surveys, notices, and web content in Spanish. In addition, upon request, materials and interpretation services will be made available in other languages or formats to provide accessibility for any demographic. This approach aligns with Title VI and related equity requirements, leading to meaningful engagement with underrepresented and vulnerable populations.

For meetings and events, interpretation services, including Spanish, will be clearly advertised and available upon request. Routine accessibility will be maintained through multilingual outreach channels and translated documents, helping stakeholders to understand and act on project information.



Y2K COMMUNITY ENGAGEMENT EVENT AT PALISADE SUNDAY FARMERS MARKET



THREE-PHASE PUBLIC ENGAGEMENT PROCESS

Phase 1: Information Gathering

- Seek input from residents, stakeholders, and agency partners to understand current challenges and opportunities from all perspectives
- Employ a variety of outreach methods, including open houses, surveys, and interactive mapping tools, to encourage broad and accessible participation

Phase 2: Integration and Draft Plan Development

- Synthesize community and stakeholder feedback to inform draft recommendations and priorities
- Provide transparent “You Said, We Did” updates, demonstrating how input is shaping the plan
- Invite further feedback on draft materials through targeted meetings, online platforms, and public events

Phase 3: Final Plan and Communication

- Present the completed plan to the public and stakeholders, highlighting how their input was incorporated
- Show participants the direct results of their involvement, fostering trust and ownership
- Support plan adoption through presentations to Town Council

THREE PHASES OF ENGAGEMENT

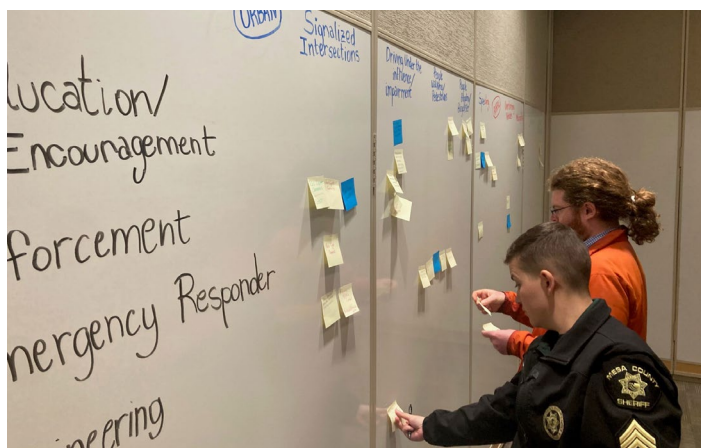
Public engagement will occur in two to three phases using meetings, workshops, open houses, and surveys: Phase 1 gathers lived experience and supplemental safety data in-person and online; Phase 2 reviews draft emphasis areas, goals, and initial strategies; Phase 3, if used, presents the full report, either at a dedicated open house or during a Town Board meeting.

ENGAGEMENT WORK PLAN PER PHASE

Unlike other engagement plans, the consultant team uses the PEP as a living document and will update it accordingly. We deliver *Engagement Work Plans for each engagement phase*, 60 days prior to start. The Engagement Work Plan is a tool to facilitate:

- Public participation goals and messages
- Detailed schedules
- Coordination with City Staff and leadership
- Stakeholder and community engagement events
- In person, online, and ‘event’ approach
- Tactics and materials

Each item that is an event or a meeting includes scheduling, invites, e-mails, agendas, minutes, ADA compliance check, and run of shows.



Y2K STAKEHOLDER WORKSHOP – STRATEGY DEVELOPMENT
ACTIVITY FOR MESA COUNTY SAFETY ACTION PLAN

2.2 ENGAGEMENT ACTIVITIES:

Public engagement helps uncover what traditional datasets often miss, such as near misses, avoidance behaviors, and the reasons why certain places feel unsafe. By listening to the community, the CSAP can layer lived experience over measured conditions, creating a fuller picture of safety concerns.

We’ll facilitate up to three public meetings, workshops, or open houses, along with two surveys and up to six pop-up events. These sessions will invite residents to share stories and map their experiences. Interactive formats using paper and digital maps will highlight near-miss locations, routes people avoid, and places where they’d like to see improvements. Short, plain-language surveys and a StoryMap comment tool will allow residents to pin concerns, upload photos, and rank problem types online.

Pop-up events at schools, libraries, senior centers, and community gatherings, like the Holiday Art Fair, Final Friday Frolics, and Cherry Days, will help us reach residents who may not attend formal meetings or have reliable internet access. This approach strengthens and validates the analysis. Community input will shape emphasis areas, destination scorecards, and a refined High Injury/High Risk Network, guiding the recommendations to reflect both exposure and perceived risk. Most importantly, it captures practical, small-town solutions from the people who live, work, and play on Paonia’s streets every day.



Recognizing Paonia’s rapid transformation as a small rural community shaped by agriculture, creative industries, and growing safety concerns, our outreach will be designed to reflect the town’s diversity. We’ll intentionally seek out voices from longtime residents and newer arrivals alike, while including underrepresented and vulnerable groups. That means connecting with people who have disabilities, older adults, youth, low-income households, and those who rely on walking, biking, mobility devices, or demand-response transit.

2.3 REGIONAL COORDINATION:

A Regional Stakeholder Committee will be established with Town staff, Delta County, CDOT, Delta County Public Schools, the Paonia Fire District, law enforcement, business representatives, and other partners. Regional coordination cultivates a “traffic safety culture” that unites designers, enforcers, educators, emergency responders, road users, and community voices around shared responsibility for safety. The format of the Committee meetings will be customized based on the final composition of the members and may include break-out focus groups, panels, or other interactive formats. Expectations for Committee members will be clearly communicated so they understand their role and contribution.

To build trust and comfort, we will develop customized facilitation tools such as ice breakers (polls, word clouds), agendas with accomplishments and next steps, name tags, and note takers, which will be part of each Committee meeting. A pre-screening discussion will also be developed to get to know each Committee member, role, issues or concerns, and their organization. The facilitation process will start by building consensus around tangential issues (e.g., public health, economic development) to gain momentum before addressing traffic safety culture and programs.

This Committee will first conduct a walking safety audit to observe speeds, yielding, crossing behavior, truck activity, ADA barriers, and other safety issues in real time, turning local knowledge into actionable diagnostics and strategy ideas. Then they will have a series of three virtual meetings to 1) share agency perspectives, constraints, and ideas; 2) shape emphasis areas and goals; and 3) review the full report prior to adoption. The Regional Stakeholder Committee will endorse emphasis areas, goals, and the High Injury/High Risk Network prior to broader public release to demonstrate buy in and readiness for implementation.

2.4 DOCUMENTATION:

We will use the following documentation framework to capture, analyze, and incorporate public input into the CSAP.

Input capture and cataloging: We collect feedback from every meeting, workshop, open house, pop-up, survey, email, and StoryMap comment in a centralized system. Each comment is recorded with details such as date, source, location, topic, and user group, along with any photos or notes. This organized approach allows us to track every idea and connect it directly to project decisions.

Spatial tagging of comments: Location-specific feedback, such as near-misses, avoided routes, or requests for crossings, are mapped alongside crash data, speed zones, accessibility barriers, and network gaps. By visualizing community input in this way, we can clearly identify where concerns align with technical findings and where targeted improvements will have the greatest impact.

Thematic coding and synthesis: We analyze comments for recurring themes like speeding, crossings, lighting, or Safe Routes To School. By grouping and mapping these themes, we highlight the issues that matter most to different user groups and vulnerable populations. This process helps us focus the plan on the priorities that will make the biggest difference for Paonia.

Feedback to decision traceability: We maintain a clear record showing how community input influences the plan. For each major decision, we document which comments shaped gap maps, scorecards, and recommendations. This transparent process demonstrates how feedback is addressed—whether it is incorporated immediately, scheduled for future phases, or set aside with a clear rationale.

Accessibility and equity checks: At key milestones, we review engagement summaries to confirm balanced participation across the community. If we find that certain groups, such as longtime residents, youth, people with disabilities, or those who rely on walking, are underrepresented, we conduct targeted outreach to bring their perspectives into the process.

Public-facing summaries: After each engagement phase, we share summaries that explain what we heard and how it is shaping the plan. These updates are posted online and distributed at community hubs, with accessible formats available upon request. Our goal is to keep residents informed, show how their input is making a difference, and outline the next steps in the process.

TASK 2 DELIVERABLES

2.1 Public Involvement Plan

- Public Involvement Plan
- Three Engagement Work Plans

2.2 Engagement Activities

- Up to three public meetings/workshops/open houses, with ADA compliant, plain language, and multilingual materials as appropriate
- Two surveys (online and paper versions)
- Up to six pop-up events

2.3 Regional Coordination

- Committee roster and charter (roles, responsibilities, meeting cadence)
- Safety Audit summary
- Virtual Meeting materials and minutes

2.4 Documentation

- Centralized comment log
- Geocoded comment layer in GIS
- Thematic coding summaries (periodic reports identifying comments by theme)
- Record of Decision table
- Equity participation reviews
- Public-facing summaries

3. Development of the Comprehensive Safety Action Plan

3.1 IDENTIFICATION OF STRATEGIES AND PROJECTS:

To guide the development of Paonia's CSAP, the consultant team will use the Safe System approach and a clear, structured framework that moves from broad goals to specific, actionable improvements. The process begins by reviewing the High-Injury/High-Risk Network (HIN), crash patterns, and community input. They may include improving pedestrian safety and crossings, reducing speeds, strengthening bicycle network continuity, designing safer school zones, or improving accessibility. Objectives will be selected through analysis, stakeholder collaboration, and public engagement so the CSAP focuses on the highest-impact issues and reduces serious injuries and fatalities.

For each objective, the CSAP will define strategies that span all six Es: education, emergency response, engineering, enforcement, evaluation, and equity. Strategies may include targeted infrastructure upgrades and traffic calming (engineering), safety education and SRTS programming (education), coordinated response planning and post crash care improvements (emergency response), context sensitive speed management and compliance efforts (enforcement), performance measurement and before after studies (evaluation), and equitable design and outreach to prioritize underserved users and places (equity). The strategy list will be refined through the public and stakeholder engagement activities for equitable benefits and the greatest potential to reduce severe crashes.

Each strategy will be tailored to Paonia's small-town scale, street typologies, and community priorities, with a specific focus on safety and accessibility for persons with disabilities. The CSAP will describe each strategy with intended safety benefits, target users, implementation needs, cost level, responsible partners, and potential funding paths.

3.2 PRIORITIZATION:

Once the full list of strategies has been developed, the consultant team will conduct a transparent prioritization process. Each strategy and its component actions will be evaluated against clear criteria, which may include anticipated implementation timeline (near term or long term), potential to reduce crashes and improve safety outcomes, estimated cost and cost effectiveness, equity impacts with particular attention to underserved or higher risk populations and places, and competitiveness for external funding or grants. This prioritization will be documented in a screening matrix and narrative, clearly showing how each strategy was assessed and ranked. By following this framework, the Paonia SS4A CSAP will deliver a prioritized, evidence based, and community informed set of safety improvements. This directs limited resources to the most impactful strategies, prepares the CSAP for implementation, and positions Paonia well to compete for future safety funding opportunities.

To support decision making and grant readiness, the consultant team will develop concise "project cards" for prioritized items, including infrastructure improvements and policy strategies. Each card will include a location map or policy scope, problem statement tied to the High Injury/High Risk Network or documented need, proposed strategy and key design elements, expected safety outcomes and target users (including accessibility considerations), quick build versus capital pathway, planning level cost range, funding opportunities, delivery steps and partners, and evaluation metrics for before/after monitoring. The cards will use a consistent, one to two page format with visuals and a summary table to make it easy for Town staff, the Board of Trustees, and regional partners to compare, phase, and package projects for implementation and grants.

Location	Improve Safety	Community & Economic Development	Equity	Strong Candidate for external funding	Approx. Cost Range	Map Location
*3rd Ave at High St	Significant Impact	Significant Impact	Significant Impact	Strong Candidate	<100	A
3rd Ave, Main to Seward	Significant Impact	Significant Impact	Significant Impact	Strong Candidate	500-1M	B
Hwy 36, McConnell to Hwy 66	Significant Impact	Significant Impact	Significant Impact	Strong Candidate	500-1M	C
Hwy 36/Evans/2nd/Railroad	Significant Impact	Significant Impact	Significant Impact	Strong Candidate	500-1M	D
*5th Ave, Main to Broadway	Significant Impact	Significant impact	Significant Impact	Strong Candidate	>1M	E
Hwy 36/Evans/2nd/Railroad	Moderate Impact	Significant impact	Significant Impact	Strong Candidate	<100	D2
Hwy 36, Main to Eagle Canyon	Significant Impact	Significant impact	Significant Impact	Average Candidate	>1M	F
Main and Broadway, 5th to 2nd	Significant Impact	Significant impact	Moderate Impact	Average Candidate	>1M	G
*5th Ave, Main to High	Significant Impact	Moderate Impact	Moderate Impact	Average Candidate	<100	H
Hwy 36, McConnell to Hwy 66	Moderate Impact	Moderate Impact	Significant Impact	Average Candidate	<100	C2
*5th Ave at Railroad	Significant Impact	Moderate Impact	Moderate Impact	Average Candidate	<100	I
5th Ave at Evans	Moderate Impact	Moderate Impact	Moderate Impact	Average Candidate	<100	J2
5th Ave at Evans	Significant Impact	Moderate Impact	Moderate Impact	Average Candidate	>1M	J
*3rd Ave/Main/Old Main	Significant Impact	Moderate Impact	Moderate Impact	Average Candidate	>1M	K
2nd Ave at St Vrain Creek	Moderate Impact	Low Impact	Moderate Impact	Not Competitive	<100	L
Hwy 36 at St Vrain Creek	Low Impact	Significant impact	Moderate Impact	Not Competitive	500-1M	M
Hwy 36 at McConnell Dr	Moderate Impact	Low Impact	Low Impact	Not Competitive	>1M	N

* These 5 five locations have concept plans in the appendix

Note: Letter does not indicate project priority

- = demonstration project (fast, inexpensive, temporary)
- = longer-term infrastructure project

EXAMPLE OF A PRIORITIZATION MATRIX DEVELOPED BY MEAD & HUNT FOR THE TOWN OF LYONS, CO

These project cards will double as a public facing deliverable, translating complex technical recommendations into an easy-to-understand, consistent template with clear visuals, plain language summaries, and at-a-glance costs, benefits, and next steps. This makes it simpler for residents, the Board of Trustees, and partners to compare options and support implementation.

Mead & Hunt will develop concept design plans for up to 10 Paonia locations, selected in consultation with Town staff, such as downtown Grand Avenue, neighborhood connectors, school access routes, and links to Paonia Town Park and other community destinations. Concept designs will be prepared using aerial imagery with GIS topography and available right of way information, and may be at the asset level (e.g., crosswalk packages), intersection level, or corridor level. At least five concepts will be scoped as quick build/tactical implementations using paint, modular curb, and flex posts to accelerate safety benefits and test designs before larger capital investment. Concept design plans will depict footprint level impacts for any proposed roadway changes, sidewalks and shared use paths, bicycle facilities, traffic control devices, curbside management, and right of way needs, with attention to accessibility features such as ADA compliant curb ramps and accessible pedestrian signals.

3.3 BEST PRACTICES:

Paonia's CSAP will apply Complete Streets and ADA compliant design standards within a Safe System framework, using the six Es to design, operate, and maintain streets for people of all ages and abilities. Guidance will draw from FHWA Proven Safety Countermeasures and Highway Safety Manual methods, AASHTO Green Book and Bike Guide, ITE speed management and traffic calming resources, MUTCD for traffic control, PROWAG for accessible rights of way, NACTO street and bikeway guides as appropriate for a small town context, and CDOT's pedestrian, bicycle, and SRTS materials.

VALUE ADDED SCOPE

TRAFFIC CALMING

Mead & Hunt can support the Town with a traffic calming policy development and demonstration program that identifies opportunities for pilot locations to implement bump outs, protected bike lanes, road diets, and street closures.

STREET LIGHTING ASSESSMENT

Mead & Hunt can develop a lighting policy for the Town and identify appropriate lighting levels and fixture types for various transportation facilities including intersections, roadways, sidewalks, trails, and railroad crossings.



To deliver quick, visible results, the CSAP will emphasize low cost, high impact strategies proven in rural communities, including high visibility crosswalks, curb extensions with paint and flex posts, daylighting at intersections, hardened centerlines and left turn calming, speed feedback signs, leading pedestrian intervals, rectangular rapid flashing beacons (RRFBs), and road diets. Building on recent quick-build concept designs in rural places such as Lyons, Clinton, and Greenwood, the consultant team will develop a quick build toolkit to specify materials, traffic control, installation timelines, before/after data collection guidelines, and user feedback strategies, allowing Paonia to test designs, refine them with the community, and position successful pilots for capital funding.

3.4 DRAFT AND FINAL PLAN PREPARATION:

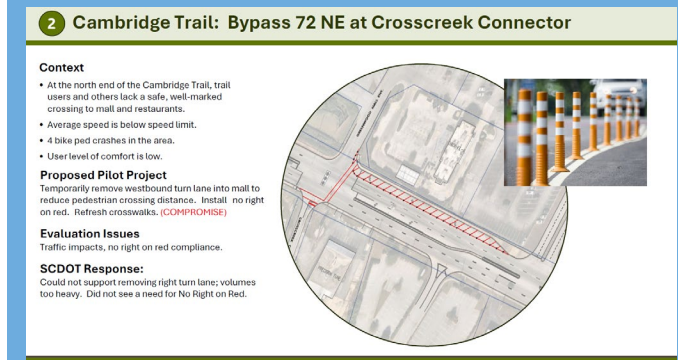
The draft Paonia CSAP will integrate existing conditions, the High-Injury/High-Risk Network, and public input into a coherent set of safety objectives and strategies organized under the Safe System approach and the six Es. It will apply Complete Streets and ADA/PROWAG standards, along with FHWA, AASHTO, ITE, MUTCD, NACTO, and CDOT guidance, to make designs accessible, feasible, and tailored to Paonia's small-town context. The draft will include a prioritized matrix of strategies and projects with concept designs for up to ten locations, cost ranges, funding pathways, implementation phases, and performance measures to track outcomes and equity.

The planning process is intentionally iterative; desktop review and data collection will be additive and refined by public input to reflect local knowledge and lived experience. Engagement will use structured tools (e.g., input capture and cataloging, spatial tagging of georeferenced comments, thematic coding and synthesis, and feedback-to-decision traceability) so community ideas can be seen in the objectives and strategy selections and prioritization. Regional stakeholders, including Delta County, CDOT, Delta County Public Schools, the Paonia Fire District, and other partners will be engaged to align priorities and leverage regional opportunities and funding.

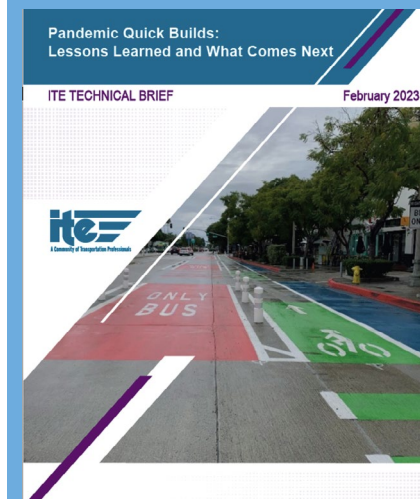
Following workshops with Town staff, stakeholders, and the public, the CSAP will be revised to incorporate comments, finalize strategies, and confirm near-term pilot packages and long-term capital projects with responsibilities, phasing, and evaluation plans. The result will be a final, adoption-ready Comprehensive Safety Action Plan suitable for consideration by the Paonia Board of Trustees and positioned for competitive implementation funding.



QUICK BUILD CONCEPTS PROPOSED BY MEAD & HUNT TO THE TOWN OF CLINTON, SC



QUICK BUILD CONCEPTS PROPOSED BY MEAD & HUNT TO THE TOWN OF GREENWOOD, SC



ITE QUICK BUILD TECHNICAL BRIEF, CO-AUTHORED BY MEAD & HUNT

TASK 3 DELIVERABLES

3.1 Identification of Strategies and Projects

- Identification of three-five Objectives
- Master list of 10-12 Strategies (infrastructure improvements and policy strategies) for each Objective

3.2 Prioritization

- Project prioritization matrix
- Planning level cost estimates for all improvements
- List of potential funding mechanisms
- Project cards for prioritized infrastructure improvements and policy strategies
- Concept design plans for up to 10 locations

3.3 Best Practices

- Best Practices Memo
- Quick Build Toolkit

3.4 Draft and Final Plan Preparation

- Draft Comprehensive Safety Action Plan (CSAP)
- Final Comprehensive Safety Action Plan (CSAP)

4. Reporting and Deliverables

4.1 PROGRESS REPORTS:

A structured reporting cadence will document milestones, engagement, and performance in compliance with SS4A requirements, using clear templates and traceable data sources.

- Monthly progress reports will summarize work completed, upcoming tasks, schedule and budget status, and risks/issues requiring direction
- Performance measurement will follow a simple, public facing model. The project team will select five–seven core metrics with baselines and annual targets (e.g., fatalities and serious injuries, percentage of HIN mileage treated, 85th percentile speed reduction on treated corridors, new/refurbished crossings serving schools and seniors, and ADA barrier resolutions) and publish a lightweight online report card updated semiannually and mirrored on the project website with short narrative context and links to underlying data
- Deliverables will be posted to the project website and transmitted to FHWA in accordance with grant conditions, formats, and deadlines. Mead & Hunt can support the Town in completing quarterly FHWA grant progress reports, including milestones, action items, and project financials. The consultant team will provide a handoff and training session so Town staff can submit post-contract materials

4.2 FINAL DELIVERABLES:

Final materials will be organized in a shared online project folder and delivered in print ready and digital formats to support adoption and implementation. Deliverables include the Comprehensive Safety Action Plan (accessible PDF and native files), GIS geodatabase with metadata and data dictionary, maps and dashboards (exported PDFs and GIS layers), Destination Scorecard template, High Injury/High Risk Network map, engagement documentation (centralized comment log, summaries, and record of decision), and implementation tools (project sheets, cost ranges, funding pathways, and performance measure report card). All products will meet accessibility standards and be provided in ADA compliant layouts, with large print versions and translations as appropriate.

4.3 COMPLIANCE:

The final CSAP will satisfy FHWA SS4A program requirements and include a documented quality-control/quality-assurance (QC/QA) check prior to submittal. Performance measures will define baselines, targets, data sources, and a public-facing report card. Lessons learned will summarize what worked, what did not, and how feedback shaped revisions. Recommendations to prevent roadway fatalities and serious injuries will specify strategies, responsible partners, funding pathways, and monitoring steps to establish measurable safety outcomes and implementation readiness. The consultant team will complete an SS4A compliance checklist, annotate each required CSAP element to plan sections and appendices, conduct internal technical reviews, and host a Town review meeting to resolve comments before finalization and FHWA delivery.



BESPOKE GRAPHIC TO INDICATE WHICH SECTIONS OF THE PAONIA CSAP SATISFY EACH OF THE SEVEN COMPONENTS OF A SUCCESSFUL SS4A ACTION PLAN

4.4 FINAL DEADLINE:

The Comprehensive Safety Action Plan will be publicly available no later than mid-January 2027 (fourteen months from Notice to Proceed anticipated mid-November 2025), and posted on the project website with print copies at community hubs, the final SS4A report will be submitted to the FHWA within thirty (30) days of publication (targeting mid-February 2027), with all supporting datasets, metadata, and engagement documentation archived in the shared project folder.

TASK 4 DELIVERABLES

4.1 Reporting and Deliverables

- Monthly Progress Reports and FHWA grant reporting
- Online Report Card and short training so it can be updated semiannually
- **FHWA grant compliance training**

4.2 Final Deliverables

- Comprehensive Safety Action Plan in both print-ready and digital formats
- All supporting materials and raw files

4.3 Compliance

- QC/QA check

4.4 Final Deadline

- Comprehensive Safety Action Plan

COMMUNITY ENGAGEMENT AND EQUITY

5

Community engagement and equity are core to how the CSAP will be built by capturing lived experience, reaching underrepresented populations, and complying with accessibility requirements while remaining practical for a small rural community context throughout the planning process.

Inclusive engagement strategy

The engagement program combines in-person, online, and field-based touchpoints to meet people where they are—including residents who do not typically participate in planning—so that insights about near misses, avoidance behaviors, and perceived risk can directly inform priorities.

Up to three public meetings or workshops will be structured as interactive open houses with paper and digital mapping to capture near-miss locations, routes people avoid, and desired connections or improvements, alongside short, plain-language prompts to reduce barriers to participation.

Two community surveys (online and paper) will gather input on problem types, destinations, and tradeoffs, with an easy-to-use mapping and comment tool for pinning concerns, uploading photos, and ranking issues for emphasis areas.

Outreach to underrepresented groups

To include voices that are often missing in rural planning, the process will conduct up to six pop-up events at community hubs such as schools, libraries, senior centers, and civic festivals like Final Friday Frolics and the Mountain Harvest Festival, expanding reach to people with limited internet access or limited time for meetings.

Targeted invitations and small-format conversations will focus on people with disabilities, older adults, youth, low-income households, and people who rely on walking, biking, mobility devices, or demand-response transit, with times and locations chosen around daily routines and mobility needs.

Community liaisons and local organizations will be enlisted to co-host short activities that fit into existing gatherings, support translation or interpretation as needed, and lower participation thresholds to improve representation.

Accessibility and ADA alignment

All public-facing materials will use plain language, large-print options, color-contrast-aware graphics, and ADA-compliant formats, with meeting spaces that are accessible and provide multiple ways to contribute (spoken, written, visual, and digital), consistent with Paonia's ongoing ADA Self-Evaluation and Transition Plan.

Virtual participation will include captioning-ready platforms and telephone call-in options, while in-person sessions will offer quiet areas, seating, and assistance for mobility device users to ensure equitable opportunity to engage.

Findings from the Town's ADA Transition Plan will be integrated into engagement prompts and mapping so that residents can validate, refine, and prioritize accessibility improvements alongside safety strategies.

Outreach for limited English proficient populations

The project team will proactively accommodate Spanish-first residents by providing all public-facing materials, surveys, notices, and web content in Spanish and complying with Title VI and related equity requirements to reach underrepresented and vulnerable populations.

For meetings and events, Spanish interpretation will be offered upon request and clearly advertised in advance, while routine accessibility will be maintained through Spanish-language outreach channels and documents so information is understandable and actionable for Spanish-speaking stakeholders.

Title VI compliance and equity advancement

The engagement plan will comply with Title VI by providing nondiscriminatory access to participation, actively addressing language, disability, and income-related barriers, and documenting outreach methods, locations, and outcomes across protected classes and vulnerable populations.

An Equity Participation Review will be conducted at key milestones to compare participant profiles with community demographics and travel-need indicators, with corrective outreach deployed if gaps are observed in participation among underrepresented groups.

All feedback will be traced to decisions through a Record of Decision table that shows how community input shaped emphasis areas, scorecards, and recommendations, or why certain requests are deferred, demonstrating transparent, equitable decision-making.

Lived experience and data integration

The project will maintain a centralized comment log capturing date, source, location, topic, and user group for each input, enabling traceability from engagement to plan recommendations and clarifying how ideas move from comments to project lists.

Location-based comments will be geocoded and mapped alongside crash data, speed zones, ADA barriers, and multimodal gaps to identify hot spots where measured conditions and lived experience intersect, which strengthens the High Injury/High Risk Network development and project prioritization.

Recurring themes such as speeding, crossings, lighting, Safe Routes To School, truck routes, and winter maintenance will be thematically coded and summarized to highlight the issues that matter most to different user groups, ensuring that solutions align with daily realities.

Engagement formats and facilitation

Interactive workshops will blend story-gathering and mapping so residents can annotate routes and nodes directly on paper basemaps and tablets, while facilitators translate narratives into spatial points and themes in real time to validate understanding.

Short activities such as dot-voting on problem types, rank-ordering small capital fixes, and walk-shed destination mapping will keep participation under ten minutes for those who cannot stay long, without sacrificing data quality.

Meeting design will incorporate clear agendas, ground rules, and next-step commitments, and materials will be posted online after each session with plain-language summaries of what was heard and what will happen next.

Regional coordination and community voice

A Regional Stakeholder Committee composed of Town staff, Delta County, CDOT, Delta County Public Schools, Paonia Fire District, law enforcement, businesses, and partners will convene first for a walking safety audit to transform local knowledge into actionable diagnostics.

The Committee will then meet virtually three times to share constraints and ideas, shape emphasis areas and goals, and review the draft CSAP prior to adoption.

Committee participants will be invited from a variety of community agencies and organizations to ensure diverse expertise and community perspectives are reflected in the discussion and prioritization.

Deliverables and documentation

Public engagement deliverables include up to three public meetings/workshops/open houses with ADA-compliant, plain-language, and multilingual materials as appropriate; two surveys in online and paper formats; and up to six pop-ups at community hubs and events.

Documentation deliverables include a centralized comment log, a geocoded comment layer in GIS, periodic thematic coding summaries, a Record of Decision table linking input to recommendations, equity participation reviews, and public-facing summaries after each phase.

These deliverables will feed directly into emphasis areas, destination scorecards, and a High Injury/High Risk Network so that recommendations target locations with high exposure and perceived risk, advancing practical, small-town solutions.

Advancing equity through implementation

Project prioritization criteria will incorporate safety benefit, equity, feasibility, and alignment with SS4A, ensuring that investments address both severe crash risk and everyday barriers faced by people with disabilities, older adults, youth, and low-income households.

By linking Title VI documentation, ADA inventories, and lived-experience maps to scoring, the CSAP will elevate projects that remove access barriers, shorten unsafe detours, and improve access to schools, services, and jobs.

Public summaries will describe how equity considerations influenced recommendations, specifying near-term actions, partnerships, and quick-build pilots appropriate for Paonia's rural context and funding environment.

Accountability and transparency

After each engagement phase, a plain-language summary will explain what was heard, how input changed the plan, and the next steps, shared online and at community hubs to keep residents informed and involved.

Participation metrics including counts, demographics where available, locations, and formats will be reported, along with any corrective outreach taken to improve representation, affirming a continuous improvement cycle in engagement.

All materials, summaries, and maps will be archived and publicly available with clear contact information for follow-up, supporting trust and continuity from planning through implementation.



COMMUNITY ENGAGEMENT EVENT ORGANIZED BY MEAD & HUNT FOR GLENWOOD SPRINGS, CO

QUALITY ASSURANCE AND COMPLIANCE



Project Management

Mead & Hunt has established in-house management techniques and practices that are implemented on all projects to maintain control over budgets, schedules, and quality of the deliverables. The management process starts with the preparation of the Project Management Plan (PMP). This document will be prepared and maintained by our Project Manager, and contains essential project information on budget, schedule, communication protocol, required project design standards, documentation standards and procedures, and other critical items of the contract. It is a dynamic document that establishes the "code of conduct" for the contract. The PMP sets forth the specific procedures and forms to be used in the management of the project.

Our Project Manager will also be responsible for implementing Mead & Hunt's **Quality Management Plan (QMP)** to see that our analysis and calculations are correct, graphics are accurate and readable, and reports are free of typos and grammatically correct. She will designate internal reviewers for major project deliverables and will cross-check analysis, graphics, reports and plans for consistency.

Mead & Hunt incorporates the following procedures into our QMP:

- **Independent Technical Review:** This procedure is required before submitting each deliverable and applies to checking reports, plans, design calculations, quantity calculations, cost estimates, special provisions, and exhibits. The Independent Technical Reviewer will be completely independent from production work to increase consistency and overall quality
- **Discipline QC Check:** Designed to verify the following:
 - » Conformance to the deliverables design criteria
 - » Accuracy of inputs, outputs, assumptions, and conclusions
 - » Deliverable meets the required level of completeness
 - » CADD standards and style requirements are satisfied
- **Editorial Review:** For each milestone deliverable, we will perform an editorial review to for formatting, grammar, punctuation, ADA accessibility, and legibility
- **Comment Resolution:** Comments may be received in writing or verbally from Town or stakeholders. A standard procedure will be used to reply to each comment received. Point-by-point responses will be prepared to address all comments appropriately. This process is repeated until the product meets quality standards

COMPLIANCE QC

Mead & Hunt will be fully compliant with FHWA SS4A requirements, PROWAG/ADA standards, and Title VI regulations, embedding these principles into every stage of project planning and execution.

Management of Subconsultants: As needed, our Project Manager will be responsible to manage our subconsultant. We will meet with them regularly, identify clear scopes and responsibilities, set the schedule and monitor their quality and timeliness. We are responsible to see that they deliver quality work seamlessly.

Mead & Hunt also shoulders the responsibility of the quality of the deliverables from our subconsultants. At the beginning of each project we inform our subconsultants their responsibility to provide a high-quality product and their duty to follow our QA/QC process. Deliverables from a subconsultant go through comprehensive review by Mead & Hunt staff. If revisions are necessary, the deliverable is sent back to the subconsultant for modifications until the product meets Mead & Hunt standards.

As demonstrated above and throughout our proposal, Mead & Hunt goes to great lengths to produce error-free reports and submit plans well before any project is let for construction. We achieve this through the following methods:

- Providing consistent and open lines of communication with our clients through bi-weekly/monthly progress reports and meetings
- Conducting weekly check-ins with our in-house designers and subconsultants (as pertinent) to make sure we are on schedule and within budget, as well as discussing any issues and quickly finding the solutions
- Utilizing a QA/QC process that extends to every member of our team and is enacted before each deliverable milestone
- Developing a QMP that includes an Independent Technical Reviewer to make sure the plans are reviewed with a "fresh set of eyes". This senior technical expert will be completely independent from any aspects of the project's analysis or design.

Cost Control: It is important when working with multi-disciplined teams that discrete tasks are clearly defined and quantified. Project hours and budgets will be monitored using Mead & Hunt's in-house project management and accounting software, Deltek Vision. Monthly billings will be prepared and submitted to the Town in an approved format accompanied by a Progress Report showing the value of each task item and the estimated percent complete.

Schedule Control: Our Project Manager will maintain a spreadsheet schedule for the project and organize and provide the staffing and technical resources required to meet all assignment schedules. We assure this through:

- Preparation of task assignment scopes of work, man-hour estimates, schedules for completion, and deliverables,
- Establishment of clear milestone dates
- Regular coordination with the Town at milestone deliverables, decision-points, and as requested; to discuss current, new, and future task assignments, and to obtain all available project information
- Directing all Mead & Hunt staff to follow appropriate standards, specifications, methods, and procedures are followed
- Managing project schedule and budget compliance, assignment of appropriate staff, and adherence to the QA/QC program

SCHEDULE AND AVAILABILITY



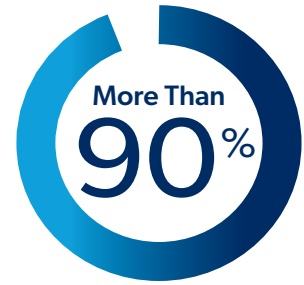
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REFERENCES

8

At Mead & Hunt, we take immense pride in the partnerships we've built with our municipal clients. These relationships are more than just professional connections, they're the foundation of every successful project we undertake. We believe that collaboration, trust, and shared goals are essential to delivering meaningful results for the communities we serve.

The references listed below reflect not only the quality of our work, but also the strength of the partnerships we've cultivated. Each one represents a project where close coordination and mutual respect helped drive impactful outcomes. We hope these examples demonstrate our commitment to working hand-in-hand with our clients to create safer, more connected communities.



Repeat Clients

■ **Town of Lyons, CO**

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■ **City of Gunnison, CO**

Anton Sinkewich AICP LEED AP
Community Development Director
201 W. Virginia Ave.
Gunnison, CO 81230
970 641 8152
asinkewich@gunnisonco.gov

■ **Town of Dillon, CO**

Dan Burroughs, P.E.
Town Engineer
275 Lake Dillon Drive
Dillon, CO 80435
970 418-2544
dburroughs@townofdillon.com

OTHER REQUIRED INFORMATION

9

Mead & Hunt is proud to support communities nationwide through the Safe Streets for All program. The following links showcase Action Plans we've developed for various agencies, reflecting our commitment to safety, technical excellence, and tailored solutions. These examples highlight our experience in guiding communities from planning through implementation.

TOWN OF LYONS, CO SAFE STREETS FOR ALL ACTION PLAN

https://www.townoflyons.com/DocumentCenter/View/2957/LyonsCOVisionZeroActionPlan_final?bidId=



Lyons Safe Streets for All Action Plan Objectives

Through data analysis and public engagement, five emphasis areas were identified. These align with the USDOT requirement for Safe Streets Action Plans to incorporate comprehensive strategies informed by data, best practices, and stakeholder input.

The five emphasis areas are:

- Objective A: Reduce Speeding
- Objective B: Improve Bicycle Safety
- Objective C: Improve Pedestrian Safety
- Objective D: Improve Intersection Safety
- Objective E: Improve School Zone Safety



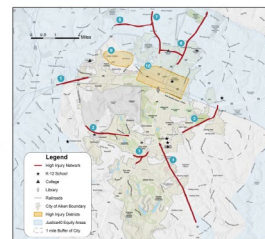
CITY OF AIKEN, SC SAFE STREETS FOR ALL ACTION PLAN

<https://edoc.cityofaikensc.gov/WebLink/ElectronicFile.aspx?docid=2921448&dbid=0&repo=City-of-Aiken-LF>



Focusing on Areas of High Risk for Serious Injuries and Fatalities

In the past five years, approximately 51% of all injury/fatal crashes in Aiken occurred on just under 3% of all miles of roadway.



ID	Route/Location	Total Crashes	Fatal Crashes	Major Injury Crashes	Minor Injury Crashes	Total Crashes
1	Johnston Drive Highway 101 S	3	5	45	3	752
2	Wilkinson Road (SC 101)	2	5	90	2	4,61
3	State Road 101 Highway 101 S	2	2	41	2	4,5
4	Wilkinson Road (SC 101)	4	1	51	2	4,47
5	State Road 101 Highway 101 S	2	5	90	2	4,56
6	State Road 101 Highway 101 S	6	3	51	9	5,95
7	State Road 101 Highway 101 S	4	3	53	2	4,42
8	State Road 101 Highway 101 S	3	2	11	0	3,11
9	State Road 101 Highway 101 S	3	0	27	3	N/A
10	State Road 101 Highway 101 S	1	6	174	6	N/A

Common engineering tools recommended

- Reducing the speed limit, installing speed feedback devices, and targeting speed enforcement
- Adopting a Traffic Calming policy

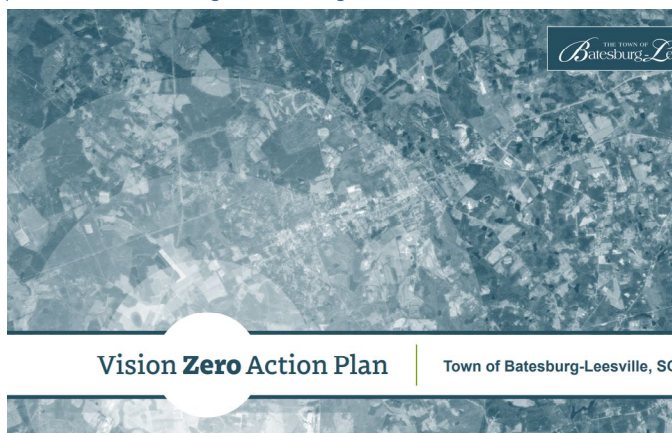
Working together, the City of Aiken and South Carolina Department of Transportation can also use policy and non-engineering tools to advance safety efforts along the High Injury Network, such as:

- Creating stronger land use controls to better define access and prohibit unsafe turns
- Safety education programs at elementary schools, middle schools, and high schools in the corridor

ACTION
Aiken adopts this High Injury Network and will work with SCOTD, Aiken County, and other partners to focus proven safety countermeasures along the corridors.

THE TOWN OF BATESBURG-LEESVILLE, SC VISION ZERO ACTION PLAN

<https://www.batesburg-leesville.org/media/8566>



Our Roadway Safety Challenge

Addressing safety challenges on rural roads is difficult.

According to the National Center for Rural Road Safety (NCRS), rural roads are often underfunded and lack the resources to address safety challenges. Both challenges are present in Batesburg-Leesville, as are two other factors: the number of rural roads and fatalities is low, and these challenges often occur outside municipal limits. As a result, it is difficult to get the attention of decision makers and the resources to address road safety because responsibility is addressed in its entirety.

These are Our People!

On paper, there has been only one fatality in Batesburg-Leesville in the past five years, but we know that at least seven fatalities have occurred within a three-mile radius. While the number of fatalities and injuries within town limits is small compared to bigger towns and states, the impact is felt hard in a small town where everybody knows everybody.

Take for example the tragic death of Nicholas Brown and Robert Gillespie, both of Leesville, in separate crashes. Just after midnight on May 27, 2021, Mr. Brown's GMC Yukon drove through the intersection of Leesville Road and Highway 101, struck an oncoming vehicle, and hit a tree. He was transported to the hospital (approximately 25 miles away) and died from his injuries.

There were many contributing factors to Mr. Brown's and Mr. Gillespie's deaths. One was

speeding and not wearing a seat belt; there was no guardrail protecting the curve at the intersection; access to emergency medical care was nearly 30 minutes from Mr. Gillespie's last known location; and neither was reflected in data describing roadway safety in the community.

Although described as "rural" by NCRS and outside of our official boundaries, their deaths are no less tragic to the closely knit small town. Therefore, Batesburg-Leesville has taken the initiative to research and develop the Vision Zero Action Plan so that we can reduce the risk of further tragedies in Batesburg-Leesville and nearby.

Reducing the Risk

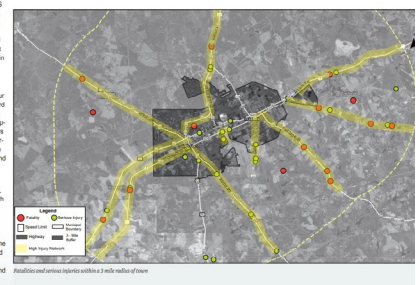
Crashes reflect the risky conditions that occur on rural roads: low lighting levels make it hard to see upcoming curves, aggressive drivers who do not reduce vehicle speeds as they approach towns or within the town where drivers may perceive low risk of encountering vulnerable road users, faded signs that do not give adequate warning, and missing sidewalks and crosswalks that expose vulnerable roadway users to speeding cars.

We may not be able to prevent every crash, but we can mitigate the severity of them with low-cost improvements like rumble strips, signage, and guardrails.

We want to build out the sidewalk network along our main streets, then we will build one significant connection to each neighborhood in Batesburg-Leesville. This will give every resident a safe walk to school, shopping, and recreation whether or not they live in a car

"Even though the roads might not be 'ours,' the people who drive, walk and bicycle on them are our family, our workers, and visitors to our town."

Community resident at public meeting noting that SCOTD owns most roads, not the town.





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/25/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Holmes Murphy & Associates 2727 Grand Prairie Pkwy Waukegan IA 50263		CONTACT NAME: Morgan Ebel PHONE (A/C, No, Ext): 612-349-2438 FAX (A/C, No): E-MAIL ADDRESS: MEbel@holmesmurphy.com		
INSURED Mead & Hunt, Inc. 2440 Deming Way Middleton, WI 53562		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A : XL Specialty Insurance		37885
		INSURER B : Zurich American Insurance Company		16535
		INSURER C : American Guarantee & Liability Ins. Co.		26247
		INSURER D :		
		INSURER E :		
		INSURER F :		

COVERAGES

CERTIFICATE NUMBER: 641632695

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☐ Cont Liab Per ☒ Policy Form/XCU GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☒ LOC OTHER:			GLO138723203	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
B	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY			BAP138723103	7/1/2025	7/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 0			AUC095226003	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC138723303	7/1/2025	7/1/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability (Claims-Made)			DPR5045237	7/1/2025	7/1/2026	Per Claim: \$10,000,000 Per Aggregate: \$10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Proof of Insurance

CERTIFICATE HOLDER

CANCELLATION

Master Certificate	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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ATTACHMENT B CHANGES FROM APPLICATION

Describe all material differences between the scope, schedule, and budget described in the application and the scope, schedule, and budget described in Article 3. The purpose of Attachment B is to document any differences clearly and accurately in scope, schedule, and budget to establish the parties' knowledge and acceptance of those differences. See Article 11 for the Statement of Work, Schedule, and Budget Changes. If there are no changes, please insert "N/A" after "Scope," "Schedule," or "Budget." If there are changes to the budget, please complete the table below. Otherwise, leave the table below blank.

Scope: N/A

Schedule: The Period of Performance and milestone schedule in this agreement differ from the Proposed Project Start Date (09/01/2024) and End Date (08/30/2025) submitted with the SF-424 among the application materials. The period of performance has been extended as we have reconsidered the length of time to procure a consultant and fully complete the project. The end date is now expected to be 6/8/27.

Budget: N/A

The table below provides a summary comparison of the project budget. ****No Changes****

Fund Source	Application		Section 3.3	
	\$	%	\$	%
Previously Incurred Costs (Non-Eligible Project Costs)				
Federal Funds				
Non-Federal Funds				
Total Previously Incurred Costs				
Future Eligible Project Costs				
SS4AFunds				
Other Federal Funds				
Non-Federal Funds				
Total Future Eligible Project Costs				
Total Project Costs				

ATTACHMENT E LABOR AND WORK

1. Efforts to Support Good-Paying Jobs and Strong Labor Standards

The Recipient states that rows marked with “X” in the following table are accurate:

	The Recipient or a project partner promotes robust job creation by supporting good-paying jobs directly related to the project with free and fair choice to join a union. <i>(Describe robust job creation and identify the good-paying jobs in the supporting narrative below.)</i>
	The Recipient or a project partner will invest in high-quality workforce training programs such as registered apprenticeship programs to recruit, train, and retain skilled workers, and implement policies such as targeted hiring preferences. <i>(Describe the training programs in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with high-quality workforce development programs with supportive services to help train, place, and retain workers in good-paying jobs or registered apprenticeships including through the use of local and economic hiring preferences, linkage agreements with workforce programs, and proactive plans to prevent harassment. <i>(Describe the supportive services provided to trainees and employees, preferences, and policies in the supporting narrative below.)</i>
	The Recipient or a project partner will partner and engage with local unions or other worker-based organizations in the development and lifecycle of the project, including through evidence of project labor agreements and/or community benefit agreements. <i>(Describe the partnership or engagement with unions and/or other worker-based organizations and agreements in the supporting narrative below.)</i>
x	The Recipient or a project partner will partner with communities or community groups to develop workforce strategies. <i>(Describe the partnership and workforce strategies in the supporting narrative below.)</i>
	The Recipient or a project partner has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. <i>(Describe those actions in the supporting narrative below.)</i>
	The Recipient or a project partner has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the Project, will take relevant actions described in schedule B. <i>(Identify the relevant actions from schedule B in the supporting narrative below.)</i>
	The Recipient or a project partner has not taken actions related to the Project to improve good-paying jobs and strong labor standards and will not take those actions under this award.

2. Supporting Narrative.

As part of the 2025 budgeting process, the Town has completed a salary and wage study. To stay competitive and retain employees, the Town has increased salaries to meet or exceed averages in our region. As a condition of raising the 2020 Moratorium on new water taps, the Town must continue to increase its staffing levels to meet the demands of the services delivered to water customers. The

Town will continue to remain competitive within the region and will endeavor to become competitive within the industry. The Town does not currently recognize an employee union nor have employees desired to unionize. However, the Town would recognize a union should that be the desire of employees.

Mead & Hunt Workforce Statement

****Mead & Hunt will work with community volunteers to build technical and trade skills related to transportation safety education operations and enforcement that may translate into professional paid opportunities within the industry.****

ATTACHMENT F
CRITICAL SECURITY INFRASTRUCTURE AND RESILIENCE

1. Efforts to strengthen the Security and Resilience of Critical Infrastructure against both Physical and Cyber Threats.

The Recipient states that rows marked with “X” in the following table are accurate:

x	The Recipient demonstrates, prior to the signing of this agreement, effort to consider and address physical and cyber security risks relevant to the transportation mode and type and scale of the activities.
x	The Recipient appropriately considered and addressed physical and cyber security and resilience in the planning, design and oversight of the project, as determined by the Department and the Department of Homeland Security.
x	The Recipient complies with 2 CFR 200.216 and the prohibition on certain telecommunications and video surveillance services or equipment.

2. Supporting Narrative.

N/A Grant does not include funding for the purchase of Information Technology and/or Operational Technology.

October 22, 2025



Town of Paonia

RFQ 2025-07 SAFE STREETS FOR ALL CONSULTANT

Presented By



1526 Cole Boulevard, Suite 370
Lakewood, CO 80401
720.768.6385
www.djanda.com

October 22, 2025

Stefen Wynn, M.P.A.
Town of Paonia
214 Grand Avenue
Paonia, CO 81428

Re: Request for Qualifications – Safe Streets for All Consultant

Dear Mr. Wynn:

DJ&A is pleased to submit this proposal to prepare the Safe Streets for All Plan on behalf of the Town of Paonia. We have a strong interest in working on this project and having the opportunity to continue our mission-driven work in traffic safety and transportation planning. Our Colorado-based transportation planning team offers a strong track record working on projects involving traffic safety, ADA-accessibility, complete streets, and multimodal mobility in rural and mountain communities. We are excited to have an opportunity to improve safety and quality of life for residents and visitors in Paonia.

Our proposed approach is focused on understanding the local traffic environment in Paonia, analyzing recent crash data to identify the patterns and issues, and using our team's extensive knowledge in traffic safety, traffic operations analysis, and transportation design to develop effective and implementable recommendations. We will produce these in strict compliance with U.S. Department of Transportation requirements for SS4A Action Plans.

DJ&A possesses extensive, directly relevant project experience in analyzing conditions related to traffic safety and designing improvements and strategies to address traffic safety concerns in rural locations that experience significant amounts of visitors and recreational traffic. DJ&A has worked with federal agencies, including FHWA, the National Park Service, and the US Forest Service, for more than 50 years, completing hundreds of projects related to improving traffic safety along rural roadways.

Our approach emphasizes the application of data-driven methodologies to evaluate the causes behind crashes. We will analyze recent crash data to pinpoint underlying patterns, identify key issues, and understand the contributing factors to all types of traffic collisions in Paonia. Leveraging our team's extensive knowledge in traffic safety and operations analysis and design, we will develop effective, implementable recommendations that not only address immediate concerns but also contribute to long-term safety improvements.

We also recognize that stakeholder collaboration and community engagement are essential components in the development of the Safety Plan. Our team brings extensive experience working with agency stakeholders, including federal, state, local, and emergency management agencies, to develop consensus on complex transportation planning and traffic safety projects. We excel at collaboration and engagement with key stakeholders and look forward to leading this effort for Paonia.

Our approach to community engagement is inclusive and creative, and we strive to identify ways to engage with the broader community in each transportation planning project we lead. We utilize strategies including pop-up events, social media ads, online surveys, and flyers and table tents to raise awareness about our projects and talk to as many local community members as possible. This helps to ensure that our planning

efforts promote equity, reflect the values of the communities where we work, and address the mobility and traffic safety needs and challenges that community members face on a day-to-day basis.

DJ&A offers Paonia the benefit of our extensive experience working in nearby Colorado mountain communities on traffic safety and transportation planning projects. We are currently working in Lake County to evaluate pedestrian safety improvements in three critical locations around Leadville and in Snowmass Village, first to develop a connectivity plan, and now to complete design for a range of foundational pedestrian connectivity and safety improvements.

DJ&A's Lakewood, CO will manage this project. All key staff identified in our proposal are assigned to the Lakewood office. I will serve as DJ&A's primary contact during the proposal review stage and would serve as Project Manager if selected. I can be reached by email (bill.delo@djanda.com), phone (949.293.0676).

My experience as a Senior Transportation Planner with over 26 years of experience in traffic safety analysis, multimodal transportation planning, and transportation design makes me well-suited to lead this project effort. Further, I am either currently or recently involved in the preparation of three rural SS4A Safety Action Plans in Montana, as well as serving as the project manager for the Lake County and Snowmass Village projects highlighted above.

Thank you for the opportunity to present DJ&A's qualifications and approach for this project.

Sincerely,



Bill Delo, AICP
Senior Project Manager

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant **Town of Paonia, Colorado**

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

 Cover Letter	Introduce the firm, identify the principal contact person, and state the office location managing the project.
 Completed Checklist	Attach this Proposer Submission Checklist (Attachment A).
 Firm Qualifications and Experience	Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities.
 Project Team	Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability.
 Project Understanding and Approach	Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development.
 Community Engagement and Equity Approach	Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities.
 Quality Assurance and Compliance	Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations.
 Schedule and Availability	Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 .
 References	Provide at least three (3) client references from the past five years with contact information.
 Proof of Insurance	Submit documentation meeting minimum Town and FHWA requirements.
 Other Required Information	Include any additional information deemed relevant by the proposer.
 Electronic Submission	Submit as a single PDF, titled: <i>"RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]"</i> .
 Deadline Confirmation	Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com .

Firm Qualifications and Experience

Firm Profile



DJ&A is a dynamic multidisciplinary professional services firm with a 50-year history of quality service for public agencies. Today, we operate seven offices in six states and a staff of over 180 professionals. With an expanding local presence in Lakewood, we have a strong track record of helping Western Colorado communities improve transportation connectivity and safety.

With about 80% of our work serving public agencies, DJ&A has developed workflows and project management practices that are directly suited to the unique requirements of public sector clients. DJ&A was founded over 50 years ago by public-sector transportation engineers and surveyors. Since then, we have been providing transportation engineering and planning services for municipalities, states and federal agencies across the Mountain West. Today, nearly half of DJ&A's work consists of transportation planning and design services for municipalities, DOTs, the Federal Highway Administration, and other public agencies.

DJ&A brings significant experience working in nearby Colorado mountain communities, providing strong and relevant knowledge and lessons learned that can be applied to this project. DJ&A's key qualifications include:

- Transportation Planning in Western Colorado Communities – DJ&A is actively working with communities across Western Colorado to improve transportation safety and mobility. Our project qualifications, starting on the next page, highlight this relevant experience.
- Recent SS4A Work Efforts – DJ&A has worked with a range of communities to prepare transportation safety plans and to design traffic safety improvements. Relevant examples include our recently completed Confederated Salish & Kootenai Tribes SS4A Plan in the Flathead Reservation, MT and ongoing Belgrade, MT SS4A Plan. DJ&A also brings a host of other relevant traffic safety project experience such as the horizontal curve safety study and design effort for La Center, WA.
- Community Engagement – We recognize that meaningful community engagement is an essential component to transportation planning. Our team brings a strong track record of creating and implementing effective and creative community engagement efforts. Our example projects highlight this experience in Colorado mountain communities, including in neighboring Lake County and Pitkin County.
- Rural Roadway Experience – In addition to DJ&A's recent and highly relevant work in Colorado Mountain Communities, we also bring extensive experience in the planning and design of rural roadways, building on the firm's 50+ history of working with the US Forest Service, the National Park Service, and the Federal Highway Administration. Our lead

transportation engineer for this project, brings more than a decade of experience working with FHWA's Central Federal Lands Division, including numerous projects in Colorado.

Project Examples

CSKT Safe Streets for All Safety Action Plan (Lake County, MT)

Client: Confederated Salish and Kootenai Tribes (CSKT), MT

✓ Safe Streets for All Plan

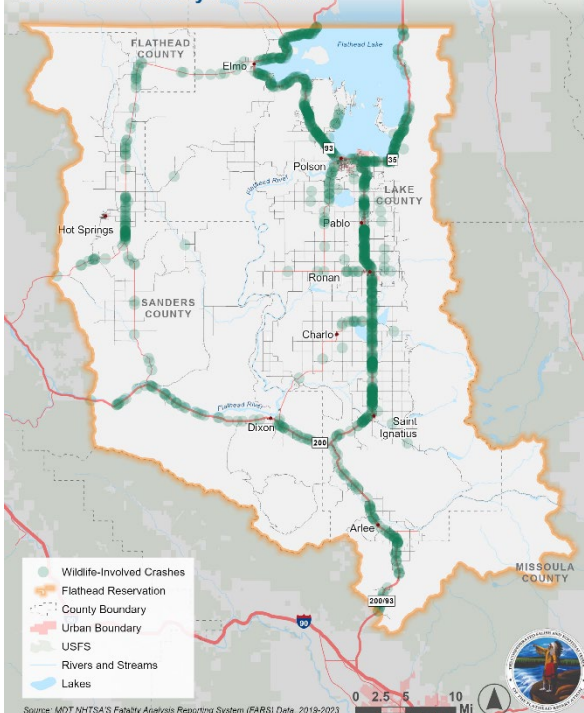
DJ&A recently completed a Safe Streets and Roads for All (SS4A) Safety Action Plan for the Confederated Salish & Kootenai Tribes in the Flathead Reservation in Montana. The Reservation's size (over 1.2 million acres) means many residents must drive as the primary form of travel, while facing numerous traffic safety challenges. Increasing traffic volumes on major highways, wildlife collisions, and winter weather conditions all contribute to high collision rates and safety concerns. DJ&A led preparation of a data-driven, actionable, and fundable plan that prioritizes projects and activities that would significantly improve safety for all roadway users, with an emphasis on reducing vehicle-wildlife collisions and roadway-departure crashes.

DJ&A implemented an innovative point density analysis, a critical step in developing the High-Injury Network (HIN). The HIN considers pedestrian- and bicyclist-involved collisions, speeding, collisions with wildlife, roadway geometry and curves, and other critical collision factors to get at the root of each problem location and establish actionable solutions proven to reduce fatal and serious injuries. One-third of the reported crashes (991 of 3,406 crashes within the last 5 years on record) in the Flathead Reservation are vehicle-wildlife collisions, highlighting the need for countermeasures to reduce conflicts and speed, and improve safety. The plan identifies locations for consideration of future wildlife grade crossings and wildlife fencing along major corridors to reduce the number of these collisions. DJ&A worked closely with the Montana Department of Transportation to align with current efforts, while also recommending specific countermeasures proven to reduce wildlife collisions in the region.

✓ Wildlife Collision Mitigation

Wildlife-Involved Crashes (2019-2023)

CSKT SS4A Safety Action Plan



US 24 Lake County Gateways (Leadville, Colorado)

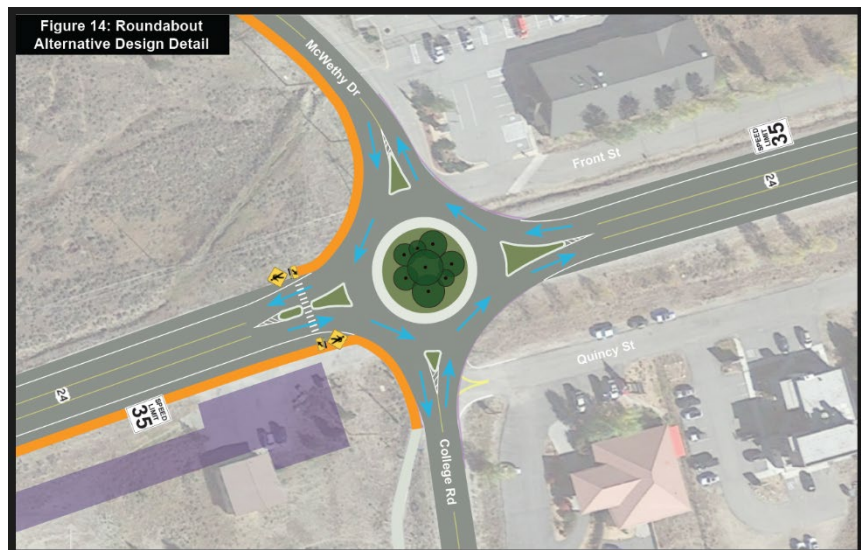
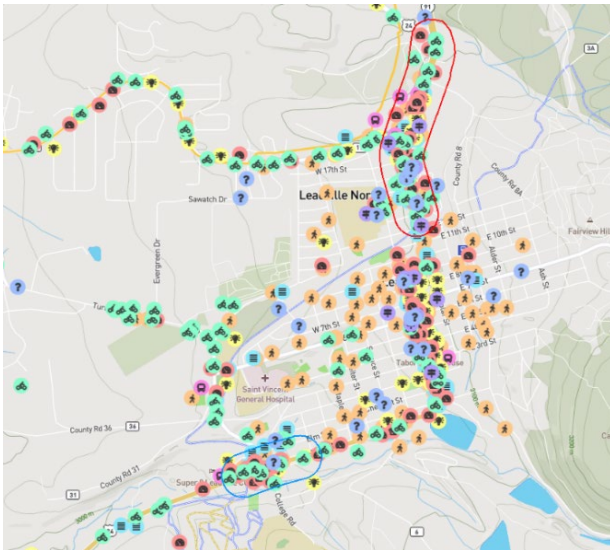
Client: Lake County, CO

✓ Traffic Safety Improvements ✓ Colorado Mountain Experience
✓ CDOT Coordination

DJ&A evaluated solutions to improve pedestrian, multimodal, and vehicle safety and connectivity while reducing traffic impacts at three high-risk locations along US 24 within and around Leadville, CO. The project involves preliminary planning and design for areas with significant current and projected pedestrian and cyclist crossings. The project also assesses the feasibility of a truck bypass route to reduce truck traffic through Downtown Leadville.

With the three project focus areas located along US 24, the project includes close coordination with CDOT to ensure that proposed solutions align with CDOT design standards. The plan documents existing conditions, evaluate alternatives, and develop design concepts supported by an environmental assessment.

To ensure broad community input, DJ&A led a comprehensive bilingual engagement campaign, receiving input from over 10% of Leadville's population. The community engagement campaign included participation in community open houses, as well as an online survey that was advertised through social media advertising, restaurant and commercial business table tents, pop-up events, and collaboration with local schools.



Belgrade Safe Streets for All Plan (Gallatin County, MT)

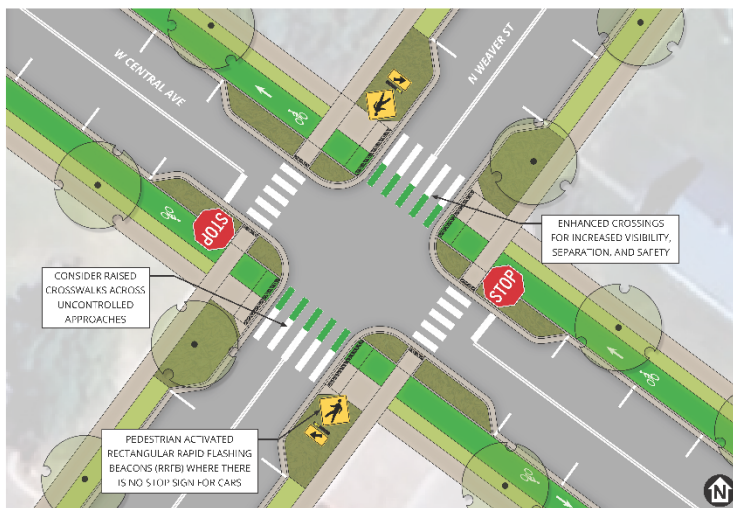
Client: City of Belgrade, MT

✓ Safe Streets for All Plan

✓ State DOT Coordination

With a trusted partner, DJ&A is currently working on the development of a comprehensive Safety Action Plan for the City of Belgrade, covering both the City Limits and the broader Belgrade Planning Area. This initiative aligns with the U.S. Department of Transportation's Safe Streets and Roads for All program and follows its eight-element planning framework. The plan focuses on enhancing the safety, resilience, and operations of the local transportation network, with the goal of eliminating serious injuries and fatalities for all users. The project builds upon and integrates existing City of Belgrade transportation and downtown plans, while coordinating with ongoing efforts such as the City's Master Plan. DJ&A is leading the conceptual design effort for proposed safety projects and supporting community engagement efforts. An example of a concept design developed by DJ&A and presented as a community engagement board is highlighted below.

Downtown Belgrade Typical Intersection Safety Improvements Concept



Not to Scale



Safety Features

- **Shortened Crossing Distance:** Bulb-outs extend the sidewalk into the street, reducing the distance pedestrians need to cross, which minimizes the time pedestrians are exposed to traffic.
- **Increased Visibility:** Bulb-outs make pedestrians more visible to drivers, especially at intersections. This helps drivers see pedestrians earlier and more clearly.
- **Slower Vehicle Speeds:** Bulb-outs narrow the roadway at intersections, resulting in drivers slowing down when they turn.
- **Prevention of Illegal Parking:** Bulb-outs prevent vehicles from parking too close to intersections, which can obstruct sight lines for both drivers and pedestrians.
- **Additional Pedestrian Space:** Bulb-outs provide extra space for pedestrians to wait before crossing, which can be used for street furnishings, plantings, or other amenities.
- **Improved Traffic Flow:** By reducing the crossing distance, bulb-outs allow pedestrians to cross more quickly, which can help maintain smoother traffic flow.
- **Traffic Calming:** Additional street furniture, planter boxes, decorative lamp posts, etc., can encourage safer, more responsible driving, resulting in lower vehicle speeds.



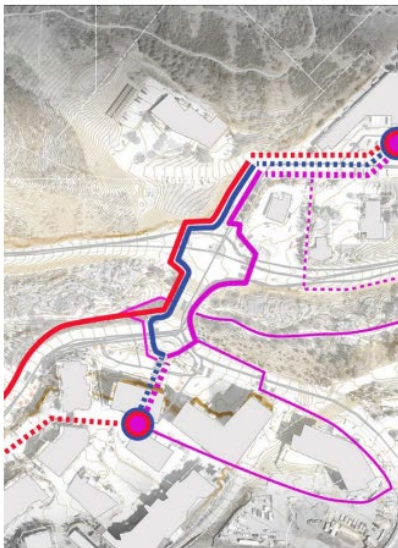
Connecting Village Nodes (Snowmass Village, CO)

Client: Town of Snowmass Village

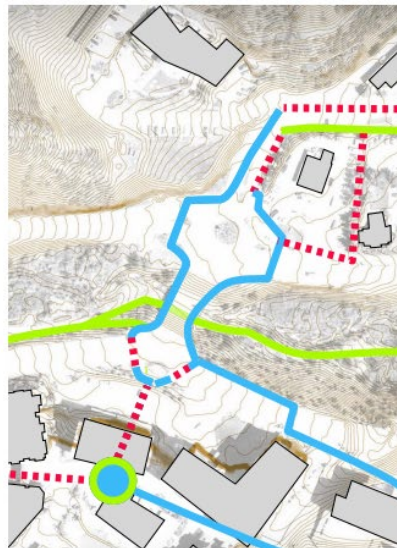
✓ Traffic Safety Improvements

✓ Colorado Mountain Experience

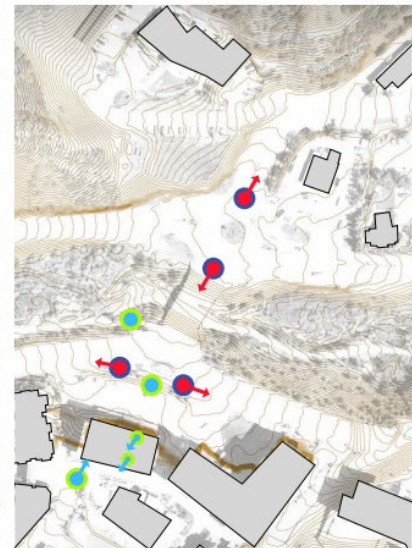
DJ&A led the Connecting Village Nodes Study to improve multimodal connectivity between two key mobility hubs in Snowmass Center and the Base Village. These two access points serve transit users, drivers, pedestrians, and cyclists. These connections are challenged by elevation changes, multiple street crossings, and a lack of wayfinding. The project included a review of existing conditions, stakeholder engagement, a feasibility study, an alternatives analysis, and a conceptual engineering review. DJ&A developed two levels of improvements to connectivity as part of the planning process. The Foundational Improvements identified street-level improvements to sidewalks, street crossings, and wayfinding to address near-term connectivity needs. The Grand Investments included strategies like a pedestrian bridge, gondola, and new outdoor escalators to address elevation challenges over the long-term. Following completion of the original scope, a wayfinding signage plan was developed under a new task order to improve user orientation and strengthen multimodal connection between the nodes. DJ&A is also leading an ongoing Foundational Improvement design effort.



USER TYPES



USER MODES & CONFLICT AREAS



WAYFINDING & LINE-OF-SIGHT

Erie Pkwy & County Line Rd Protected Intersection Feasibility Study (Erie, CO)

Client: Town of Erie

✓ Traffic Safety Analysis

✓ Concept Design for Safety Recommendations

DJ&A prepared a feasibility study for protected multimodal improvements at the intersection of Erie Parkway and County Line Road, one of the busiest intersections in Erie. This intersection is also intended to connect the community center, town park, and town hall with future walkable residential and commercial development. DJ&A recommended innovative protected intersection features that align with specific Town objectives and maintenance standards to ensure that pedestrians and bicyclists of all ages and abilities are prioritized. This intersection is a proactive approach to enhance traffic safety for a connected multimodal community.

DJ&A recommended near- and long-term strategies considering costs and available right-of-way. Near-term improvements include pin-down curbs to reduce vehicle turning radii, yield to pedestrian signs for enhanced driver awareness, speed humps where right turns intersect with crosswalks, and new signal phasing to institute protected left turns. Long-term improvements include a concept for a fully protected multimodal intersection that would create pedestrian and bicycle refuge islands, reduce crossing distances, and enhance connectivity for pedestrians and cyclists to Erie Town Center.



Capital Improvements and On-Call Services (Silverthorne, CO)

Client: Town of Silverthorne

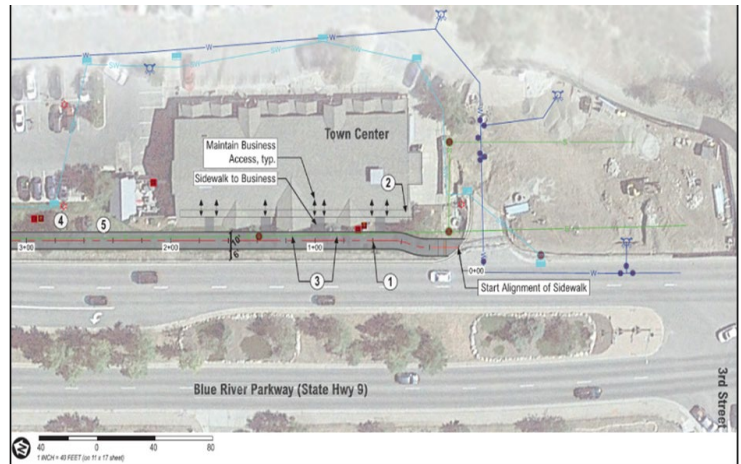
✓ Pedestrian & Traffic Safety Improvements

✓ Colorado Mountain Experience

DJ&A's on-call contract and partnership with the Town of Silverthorne reflects a shared commitment to improving the community through thoughtful, high-quality engineering solutions. Over the past year, we've worked closely with the Town to deliver key projects, such as the construction of Adams Avenue and Trent Park, where we managed contractors and budgets while ensuring everything ran smoothly and stayed on track during construction.

The State Highway 9 Sidewalks design gave us the chance to help make Silverthorne a more pedestrian-friendly place, designing sidewalks and ADA-accessible pathways that fit seamlessly with the town's needs.

Based on DJ&A's successful delivery of these two projects, the Town of Silverthorne awarded DJ&A an on-call contract to continue serving the Town's engineering needs over the next year. This on-call contract allows DJ&A to be responsive to the Town's needs, whether it's transportation design, civil engineering, or reviewing documents. Acting as an extension of Silverthorne's staff, we're able to offer a full range of services, staying flexible and responsive as new challenges arise. This partnership, built on trust and open communication, has helped us develop a deep connection with the Town, and we're proud to be a part of Silverthorne's growth and future.



Horizontal Curve Warning Signs and Roadway Departure Safety Improvements (La Center, WA)

Client: City of La Center

✓ Mitigate Roadway Departure Risks

✓ Evaluate Effective Traffic Safety Measures

DJ&A is leading the assessment and design of roadway safety improvements in La Center, Washington. This includes a horizontal curve and systemic roadway corridor safety analysis for five road segments and 20 curves. The project involves analysis of the City safety plan and collision history, review of the routes, compilation of curve data, field data collection, speed limit analysis, geometry, site distance, clear zone assessment, pavement conditions, striping, and signing.

At each curve location, DJ&A analyzed collision history to identify contributing factors, which included vehicle speeds, roadway width, poor visibility, and weather conditions. Based on this analysis, appropriate safety treatments we identified in each location. Treatments included new signage, pavement treatments to improve traction, new guardrail, and speed feedback signs to address specific safety-related issues at each location. This project was federally funded and designed to meet WSDOT local agency requirements.



Intelligent Transportation Systems Improvements for Visitor Safety (Crater Lake National Park, OR)

Client: National Park Service

- ✓ Evaluate Effective Traffic Safety Measures
- ✓ Address Visitor Unfamiliarity with Roadway Conditions

DJ&A has assisted the National Park Service (NPS) through multiple phases of project development to evaluate and implement Intelligent Transportation System (ITS) improvements throughout Crater Lake National Park. The Park faces significant traffic impacts from peak visitation during the summer, as well as traffic safety concerns in the winter. The Park desired a system that would help alleviate traffic congestion by providing the public with up-to-date information about weather conditions,



road conditions, traffic congestion, and parking availability. DJ&A's study identified strategies and improvements to address these issues. Following the initial planning phase, the NPS selected DJ&A to proceed with design for the initial set of improvements. These strategies include temperature-activated icy road warning signs, remotely activated queue warning signs, cameras to monitor traffic conditions at an entrance station, and portable changeable message signs to deliver traffic and parking information to visitors. DJ&A is now providing construction support services as NPS advances the project into construction in Fall 2025.

Project Team

Staff Qualifications

DJ&A's staffing plan for this project proposes an experienced team of transportation planners, designers, data analysts, and engagement specialists. The mix of capabilities and expertise provided by our staff reflects our experience in completing SS4A plans and similar transportation planning and traffic safety projects. Profiles of our staff are presented below, and resumes for team members are provided in the Appendix.



Bill Delo, AICP – DJ&A
Role: Project Manager
Availability: 40%

Bill is a senior project manager and transportation planner with over 26 years of progressive experience in multimodal transportation planning, alternatives analysis, and transportation design. Bill has extensive experience working with municipalities on traffic safety and multimodal transportation studies focused on promoting traffic safety, as well as convenient and intuitive access. Bill is skilled in working with communities throughout the planning process, and he excels at listening to and building consensus among community members as part of public engagement efforts. He also brings relevant experience in developing multimodal transportation plans, corridor studies, traffic impact analysis, and active transportation plans. He leads DJ&A's transportation planning team and will bring extensive experience and knowledge related to traffic, pedestrian, and bicyclist safety to this project. Bill's advanced techniques in project management demonstrate his ability to stay organized, monitor progress and manage resources efficiently. Bill places a strong focus on communication and collaboration, keeping project team members informed and involved through regular updates to ensure clarity and shared expectations. Bill is proactive in anticipating potential challenges and responding with practical solutions. Bill encourages a supportive team environment through open dialogue to foster quality project performance and a solution-oriented culture.



Jason Rosenblum, AICP – DJ&A
Role: Transportation Planning Lead
Availability: 40%

Jason is a transportation planner with over seven years of progressive experience in SS4A, active transportation, first/last mile, and safe routes to school planning and design. Jason served as the project manager for the CSKT SS4A Safety Action Plan. Jason has extensive experience working with municipalities, metropolitan planning organizations, tribes, and transit agencies on multimodal and safety studies with prioritization components, connecting residents and visitors to their

destinations safely and efficiently via alternative modes. He also brings proficient GIS experience, with emphasis on spatial design and visualization. Jason has expertise in public outreach design and has hosted a range of outreach events and surveys that have reached a variety of stakeholders. Jason will be a key staff member in the planning efforts for this project, including the development of recommendations and policies.



Annie Engen – DJ&A
Role: Traffic Safety Data Analysis Lead
Availability: 50%

Annie is a skilled data analyst who specializes in transportation planning and visitor use management projects for federal, state, and regional lands. Her technical areas of expertise include collection of count, survey, and geospatial data, advanced statistical analysis and simulation modeling of transportation and visitor use movement, R script-based data cleaning and QA/QC, and visualization of statistical and geospatial transportation and visitor use data. Annie was the lead data analyst on the CSKT SS4A Safety Action Plan and led the effort to analyze crash data and identify the high-injury network which formed the basis for identifying high priority recommendations for safety improvements. This experience makes her well-suited to serve as an analyst for this project and lead efforts to review and analyze traffic crash data collected from the Town and CDOT.



Ryan Owen, PE – DJ&A
Role: Transportation Engineer
Availability: 30%

Ryan is an engineer project manager with 15 years of progressive experience leading and delivering general civil engineering and construction projects across the western U.S. Before joining DJ&A, Ryan served as a construction project engineer, lead designer in the FHWA's roadway design team, and as an area engineer in FHWA's Colorado division, where he oversaw the federal aid program for CDOT and local agencies.

As an FHWA area engineer, Ryan played a key role in guiding CDOT and local agencies through their projects, offering technical expertise and strategic support to address challenges and ensure project success. He provided critical guidance on emergency relief efforts, helping agencies respond effectively to unforeseen events and ensuring compliance with federal requirements for emergency funding and recovery. Ryan is currently serving as the lead civil engineer on the Lake County Gateway Mobility Improvements project, which will improve several sites around the town of Leadville to increase pedestrian safety, mobility and connectivity.



Anna Laura Harmjanz – DJ&A
Role: Community Engagement Lead, Transportation Planning Support
Availability: 50%

Anna Laura is a dedicated transportation planner with over three years of experience specializing in sustainable transportation research, data analysis, and community engagement. She has led

numerous walk and bicycle audits and additionally holds expertise in technical report writing and GIS. She served as a key member of the DJ&A team to prepare the SS4A Plan for the Flathead Reservation in Montana. With experience in effective public engagement, her bilingual proficiency in Spanish has been instrumental in conducting comprehensive surveys and public outreach. Anna Laura led the community engagement efforts for DJ&A's work in Lake County and Pitkin County, developing engagement materials in English and Spanish, implementing the engagement plan, and developing engagement summary documents following the conclusion of the engagement activities.



Cristopher Escobar-Mariscal – DJ&A

Role: Community Engagement, Graphic Design, and Transportation Planning Support

Availability: 50%

Cris is a transportation planner with experience in data analysis, graphic design, and GIS mapping. He also brings experience with community outreach, Transit-Oriented Development neighborhoods, and site plan rendering. Cris is proficient in Spanish and is skilled with Adobe Creative Cloud software (InDesign, Illustrator, Photoshop), Acrobat, Sketchup, Microsoft 365 (Excel, Word, PowerPoint), AutoCAD, ArcGIS Pro. Cris will support community engagement efforts for this project, as well analysis of crash data and the development of visuals and exhibits for the project. He held a similar role on the Lake County Gateways Mobility Plan and Town of Erie projects, developing the visuals and exhibits highlighted in the project experience section on p. 3 and 6.

Project Understanding and Approach

Project Understanding

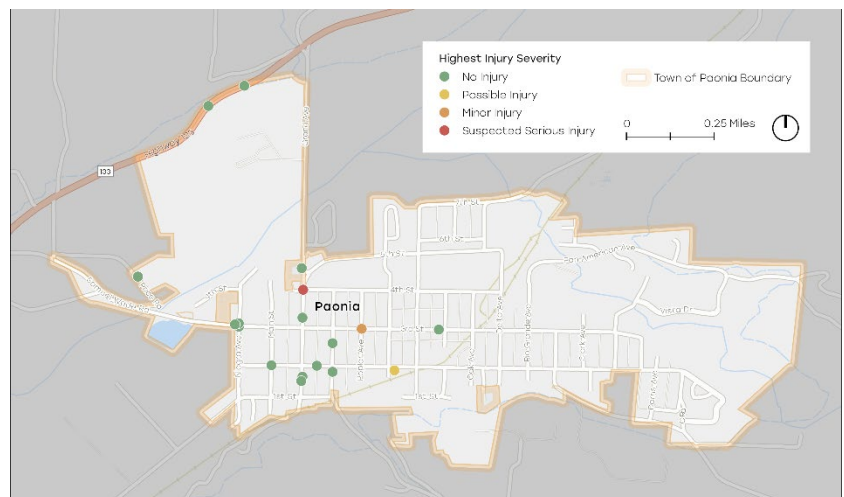
Paonia faces a complex combination of challenges related to traffic collisions and traffic safety. The town shares many traffic safety concerns common to other rural communities in Colorado. These include traffic safety risks associated with speeding, distracted driving, and driving under the influence. These conditions create the complex challenge that we will seek to address through the development of the Comprehensive Safety Action Plan.

DJ&A presents highly relevant experience and skills to successfully complete this safety action plan, and to specifically address the key challenges and concerns related to traffic safety and collisions in Paonia. Earlier this year, DJ&A completed a Comprehensive Safety Action Plan (CSAP) for the Confederated Salish and Kootenai Tribes (CSKT) in western Montana. This CSAP covered the entire 1,938-square mile Flathead Reservation, spanning four counties. The reservation faces similar challenges to Paonia related to traffic safety and collision types. There is a disproportionately high number of collisions along roadways serving towns and small communities across the reservation. In addition, significant recreational tourism contributes to a notable number of roadway users unfamiliar with roadway alignments and driving conditions. These issues combine with high volumes of pedestrian traffic and a lack of adequate and accessible pedestrian infrastructure to create challenges related to traffic safety for pedestrians and motorists alike.

Building on our safe streets for all planning experience, DJ&A also brings strong familiarity working in Colorado mountain communities to address traffic safety and mobility challenges. We are currently working in nearby Lake County and Pitkin County on a variety of transportation projects that are relevant to conditions in Paonia. These projects are highlighted in the Project Qualifications section.

Collision Hot Spots

We reviewed collision data available from CDOT to complete a preliminary assessment of crashes across Paonia. The exhibit to the right highlights the collected collision data. Crash concentrations are most prominent along 2nd Street, 3rd Street, and Grand Avenue, highlighting the importance of developing effective measures to reduce collisions in areas with high



volumes of pedestrian and vehicle traffic conflicts.

Our review of this collision data helps to inform our approach presented in the following pages. The data highlights the need for this planning effort to be flexible and creative in the development of solutions. These solutions to the town's traffic safety challenges will incorporate multimodal and intersection-level recommendations to address hot spots in community and ensure that residents and visitors can travel safely by all modes.

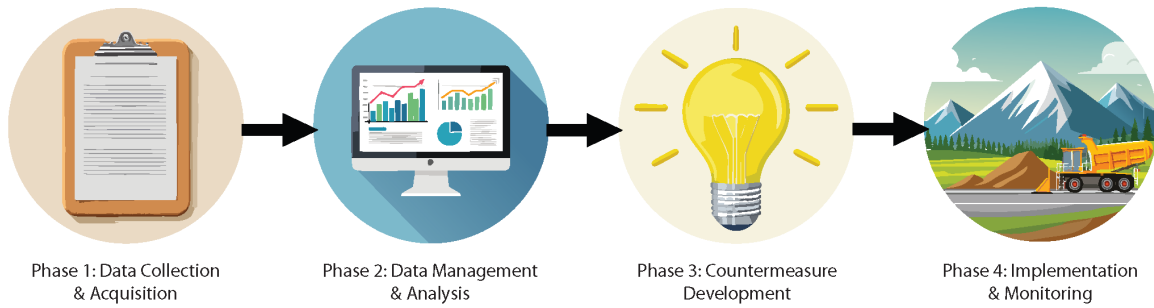
Stakeholder Collaboration

Traffic safety is a complex, multi-agency issue that requires coordination between federal, state, and local governments, and involvement from first responders, schools, community organizations and the public. Our collaboration with community stakeholders as part of this project effort will be an essential element in successfully preparing the action plan. Local stakeholders will bring first-hand knowledge of challenges, issues, and opportunities related to traffic safety in Paonia, and their insight will be vital to drive both the technical approach and community engagement efforts for this project.

DJ&A's project manager, Bill Delo, brings highly relevant experience and a strong history of working collaboratively with a range of public agencies and community groups on complex transportation planning projects. A notable example of Bill's work is his role as the project manager of a Federal Land Management Agency coordination project for the Federal Highway Administration (FHWA). Bill is leading an effort to interview nearly two dozen federal land units, DOT region staff, MPOs, and metropolitan and rural planning agency staff across the state of Michigan. The objective of the study is to identify transportation access and safety needs related to improving access to federal lands across the state. The study effort is also seeking to improve coordination between federal, state, and local agencies moving forward to improve cooperation in funding and implementing transportation improvements. The safe streets for all planning effort will require similar coordination efforts, with the town, CDOT, Colorado State Patrol, the Delta County Sheriff's office, schools, and other organizations all needing to come together to identify constraints, analyze potential solutions, and gain consensus on strategies towards implementation.

Proposed Scope of Work

The DJ&A team has leveraged our team's prior knowledge and vast experience in developing SS4A plans, multimodal transportation planning, traffic operations planning, and transportation safety, to develop the proposed scope of work presented below. The USDOT has established a defined process to follow to complete Comprehensive Safety Action Plans. Building on our experience working with other public agencies to prepare and complete SS4A plans, we have defined an overall organization to our scope of work and approach that will guide our work plan throughout the development of the Paonia Comprehensive Safety Action Plan. This scope of work is tailored to fit Paonia's goals outlined in the RFP and conforms to the SS4A planning process mandated by USDOT.



Task 1: Planning and Data Collection

The crash data analysis will be underpinned by a comprehensive review and analysis of existing conditions and historical trends related to traffic collisions and traffic volumes in Paonia to provide a detailed level of understanding regarding recent collisions involving fatalities and serious injuries in the community. Our team will analyze crash data from CDOT, as well as data provided by the Town and the partner agencies to conduct this analysis.

Crash data will be analyzed and assigned by roadway-related circumstances and injury severity type to help assess which roadway-related circumstances were primary contributing factors to crashes across varying injury types. This type of analysis would help inform potential management strategies oriented towards road maintenance and signage. The DJ&A team will produce similar analyses leveraging variables in the crash dataset and other sources to understand:

- Collision locations
- Injury severity, including serious injuries and deaths
- Pedestrian and bicyclist involved collisions
- Collision causes
- Roadway and/or lighting conditions
- User profiles of those involved

Presentation of Crash Data for Public Use

Additionally, our team will produce spatial analyses (including heatmaps) to help identify common locations for crashes occurring in the study area and aid in the presentation of the crash data to the public in an easy-to-understand manner. Spatial data will also be cross analyzed with key crash dataset variables. For example, the team will produce a map of crashes by injury severity level to gain insight on where crash fatalities and serious injuries are most common. All safety analysis figures, tables, and maps can be modified in color and style to align with Town branding guidelines. Results of the crash data analysis will be presented to stakeholders during the public engagement process and used to help inform the projects and strategies proposed in the action plan.

Using Data to Identify Programs, Projects, Strategies, and Measures

Once the crash data is collected and analyzed, DJ&A will apply a screening process to better understand the severity of crashes in order to identify high-priority locations for mitigation or improvement. Locations with the highest frequency (i.e., number of crashes) and severity of crashes

were identified using the Equivalent Property Damage Only (EPDO) method, one of the safety network screening performance measures included in the AASHTO Highway Safety Manual. The EPDO analysis methodology places greater emphasis on crash severity compared to other common methods that only consider crash frequency, providing insight into locations where the most severe crashes have occurred. The EPDO method assigns societal costs to each crash by severity level to develop an equivalent property-damage only value (i.e., each crash is scored based on their relative magnitude to a Property Damage Only (PDO) crash). This approach can provide an informative comparison between crashes and help to prioritize recommendations.

Incorporating Data into Performance Monitoring and Reporting

Our approach discusses in Task 5 the establishment of a dashboard for the ongoing monitoring and reporting process for crash data in Paonia. The foundation for this dashboard will be established in this task, based on the collection and organization of the crash data used in the analysis. DJ&A will identify regular process for collecting the most recent crash data from CDOT

Crashes where Speed Limit Exceeded (2019-2023)
CSKT SS4A Safety Action Plan

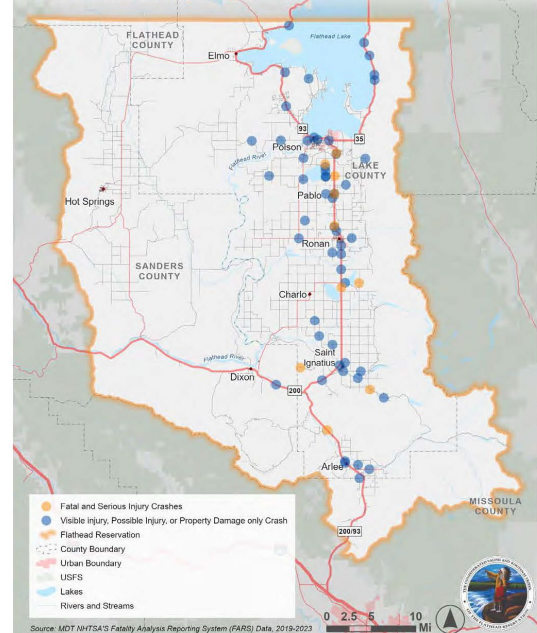


Figure 4-7: Crashes involving drivers exceeding the speed limit

Severity (KABCO)	EPDO Value
K – Fatal Crash	1,185.66
A – Suspected Serious Injury Crash	1,185.66
B – Visible Injury Crash	38.74
C – Possible Injury Crash	19.79
O – Property Damage Only Crash	1.00

and local law enforcement agencies. This process will be integrated with the dashboard developed in Task 5 to allow for track and visualization of trends over time.

DJ&A will organize the data collected in this task to allow tracking and monitoring over time by a range of factors including location, time of day, crash type, and other variables. This approach will permit the town to monitor trends and maintain a proactive and data-driven approach to implementing the recommendations that emerge from this planning process.

Task 2: Community and Stakeholder Engagement

Please see the next section of our proposal for the detailed approach to this task.

Task 3: Development of Comprehensive Safety Action Plan

Task 3.1: Programs, Projects, Strategies, and Measures

Building on the data-driven technical analysis completed in Task 1, DJ&A will develop a master list of all potential programs, projects, strategies, and measures (PPSM) that are recommended to address the traffic safety concerns that are highlighted in the existing conditions analysis. The list of PPSMs will be further informed by stakeholder input and community comments and concerns related to traffic safety. For each PPSM, we'll provide a clear, concise description, the intended safety benefit, and the lead agency or entity responsible for implementation.

A critical component of developing the PPSM is identifying and prioritizing the most impactful interventions. We will work closely with town and project stakeholders to pinpoint high-priority capital projects that are strong candidates for pursuing grant funding for implementation. Prioritization will be based in part on a range of applicable criteria, including Benefit-Cost Analysis (BCA), crash rates, community input, and risk to vulnerable users.

Our team will use a hybrid approach to identify these top projects, focusing on both location-based strategies (targeting areas with the worst problems) and countermeasure-based strategies (addressing the most common types of severe crashes). We will also develop a Countermeasure Toolbox, a comprehensive guide to potential safety interventions. Finally, for the highest-priority projects (up to six projects), we will provide conceptual designs, visualizations, and conceptual-level cost estimates, giving stakeholders a clear roadmap for implementation and a starting point for pursuing grant funding opportunities.

Task 3.2: Identify High Priority Projects

Using the PPSMs developed in Task 3.1, DJ&A will develop a comprehensive database of the proposed projects, including programming level cost estimates. We will rely on CDOT cost data to prepare these estimates, and we are very familiar with using CDOT's construction cost database.

To support ongoing monitoring and tracking of the projects contained in the Action Plan, our team will also deliver a dashboard to help Paonia and project stakeholders easily monitor, evaluate, and report on the effectiveness of implemented safety projects and strategies. This transparent and

publicly accessible system will track the performance of established goals, supporting the ultimate vision of eliminating serious injuries and fatalities. The dashboard will not only include key performance metrics and future grant opportunities but also track the fiscal and staff time resources required for each strategy. We will create an inventory of proposed projects, and using that foundation, we will design and develop a custom PPSM dashboard tailored to the specific needs of Paonia. Each project will also be presented with a clear readiness timeline, categorized as short-term (0-5 years), mid-term (5-10 years), or long-term (10+ years), to guide prioritization.

Our goal is to ensure its successful adoption and long-term use by town staff. We will provide a brief and easy-to-follow user guide with clear step-by-step instructions on how to navigate, search, and update the system. To further support a seamless transition, we will also conduct two virtual one-hour long training sessions. Our team will provide hands-on guidance to ensure town staff are comfortable and proficient in using the dashboard.

PPSM Dashboard Proposed Approach

The proposed PPSM dashboard will be built on a Microsoft or ArcGIS-based platform (such as PowerBI) to ensure broad accessibility and ease of use. The design will prioritize clean visuals and intuitive functionality to allow for quick data retrieval and sharing displays and information with the public and decision-makers.

Proposed Design & Format:

- **Dashboard View:** A clean interface that provides an overview of projects.
- **Search Bar:** A prominent search bar at the top of the list for quick lookups by Project Name, Project ID, or keyword.
- **Sortable Columns:** The master list will be presented in a table format with sortable columns for each data field (e.g., Project Manager, Status, Budget).
- **Filter Functionality:** Users will be able to apply multiple filters to quickly narrow down their search (e.g., filter by "In-Design" status and "John Smith" as Project Manager).
- **Color-Coded Status:** A simple, color-coded key will visually represent the status of each project, allowing for instant recognition (e.g., red for "At-Risk," yellow for "Preliminary Design," and green for "Completed").
- **Hyperlinked Documents:** Each project entry will include a dedicated column with a hyperlink to a central folder containing all project-specific documents and files, creating a true "one-stop-shop."

Task 3.3: Performance Monitoring and Reporting

DJ&A will deliver a progress tracking matrix of goals, performance metrics, future grant opportunities, and evaluation data point references to track the effectiveness of implemented projects and strategies. The progress and transparency matrix will help Paonia and other stakeholders easily monitor, evaluate, and report the status of established goals set forth in the action plan. This annual and publicly accessible reporting process will allow all interested parties to track the performance of prioritized strategies that ultimately will support the goal of zero serious injuries and fatalities. The matrix would track fiscal and staff time resources necessary for each strategy for a continued, sustained, and successful effort to achieve traffic safety goals and meet SS4A objectives after plan adoption. Each strategy will also be presented with a readiness timeline, either for the short-term (0-5 years), mid-term (5-10 years), and long-term (10+ years).

Count	Alt No.	Corridor	Name	Tier	Cost	Technic Analysis Impact	Highest Public Support	Theme			
								Safety	Connectivity	Expanding Multimodal Options	Access to Destinations
1	CUR-1	Curtis	New Shared-Use Path on Curtis St from Welsh Ln to Pierce St	3	Low	Low	Yes	✓	✓	✓	
2	CUR-2	Curtis	Improved Crosswalks at I-80 On/Off Ramps	1A	Low	Moderate		✓	✓		✓
3	CUR-3	Curtis	New Bike Lane on McCue St south of Curtis St	2	Low	Low			✓	✓	
4	CUR-4	Curtis	New Crosswalks at Curtis St and Cedar St	2	Low	Low		✓	✓		
5	CUR-5	Curtis	Protected Intersection at 3rd St & 4th Streets	1A	Moderate	High	Yes	✓	✓		
6	CUR-6	Curtis	Improved Bike Lane on Reynolds St	2	Moderate	Moderate		✓			✓
7	MF-1	Madison-Flint	New Shared-Use Path along Hans Peak Railroad Alignment between Airport and Pierce St	3	Moderate	Moderate			✓	✓	✓
8	MF-2	Madison-Flint	New Shared-Use Path on Madison St between Pierce St and Adams St	1B	Moderate	High			✓	✓	
9	MF-3	Madison-Flint	New Trailhead to Laramie River and Crossing across Snowy Range Rd at Flint St	1A	Moderate	High			✓	✓	✓
10	MF-4	Madison-Flint	Improve Trail Access and Capacity from Flint St to Snowy Range Rd/ Garfield Footbridge	1B	Low	Moderate		✓	✓	✓	✓
11	MF-5	Madison-Flint	New Bicycle/Pedestrian Bridge at Clark St or Lewis St	-	High	Moderate	Yes		✓	✓	✓
12	MF-6	Madison-Flint	Bicycle/Pedestrian Safety Improvements on Clark St or Lewis St	3	Low	Moderate		✓		✓	
13	MF-7	Madison-Flint	Bicycle/Pedestrian Safety Improvements on Harney St	2	Low	Moderate		✓		✓	
14	GAR-1	Garfield	New Bike Lanes or Multi-Use Path on Snowy Range Rd between Hayes St and Adams St	-	High	Moderate		✓	✓	✓	✓
15	GAR-2	Garfield	New Bike Lanes on Monroe St and Harrison St throughout West Laramie	1B	High	High			✓	✓	
16	GAR-3	Garfield	Multi-Use Path on Snowy Range Rd between Adams St and Garfield St	1B	High	High	Yes	✓	✓	✓	✓
17	GAR-4	Garfield	New Crossing across Snowy Range Rd at Garfield St	2	Low	Low	Yes	✓	✓		✓
18	GAR-5	Garfield	Bicycle/ Pedestrian Safety Improvements on Garfield St between Snowy Range Rd and Pine St	1B	Moderate	High		✓		✓	✓
19	GAR-6	Garfield	Improvements to the east and west landings of the Garfield Footbridge	1A	Low	High	Yes	✓			
20	GAR-7	Garfield	Improved Bike Lanes on Garfield St east of 1st St	2	Moderate	Moderate		✓		✓	✓

Example project recommendations matrix

One of the most prominent datasets to track will be the CDOT annual collision datasets, which are a consistent source for roadway safety data. To help minimize the time and effort required to produce future annual PMRS reports, DJ&A will develop a collaboration strategy that allows the town to receive annual collision Excel datasets that can be used to create consistent accident-related summaries specific to the town, including pertinent spatial info such as the number and location of crashes, severity of injuries, roadway user profiles, and other variables relevant to ongoing evaluation and monitoring. These output summaries can be tailored to reflect data availability and performance measures listed in the progress tracking matrix.

DJ&A will also establish a method to share annual public and accessible progress reports that can be shared with residents and stakeholders via email lists, websites, or at Town Council meetings.

Task 3.4: Action Plan Report

Work elements from previous tasks will be consolidated within the Administrative Draft Comprehensive Safety Action Plan. The team will coalesce the crash data analysis results and

community engagement feedback to identify a comprehensive list of projects and strategies that focus on a proactive (rather than reactive) Safe Systems Approach to address safety concerns that align with the town's objectives and criteria. The projects and strategies will primarily focus on infrastructure, behavioral, and operational safety. These will be prioritized in a comprehensive list that provides detailed descriptions, time ranges for when strategies will be deployed, and an explanation of prioritization criteria, such as cost, feasibility, alignment with any project-specific goals, and effectiveness in reducing future collisions. DJ&A will distribute the Administrative Draft Plan to the town electronically via PDF.

Following town review, DJ&A will incorporate comments received on the Draft Plan and prepare the Final Action Plan. All comments received will be placed in a comment log, with a response to the comment on how it was addressed in the Final Action Plan.

After approval of the final plan, DJ&A will provide one hard copy and one electronic copy of the plan to the town. The Final Action Plan will be visually appealing, easy to understand, graphic-forward, clear and concise, and will explain the key implications as they relate to policies, programs, practices, strategies, infrastructure projects, funding, and recommendations. The Final Plan will comply with USDOT's requirements for a SS4A Safety Action Plan and identify digestible and actionable steps for the town and partner agencies to pursue SS4A implementation funding.

We will provide presentation materials that complement the contents of the Final Action Plan, to be used for final review and approval of the Final Action Plan by Town Council. DJ&A will attend a single Town Council meeting to support the adoption process.

Task 4: Project Management, Reporting, and Deliverables

Following receipt of notice to proceed, the DJ&A team will schedule a project kick-off meeting with town staff. The purpose of this meeting will be to introduce the project team, clarify the project goals and objectives, finalize the communications protocol, work plan and project schedule, and identify near-term action items. We propose to schedule bi-weekly calls throughout the study effort. These calls will help to ensure that everyone is aware of the current work efforts, our team can receive timely direction from town staff, and decisions can be made efficiently to keep the project on schedule.

DJ&A's Project Manager, Bill Delo, will be responsible for overall project management and keeping the project on schedule and budget. To monitor and control the progress of the project, Bill will prepare a Project Management Plan at the onset of the project to address overall project management and items to ensure proper cost control on the project. These will include project goals, personnel roles, communication protocols, a Quality Control Plan, and a detailed project schedule.

The DJ&A team will also provide written monthly progress reports and budget summaries with monthly invoices. Progress reports will be prepared showing work completed to date, upcoming

tasks and milestones, status of scope/schedule, and any issues. DJ&A will provide notes for all meetings for the duration of the project.

Deliverables:

- **Task 1: Planning and Data Collection**
 - Crash Data Analysis and High Injury Network Mapping
- **Task 2: Public Engagement**
 - Engagement Plan
 - Interactive Project Website
 - Small Group Stakeholder Meetings (5)
 - Pop-up Events (3)
 - Online Survey (1)
 - Public Open Houses (3)
- **Task 3: Development of the Comprehensive Safety Action Plan**
 - PPSM Database
 - Countermeasure Toolbox
 - PPSM Dashboard
 - Programming Level Cost Estimates
 - Progress Tracking Matrix
 - PMRS Report Format and Maps
 - Draft Action Plan
 - Final Action Plan
- **Task 4: Project Management, Reporting and Deliverables**
 - Project Kick-Off Meeting
 - Bi-weekly Status Meetings
 - Monthly Invoices and Progress Reports

Community Engagement and Equity Approach

Public Engagement

Guiding Principles

The DJ&A team will emphasize a robust engagement effort to identify and prioritize projects and strategies that are facilitated by those who know Paonia the best.

- **Building Trust:** engagement will be transparent and responsive, demonstrating respect for community knowledge and showing how input informs decisions.
- **Meeting People Where They Are:** outreach takes place in everyday community spaces, making participation easy and accessible.
- **Open and Accessible to All:** efforts will ensure that all town residents, including Spanish-speaking residents, have meaningful opportunities to engage.



Public Engagement Timeline

The team envisions a three-part public engagement effort that will involve stakeholders early in the plan development process. The three phases of engagement include:

- (1) Listen and Learning
- (2) Developing Solutions
- (3) Refining Solutions and Plan Adoption

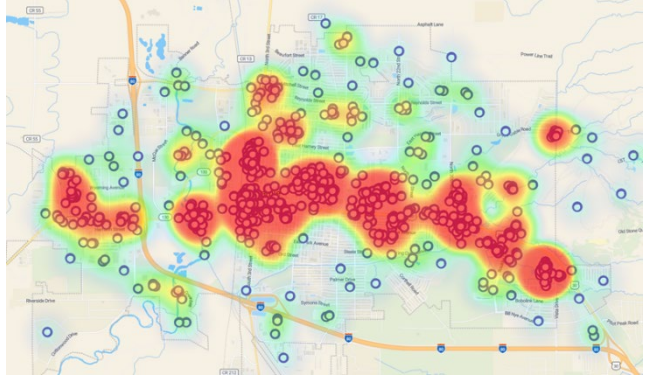
Phase 1: Listening and Learning

Purpose: Build awareness of project and gather preliminary feedback on existing transportation concerns.

Outcome: Community awareness of the project and shared understanding of key safety issues

Note on Process: The engagement strategy will be guided the town's goals and objectives. The following activities represent example approaches that can be adapted based on town staff feedback and priorities.

Engagement Activities

- **Draft Public Engagement Plan:** DJ&A will develop a draft engagement plan outlining engagement methods, publicity strategies, bilingual access, digital tools, and meeting formats. Provides clear roadmap before outreach begins. The draft will be shared with town staff in advance of the kickoff meeting for review.
- **Build Interactive Map:** Build a Maptionnaire-based map where residents and visitors can provide location-specific input. The tool will allow participants to drop pins, comment on specific areas, and identify issues or opportunities. The map will be customized with bilingual instructions and integrated into the project website. An example of results from interactive Maptionnaire platform is shown here, showcasing a heatmap of over 1,000 marked community destinations in Laramie, WY.
 
- **Revised Engagement Plan:** Deliver a finalized plan incorporating town staff feedback. This will guide engagement through Phases 1-3.
- **Launch Project Website and Interactive Map:** Create a bilingual project website that serves as a central hub for information and updates. The site can be tailored to town staff direction to include features such as a dashboard with the project timeline and upcoming engagement opportunities. An interactive map will allow residents and visitors to share location-specific input directly. The project team will develop the website based on an ArcGIS StoryMap as a visually engaging, narrative tool that combines maps, graphics, and key findings to showcase community input and project progress. If permitted under the grant, incentives such as a small prize drawing or gift card raffle may be offered to encourage broad participation.
- **Small-Group Stakeholder Meetings:** conduct up to four virtual focused discussions with small groups of stakeholders to capture detailed perspectives. DJ&A will use digital tools such as Miro and the project survey platform to facilitate discussion and collecting input, ensuring all feedback is documented and accessible.

- **Pop-Up and Community Outreach:** Meet residents in everyday settings such as farmers markets, community centers, and local events. Additional outreach may also take place at grocery stores, senior centers, and other community hubs. In this phase, we will conduct up to three pop-up events.
- **Bilingual Community Engagement:** Partner with trusted organizations and institutions to connect with Latino residents.
- **Other Outreach Ideas:**
 - **Visibility**
 - Place bilingual A-frame signs at public places with QR codes linking to the interactive map and project website.
 - Distribute flyers at community centers, libraries, and other public gathering places.
 - Create bilingual table tents with QR codes linking to the interactive map and project website for placement at cafes, restaurants, and other local venues where residents and visitors gather.
 - **Digital Engagement:** DJ&A will develop bilingual graphics for use in flyers, social media, and partner outreach. Additional options include running social media ads to promote interactive maps and equipping community organizations with shareable content.
 - **Media and Networks:** Place bilingual ads or notices on local news outlets, and distribute updates through community listservs, newsletters, and partner organizations such as school districts, library mailing lists, chamber of commerce newsletters, faith-based groups, etc.



Phase 2: Developing Solutions

Purpose: Involve the community in shaping safety strategies and projects

Outcome: Community-informed list of preferred strategies

Engagement Activities

- **Strategy Review:** the consultant team would present an early analysis on community input, review draft strategies, adjusting priorities for feasibility.
- **Interactive Online Engagement:** project website will be updated with draft strategies. The team would launch a bilingual online survey where residents can rank strategies, vote on priorities, and suggest refinements. This can be promoted through listervs, social media, bilingual graphics, the website, and direct mailers announcing engagement opportunities.
- **Public Workshops (2):** we propose hosting bilingual workshops to share draft strategies and projects with the community. These workshops may include short presentations to share context and interactive activities such as facilitated small-group discussions or priority ranking exercises to gather input on the most effective approaches. To encourage attendance and create a welcoming atmosphere, the workshops can provide food and light beverages.



Phase 3: Refining Solutions and Plan Adoption

Purpose: Confirm community support and fine-tune strategies before finalizing the plan.

Outcome: Finalize plan that is ready for adoption and implementation

Engagement Activities

- **Public Review and Comment Period:** The draft plan will be released for formal public review, with bilingual comment opportunities available online, in writing, and at community access points (e.g., libraries, community centers)
- **Public Open House (1):** We propose hosting a bilingual open house to share how community input from earlier phases is reflected in the draft plan. The event would highlight “*what we heard*” alongside “*what’s in the plan*”. The event will provide transparency and a final opportunity for public input before adoption.
- **Final Adjustments and Adoption Preparation:** The consultant team will incorporate feedback from the open house and the public comment period. A final check-in with town staff may be scheduled if significant revisions are required before adoption.



Quality Assurance and Compliance

At DJ&A, we are intentional with quality in everything we do. Our internal quality program includes:

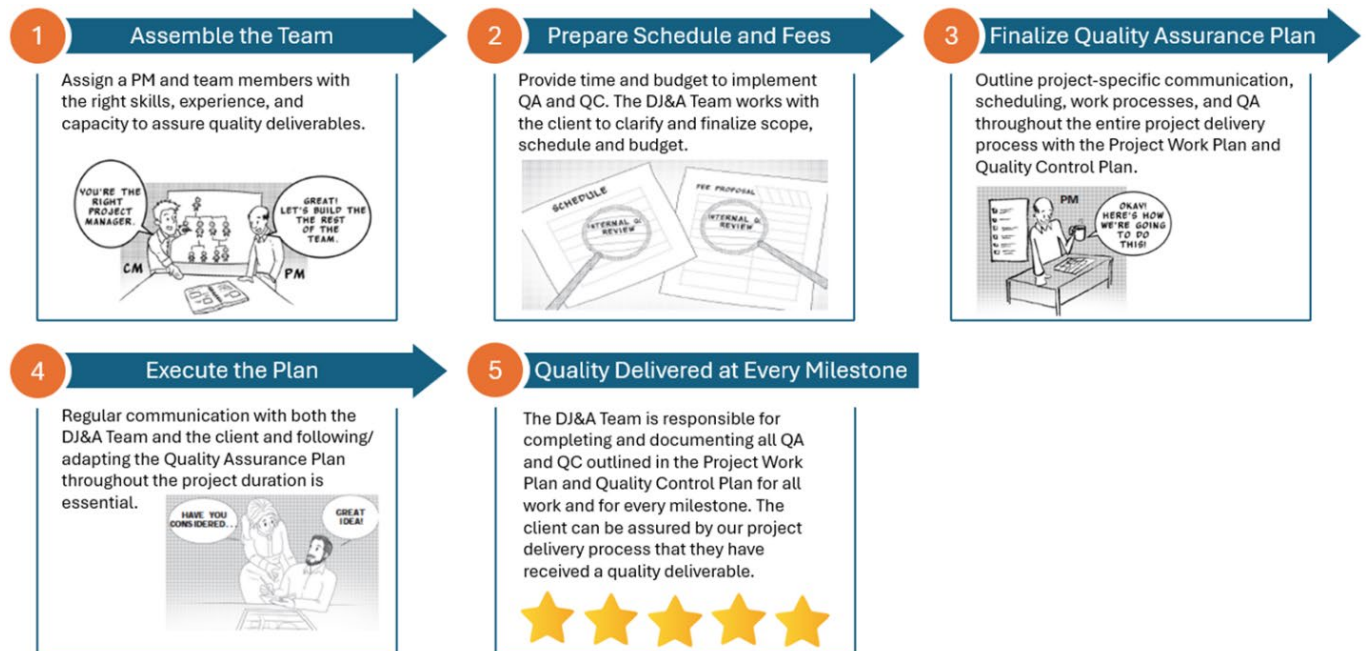
- A dedicated quality management team that leads an ongoing company-wide training program.
- A detailed quality control manual for reference and consistency.
- A six-step Project Delivery Process used for every project.
- Regular quality control audits that project managers use throughout project delivery.
- “Quality Moments” in staff meetings to share tools, successes, and lessons learned.

Ensuring Quality at Every Step

DJ&A is committed to excellence in every aspect of our work, and we employ a thorough and well-tested quality control process. The project deliverables schedule will include detailed quality control activities and responsibilities for each team member to ensure that we deliver fully reviewed products at each stage of the project. DJ&A’s six-step Project Delivery Process sets our projects up from the beginning to provide quality work and excellent service:

1. Assemble the team
2. Prepare schedule and fees
3. Set project and quality expectations
4. Plan for quality – develop a Project Work Plan
5. Execute plan for quality
6. Quality delivered at every milestone

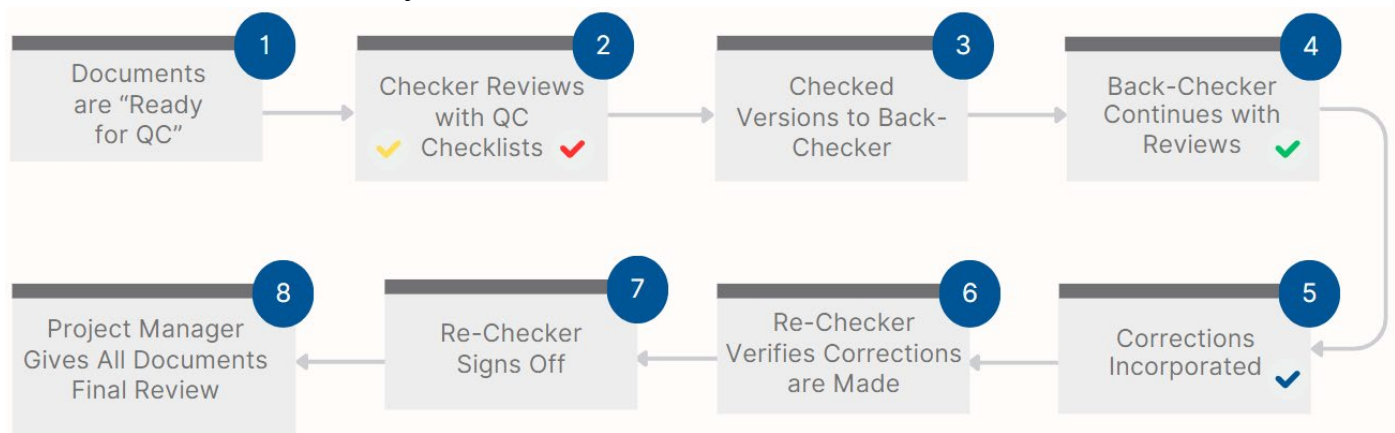
DJ&A’s project managers lead the effort to ensure all deliverables undergo appropriate & thorough reviews for constructability, efficiency, safety, economy, formatting, and more. Often, the review process includes a robust program of reviews at the individual, project specialist, & external expert levels. DJ&A’s quality process is specifically designed to tailor reviews to the type, scope, phase, and cost of each project.



DJ&A's Document Checking Process

A key component of our quality program is thoroughly document-checking all deliverables before they are sent to clients. We hold our subconsultants accountable to the same QA/QC standards as our internal staff – so that all work produced by the DJ&A project team will be thoroughly checked and reviewed before it's sent to your staff. This ensures that the work products you receive meet or exceed your expectations and offers City personnel the opportunity to engage meaningfully in the design process. We will never rely on your staff to serve as our quality control department.

Document checking applies to all project calculations, documents, drawing, specifications, and other deliverables – and is carried out by a team member with relevant technical expertise following the schedule outlined in the Project Work Plan.



Other Quality Control Measures

- The Originator prepares “Ready for QC” copies of documents in the project QC folder.
- The Checker reviews the documents marking corrections in red. Word document corrections are made using track changes and comments.
- Corrections are incorporated into a copy of the original document, with a blue check mark indicating each correction made.
- The Re-Checker (often the Checker or Project Manager) verifies all corrections have been integrated into the new copy, highlighting the QC document in yellow to indicate completion.
- The Project Manager packages all QC’d deliverables in accordance with the project’s Quality Control Plan. Client-specific QC requirements are also followed if applicable.

Additional Quality Control Processes

We provide the right tools to help our teams deliver quality. DJ&A trains and equips our project teams with tools that complement our quality processes, such as Microsoft Project, BlueBeam, risk registers, and DJ&A’s project management and scheduling software, Ajera. We have created a custom profile in Bluebeam for our projects that provides a structure to our comment resolution process for document redlines. This cloud-based tool allows for real-time revisions and enhances the visibility of the comment response process to the full design team.

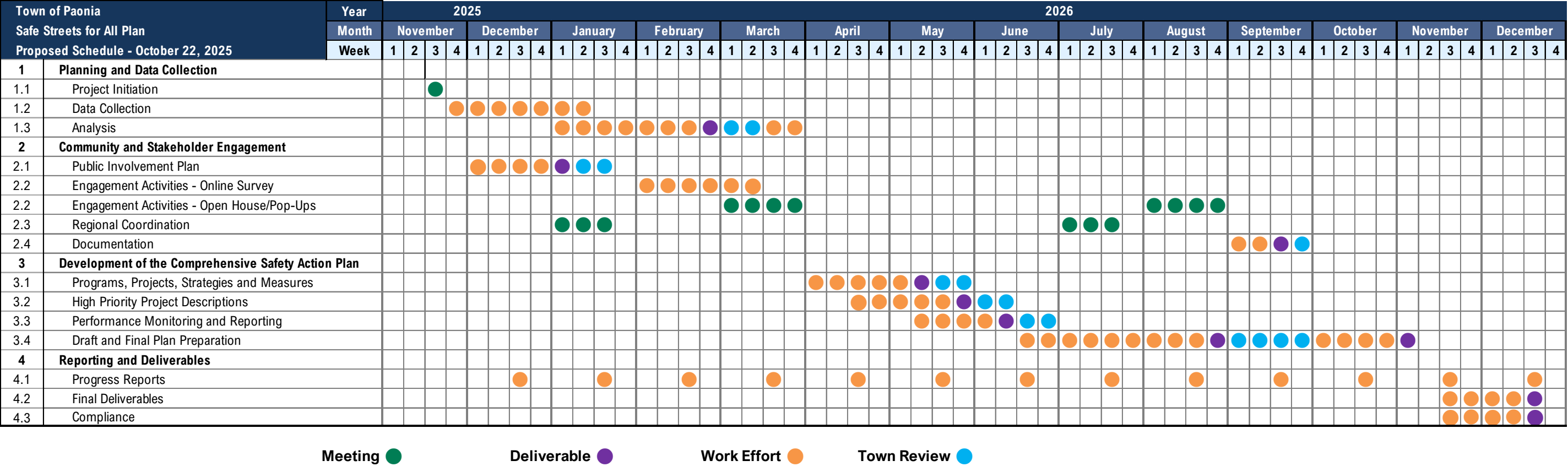
DJ&A’s QA/QC programs and procedures will ensure that all deliverables produced for the SS4A Plan will comply with:

- Federal Highway Administration SS4A program requirements
- Americans with Disabilities Act (ADA) and Public Right-of-Way Accessibility Guidelines (PROWAG)
- Title VI of the Civil Rights Act and other applicable equity requirements



Schedule and Availability

DJ&A developed the proposed schedule below based on the scope of work presented earlier in our proposal. All staff members identified in our proposal have sufficient availability to fulfill their roles as identified.



References

DJ&A References

Reference 1: Mike Horvath, Town Engineer, Town of Snowmass Village, mhorvath@tosv.com, 970-922-2324

Reference 2: Melissa Kendrick, Deputy Director, Lake County Community Planning & Development, mkendrick@lakecountyco.gov, 719-656-0607

Reference 3: Philipp Gabathuler, Planning Manager, City of Laramie Planning Division, pgabathuler@cityoflaramie.org, 307-721-5232

Proof of Insurance

Per the information provided by the Town of Paonia in Addendum No. 1, DJ&A is providing confirmation that the firm can provide Professional Liability, General Liability, and Worker's Compensation insurance that meets or exceeds the requirements set forth in the Town's Standard Agreement and that is required by FHWA. More than 60% of DJ&A's current work is performed for the federal government, so we are very familiar with the minimum requirements established by FHWA and other federal agencies. As required by Addendum No. 1, DJ&A will provide certificates evidencing these coverages to the Town within seven days of contract execution.

Other Required Information

Resumes for staff members identified in our proposal are provided on the following pages.



EDUCATION

BA - Environmental Analysis and Design, University of California, Irvine

REGISTRATIONS/ CERTIFICATIONS

AICP Certified Planner

AFFILIATIONS

Member, American Planning Association

Member, Institute of Transportation Engineers

EXPERIENCE

2 years with DJ&A

26 years in industry

BILL DELO, AICP – PROJECT MANAGER

Bill is a Senior Project Manager and Transportation Planner with 26 years of progressive experience in active transportation and trails planning, multimodal transportation planning, and traffic engineering. He has managed a range of complex projects requiring analysis of project alternatives, extensive community engagement, and evaluation of specific criteria to identify a preferred project alternative. He brings experience leading multidisciplinary projects that enhance mobility, connect communities, and improve quality of life.

Lake County – U.S. Route 24 Gateways Mobility Plan (Lake County, CO)

Role: Project Manager

DJ&A is evaluating solutions to improve pedestrian, multimodal, and vehicle safety and connectivity while reducing traffic impacts at three high-risk locations along US 24 near Leadville, CO. The project involves preliminary planning and design for areas with significant current and projected pedestrian and cyclist crossings. It will also assess the feasibility of a truck bypass route to reduce truck traffic through Downtown Leadville. The plan will detail existing conditions, propose strategies, design preferred alternatives, and include an environmental assessment, all while engaging local residents, CDOT, County staff, and other stakeholders. Bill is managing the study effort.

Town of Erie – Erie Parkway and County Line Road Protected Intersection (Erie, CO)

Role: Project Manager

Bill managed this feasibility study examining the potential for implementing protected multimodal intersection treatments for this busy intersection in Erie. Options evaluated include protected bicycle lanes, high visibility paint treatments, strategies to reduce pedestrian crossing distance, and options to reduce vehicle speeds. This feasibility study established a preferred alternative design approach that the Town will use to pursue funding opportunities.

City of Laramie – Reconnect West Laramie Plan (Laramie, WY)

Role: Project Manager

DJ&A is leading the Reconnect West Laramie project, evaluating strategies to create better multimodal connections between West Laramie, the West Side, and Downtown Laramie. West Laramie is separated from the rest of the City by Interstate 80, the Laramie River, and a Union Pacific rail yard. These three barriers make traveling by walking and bicycling challenging. Bill is the project manager.

CSKT – Flathead Reservation Safe Streets for All Plan (Polson, MT)

Role: Traffic and Safety Analysis Lead

Bill served as the lead transportation planner for this Safe Streets and Roads for All (SS4A) Safety Action Plan for the Flathead Reservation in western Montana. He is responsible for overseeing development of the eight complements mandated by USDOT to create the CSKT SS4A Safety Action Plan. Bill analyzed and prioritized context-sensitive solutions focused on addressing transportation safety concerns related to increasing traffic volumes on major highways, wildlife collisions, winter weather conditions, and active transportation.

Town of Snowmass Village – Connecting Village Nodes (Snowmass Village, CO)

Role: Project Manager

Bill is leading this project examining creative multimodal alternatives to improve the connection between Snowmass Center and the Base Village. The existing connection is challenged by varying elevation changes, multiple street crossings, and a lack of wayfinding. Improvements under consideration include pedestrian-scale improvements at street level, a pedestrian bridge, escalators, and a gondola.

City of Belgrade – Safe Streets for All Plan (Belgrade, MT)

Role: Traffic Design Lead

Bill is leading the development of conceptual designs and cost estimates for proposed safety improvements in the Safe Streets and Roads for All (SS4A) Safety Action Plan for Belgrade. Improvements include protected intersections, mid-block crossing treatments, and strategies to improve safety along high-volume MDT-controlled roadways.

NPS – Crater Lake Visitor Safety Improvements (Crater Lake National Park, OR)

Role: Project Manager

DJ&A evaluated the potential use of an Intelligent Transportation System (ITS) and permanent Dynamic Message Sign (DMS) for the Annie Springs Entrance Station at Crater Lake National Park. The goals of the system are to improve traffic safety in the Park for visitors. Phase II of the project includes the development of design and construction documents for initial ITS improvement recommendations in conformance with the MUTCD. Bill is the project manager and design lead, providing coordination with all disciplines to complete the work.

City of La Center – Horizontal Curve Warning Signs and Roadway Departure Safety Improvements (La Center, WA)

Role: Traffic Safety Lead

Bill led the traffic safety and crash analysis for a horizontal curve safety improvement project for La Center, WA. The project includes the horizontal curve and systemic roadway corridor safety analysis for five road segments and 20 curves. The project includes analysis collision history, review of the routes and compilation of curve data, field data collection, speed limits, geometry, site distance, clear zone assessment, pavement conditions, striping, and signing.

Pitkin County Elected Officials Transportation Committee – Brush Creek Park and Ride Monitoring and Management Plan (Pitkin County, CO)

Role: Project Manager

Bill Delo was the project manager for the Brush Creek Park & Ride Monitoring and Management Plan to recommend strategies to enhance the operations and effectiveness of the Brush Creek Park & Ride. Bill led coordination with Pitkin County, Town of Snowmass Village, and City of Aspen, RFTA, and other project partners to create a plan that will ultimately help reduce traffic congestion on Hwy 82 and alleviate parking demand at key destinations. Bill led the development of recommendations, including management, operations, technology solutions, as well as project next steps.



EDUCATION

MS - Urban & Environmental Planning, Arizona State University

BS - Urban Planning, Arizona State University

REGISTRATIONS/ CERTIFICATIONS

AICP Certified Planner

AFFILIATIONS

Member, American Planning Association

EXPERIENCE

1 year with DJ&A

5 years in industry

JASON ROSENBLUM, AICP – TRANSPORTATION PLANNER

Jason has experience working with state, regional, and local agencies on variety of planning projects, including multimodal trail feasibility and implementation, active transportation, transportation demand management, transit-oriented development, first/last mile, and EV incentives programming. Jason has expertise working on complex multimodal transportation projects, and has experience supporting in public outreach, analyzing complex datasets, project prioritization, and creating GIS maps and other spatial analyses. Jason's experience for various planning efforts have spanned a range of communities within the U.S and Canada.

Confederated Salish & Kootenai Tribes – Safe Streets and Roads for All Safety Action Plan

Role: Transportation Planner

Jason serves as transportation planner for this Safe Streets and Roads for All (SS4A) Safety Action Plan for the Flathead Reservation in western Montana. He is responsible for advancing the eight complements mandated by USDOT to create the CSKT SS4A Safety Action Plan. Tasks include coordination among numerous counties, cities, towns, unincorporated communities, MDT, and tribal agencies. Jason will recommend context-sensitive solutions focused on addressing active transportation safety concerns related to increasing traffic volumes on major highways, wildlife collisions, winter weather conditions.

Town of Erie – Erie Parkway & County Line Road Intersection Project (Erie, CO)

Role: Transportation Planner

Jason serves as lead transportation planner for this alternative mode safety and accessibility study, procured through the Town's on-call agreement. Jason performed an existing conditions analysis, considering intersection geometry, level of service, collisions, speed analysis. Jason also led identification of near-term recommendations that can be effective in the near-term. Future tasks include development of long-term alternatives and selection of a preferred alternative that will emphasize bicycle and pedestrian accessibility and mobility. This project includes a local, state, and national funding identification component.

Town of Snowmass Village – Connecting Village Nodes (Snowmass Village, CO)

Role: Transportation Planner

Transportation planner for this feasibility study, leading in data collection, analysis, and strategy development. The project will develop strategies to improve pedestrian connectivity between Snowmass Center and the Base Village. Project includes an alternative analysis, stakeholder engagement, and conceptual engineering review. Jason led development of existing conditions and easement identification. This project includes analysis of escalators, gondolas, pedestrians bridges, and other forms of aerial conveyance to connect to Town nodes.

City of Irvine – Irvine Business Complex Trail Feasibility Study & Implementation Plan (Irvine, CA)

Role: Project Manager (Lead)

With a previous employer, planned the feasibility of eight urban linear trails along flood control channels and rail lines within a primarily commercial/ industrial business center that is recently becoming more residential. Prioritized the possible linear trail opportunities based upon existing and planned adjacent land uses. Developed trail designs that incorporated mixed use best practices, including event space, vegetation, lighting, and multi-use pathway types in some areas.

Lehi City – 2100 North and Hospital Station Area Plan (Lehi City, UT)

Role: Transportation Planner

Jason served as the transportation planner to prepare a transit-oriented station area plan for a future transit station in a fast-developing area within Lehi City. Project elements included development of roadways, street classifications, development of standard cross sections, and strong inclusion of an interconnected regional bicycle and pedestrian network, with respect to future land use development patterns. Jason created GIS maps to detail existing and recommended connections.



EDUCATION

BA - Mathematical Economics,
Colorado College

EXPERIENCE

1 year with DJ&A
6 years in industry

ANNIE ENGEN – TRAFFIC SAFETY DATA ANALYST

Annie is a skilled analyst and planner who has played a key role in the design, implementation, and analysis of several transportation and visitor use management projects across U.S. national and regional park systems. Her technical areas of expertise include data analysis and visualization, public engagement via survey design and administration, and network modeling to help inform transportation and trail management solutions.

Confederated Salish & Kootenai Tribes – Safe Streets and Roads for All Safety Action Plan

Role: Transportation Planner

Annie serves as transportation planner for this Safe Streets and Roads for All (SS4A) Safety Action Plan for the Flathead Reservation in western Montana. She is responsible for advancing the eight complements mandated by USDOT to create the CSKT SS4A Safety Action Plan. Tasks include coordination among numerous counties, cities, towns, unincorporated communities, MDT, and tribal agencies. Annie will recommend context-sensitive solutions focused on addressing active transportation safety concerns related to increasing traffic volumes on major highways, wildlife collisions, winter weather conditions.

Transportation and Transit Plan (Great Sand Dunes National Park, CO)

Role: Analyst/Planner

Annie attended an onsite workshop to understand existing parking, accessibility, and general management conditions in Great Sand Dunes National Park. Merging workshop conclusions with an analysis of visitor use data, Annie helped inform the park's long-term planning process during a Value Analysis Workshop, where she provided recommendations about developing performance indicators and thresholds, parking lot expansions, and multi-modal transportation alternatives within the park.

North Dakota State Parks Surveys (North Dakota Parks and Recreation, ND)

Role: Analyst

Annie co-designed three online surveys for the North Dakota State Parks to gather visitor, non-visitor, and local-visitor opinions about the state parks and how they can strengthen ties with local communities. Annie led survey design, testing, website development, marketing, and provided support to survey participants. Annie also analyzed the survey data and summarized survey methodologies and findings in a report.

Open Space Access Management Guide (Jefferson County, CO)

Role: Analyst/Planner

Annie worked with Jeffco Open Space to produce a Management Access Toolkit featuring strategies to improve the safety and experience of visitors accessing overcrowded trailheads. Annie attended site visits, participated in collaborative workshops, and analyzed quantitative, geospatial, and anecdotal data to understand the system's primary access issues. Annie's team offered relevant demand management recommendations, such as a shuttle bus system, multi-use path developments, and timed-entry reservation system pilot programs.

Visitor Timed Entry System Assessment (Arches National Park, UT)

Role: Analyst/Planner

Annie led this project's two-week onsite data collection effort, where she administered surveys to park visitors to gauge trip experiences during the park's timed-entry system pilot period. Annie supported the analysis and reporting processes by producing descriptive, tabular and graphical summaries of the survey response data collected.

Transportation Demand Management Strategies (Mount Rainer National Park, WA)

Role: Analyst/Planner

Annie programmed a simulation model of visitor use to conduct scenario analyses, including timed-entry reservation systems and shuttle system alternatives, to help inform transportation-related performance indicators and thresholds in the Nisqually to Paradise corridor of the park.



EDUCATION

MS - Civil Engineering -
Structural, Colorado School of
Mines

BS - Civil Engineering -
Structural, Colorado School of
Mines

REGISTRATIONS/ CERTIFICATIONS

Professional Engineer - CO

EXPERIENCE

1 years with DJ&A

16 years in industry

RYAN OWEN, PE – SENIOR TRANSPORTATION ENGINEER

Ryan is a project manager with 16 years of progressive experience delivering multimodal transportation projects that integrate pedestrian, bicycle, transit, and roadway infrastructure. His background includes leading corridor planning, concept development, and final design for both urban and rural projects with a strong emphasis on ADA compliance, complete streets, and safety improvements. Ryan also has experience administering federal grants and providing regulatory guidance to state and local agencies.

Boulder County – CO-119 Safety, Mobility, and Bikeway Improvements Project (Boulder, CO)

Role: FHWA Area Engineer, Colorado Division

Prior to joining DJ&A, Ryan worked with a team to enhance multimodal access and safety along CO-119. The project creates a new bicycle and pedestrian pathway along the median of CO-119 and adds new Regional Transportation District (RTD) bus stations along the route. Ryan helped to develop phasing plans and environmental compliance. He also coordinated with the CDOT team to ensure compliance with federal and state standard requirements. This project was awarded a 2023 RAISE grant, and Ryan also ensured that the project met additional grant requirements.

FHWA, Western Federal Lands Highway Division – Riverside Road Improvements (Red Rock Canyon National Conservation Area, NV)

Role: Quality Control Manager

This 4.5-mile roadway project widens the levee-based route to provide 11-foot travel lanes and 5-foot shoulders for cyclists and pedestrians. Safety improvements include guardrails, slope flattening, and advanced warning signs. The project also addressed complex SCRs due to environmental constraints, such as retaining walls, rock blasting, environmental permitting, bridge rehabilitation, grade adjustments, and right-of-way planning. Ryan provided quality assurance, finding design elements that did not comply with codes and redirecting design efforts.

Lake County – U.S. Route 24 Gateways Mobility Plan (Lake County, CO)

Role: Lead Engineer

DJ&A is evaluating solutions to improve pedestrian, multimodal, and vehicle safety and connectivity while reducing traffic impacts at three high-risk locations along US 24 near Leadville, CO. The project involves preliminary planning and design for areas with significant current and projected pedestrian and cyclist crossings. It will also assess the feasibility of a truck bypass route to reduce truck traffic through downtown. The plan will detail existing conditions, propose strategies, design preferred alternatives, and include an environmental assessment. The team is supporting community engagement and coordinating with the Colorado Department of Transportation, County staff, and other stakeholders. Ryan provided critical engineering support and collaborated with stakeholders to lead the team in creating preliminary design plans that address the unique challenges of each location. Ryan's expertise and leadership were instrumental in guiding the team to deliver high-quality preliminary design plans while maintaining effective communication with all stakeholders involved.

Town of Silverthorne – Silverthorne 2024 Capital Improvements Projects (Silverthorne, CO)

Role: Quality Control Manager

DJ&A is managing two significant construction projects for the Town of Silverthorne: 1) Adams Avenue, a new roadway development project, and 2) Trent Park, a public park development project. For both projects, DJ&A organized the bid package, managed the bid process, and assisted in contractor selection. Now, serving as the owner's representative and project manager, DJ&A oversees construction; manages finances, compliance, and risks; holds construction meetings; and supports inspections. DJ&A also maintains a detailed project database and ensures regular progress reporting on construction activities and modifications. Ryan developed a grant tracking spreadsheet, provided QC review of the bid package, and is involved in the construction administration.



EDUCATION

MS - City and Regional Planning, University of Texas at Arlington

BA - Political Science, University of Texas at Arlington

EXPERIENCE

1 year with DJ&A

3 years in industry

ANNA LAURA HARMJANZ – ENGAGEMENT LEAD/ TRANSPORTATION SUPPORT

Anna Laura is a dedicated transportation planner specializing in sustainable transportation research and data analysis. She has led numerous walk and bicycle audits, holds expertise in grant and technical report writing, and has experience in effective public engagement. Her bilingual proficiency in Spanish has been instrumental in conducting comprehensive surveys and public outreach. Anna Laura also has worked on parking management, transportation funding, and active transportation projects. She is skilled in Geographic Information Systems (GIS), Adobe Creative Suite, and Microsoft Office Suite.

Pitkin County Elected Officials Transportation Committee – Brush Creek Park and Ride Monitoring and Management Plan (Pitkin County, CO)

Role: Transportation Planner

DJ&A developed the Brush Creek Park & Ride Monitoring and Management Plan to recommend strategies to enhance the operations and effectiveness of the Brush Creek Park & Ride. Anna Laura's responsibilities include developing best practices for park-and-ride management and technology, bilingual public engagement, conducting peer agency interviews, and creating a toolbox of recommended technology and management solutions.

Lake County – U.S. Route 24 Gateways Mobility Plan (Lake County, CO)

Role: Transportation Planner

DJ&A is evaluating solutions to improve pedestrian, multimodal, and vehicle safety and connectivity while reducing traffic impacts at three high-risk locations along US 24 near Leadville, CO. The project involves preliminary planning and design for areas with significant current and projected pedestrian and cyclist crossings. It will also assess the feasibility of a truck bypass route to reduce truck traffic through Downtown Leadville. The plan will detail existing conditions, propose strategies, design preferred alternatives, and include an environmental assessment, all while engaging local residents, CDOT, County staff, and other stakeholders.

Confederated Salish and Kootenai Tribes – Comprehensive Safety Action Plan (Flathead Indian Reservation, MT)

Role: Transportation Planner

DJ&A was selected to develop the Confederated Salish and Kootenai Tribes' Comprehensive Safety Action Plan. This project, funded by a grant from the FY22 SS4A program and a local match, aims to reduce fatalities and serious injuries on the Flathead Reservation. The study involves data analysis, stakeholder and community engagement, and the development of safety improvement strategies. DJ&A will produce a report with recommendations based on crash data, public feedback, and equity considerations. Anna Laura is responsible for advancing the eight complements mandated by USDOT. She is coordinating with tribal agencies, MDT, and several counties, cities, towns, and unincorporated communities and recommending solutions to address active transportation safety concerns related to increasing traffic volumes on major highways, wildlife collisions, and environmental conditions.

City of Laramie – Reconnect West Laramie Plan (Laramie, WY)

Role: Transportation Planner

DJ&A is leading the Reconnect West Laramie project, evaluating strategies to create better multimodal connections between West Laramie, the West Side, and Downtown Laramie. West Laramie is separated from the rest of the City by Interstate 80, the Laramie River, and a Union Pacific rail yard. These three barriers make traveling by walking and bicycling challenging. Anna Laura is leading the engagement effort, developing meetings and pop-up events, and coordinating with University of Wyoming Capstone and undergraduate students on soliciting input from the public. Her role includes development of the existing conditions report as well as working to develop preferred alternatives among a host of opportunity corridors.



EDUCATION

BS - Environmental Design,
University of Colorado Boulder

EXPERIENCE

1 year with DJ&A

1 year in industry

CRISTOPHER ESCOBAR-MARISCAL – GRAPHICS AND ENGAGEMENT SUPPORT

Cristopher is a Transportation Planner with experience performing community outreach, data analysis, graphic design and GIS Mapping. Cristopher also has experience with community development, TOD neighborhoods, and site plan rendering. He is proficient in Spanish, Adobe Creative Cloud (InDesign, Illustrator, Photoshop), Acrobat, Sketchup, Microsoft 365 (Excel, Word, PowerPoint), AutoCAD, ArcGIS Pro.

Parks Canada – Lake Minnewanka Multi-Use Trail & Mobility Hub (Banff National Park, BC, Canada)

Role: Transportation Planner

Parks Canada is currently developing an area plan for the Lake Minnewanka Area in Banff National Park which will provide specific management direction for years to come. The area comprises an interconnected network of locations visited by the public throughout the year and is currently accessed by a variety of transportation modes. The scope of the project will be to develop concept plans for a 10km multi-use trail and mobility hub in the Lake Minnewanka Area.

Town of Erie – Erie Parkway & County Line Road Intersection Project (Erie, CO)

Role: Transportation Planner

Cris served as transportation planner and graphic designer for this alternative mode safety and accessibility study, procured through the Town's on-call agreement. Cris performed an assisted with the conditions analysis, considering intersection geometry, level of service, collisions, speed analysis. Cris also assisted in near-term recommendations development. Cris designed the long-term protected intersection design with oblique concepts that can be used to guide future phases of the project.

City of Polson – Traffic Study (Polson, MT)

Role: Transportation Planner

This project aims to provide valuable insight and recommendations for improving traffic management and safety in the City of Polson, Montana, in preparation of a new local bypass route. Cristopher is conducting a traffic analysis and preparation of a traffic study report. Tasks within this traffic study involves creating both AWSC (All-Way Stop Control) and TWSC (Two-Way Stop Control) street diagrams using HCS 2023 software to analyze and present traffic patterns and control measures. Additionally, Cristopher is designing the research proposal using Adobe InDesign, ensuring that the document is both visually appealing and professionally formatted.

Lake County – U.S. Route 24 Gateways Mobility Plan (Lake County, CO)

Role: Transportation Planner

DJ&A is evaluating solutions to improve pedestrian, multimodal, and vehicle safety and connectivity while reducing traffic impacts at three high-risk locations along US 24 near Leadville, CO. The project involves preliminary planning and design for areas with significant current and projected pedestrian and cyclist crossings. It will also assess the feasibility of a truck bypass route to reduce truck traffic through Downtown Leadville. The plan will detail existing conditions, propose strategies, design preferred alternatives, and include an environmental assessment, all while engaging local residents, CDOT, County staff, and other stakeholders.

Fehr & Peers

Paonia Safe Streets and Roads for All

A Proposal For A Comprehensive Safety Action Plan



Prepared for the
Town of Paonia



October 22, 2025

Letter of Interest

Fehr & Peers

October 22, 2025

**Stefen Wynn, Town
Administrator & Treasurer**
Town of Paonia
214 Grand Avenue
Paonia, CO 81428
StefenW@TownofPaonia.com

**Re: RFQ 2025-07 Safe Streets for
All Consultant Fehr & Peers**

Dear Stefen and Members of the Selection Committee:

Paonia is a place with deep agricultural roots, small-town charm, and tight-knit community which makes it a special place, and these are the reasons why safety matters here. At Fehr & Peers, we believe transportation planning should reflect the character and values of the communities we serve. For Paonia, that means a Safe Streets for All (SS4A) Action Plan shaped by local insight, practical solutions, and a deep respect for place.

Our team brings together both professional expertise and personal investment. Our Project Manager Nick VanderKwaak will lead the project as someone who has visited the town many times over the years and is experienced in safety plans, and our community outreach lead Marissa Mommaerts lives in Paonia and cares deeply about improving safety on Paonia streets. We are excited to partner with you to take meaningful steps toward safer, more accessible streets for everyone. Our approach is tailored to rural communities and small towns, with a focus on practical, data-informed strategies and inclusive engagement. We understand that Paonia's safety challenges differ from those of larger and more urbanized areas, and we are prepared to deliver a plan that is both federally compliant and locally meaningful.

National and Local Systemic Safety Experts Ready to Serve You

Fehr & Peers has completed over 85 transportation safety plans nationwide, including several in Colorado mountain and rural communities such as Gunnison, Summit, and Adams Counties. We are proud to have supported the only two SS4A Implementation Grant recipients in Colorado—Gunnison County and the City of Boulder—and we bring that same level of commitment and expertise to Paonia.

We Understand the Challenges of Planning for Traffic Safety in Rural and Mountain Communities

Our team is experienced in working with communities that face unique safety concerns due to geography, seasonal traffic, and limited infrastructure. We tailor our approach to reflect local realities, ensuring that solutions are context-sensitive and achievable. Our engagement strategy is designed to elevate local voices and build trust, especially in communities where traditional outreach methods may fall short. Living in and previously planning for Paonia, our engagement lead Marissa Mommaerts is well positioned to structure an effective engagement process that is also efficient due to reduced travel time.

Our Project Team Brings Unmatched Knowledge and Experience

Nick Vanderkwaak, based in our Denver office, will serve as Project Manager. Nick brings hands-on experience with SS4A planning and a collaborative style that prioritizes responsiveness and transparency, and he is also appreciates the unique charm and character of Paonia having visited the town often. Charlie Alexander, our Principal-in-Charge, will provide strategic oversight and ensure alignment with national best practices and SS4A program requirements.

Improving communities is central to Fehr & Peers's mission, and we are committed to demonstrating our dedication to helping Paonia make positive, lasting local impacts. We look forward to the opportunity to work with you and the Paonia community to develop a plan that advances safety, equity, and local ownership.

Thank you for your consideration.

Sincerely,



Charles D. Alexander, PE, AICP, RSP1

Principal-In-Charge | Authorized to Sign on Behalf of the Firm

Contact Information:

Nick VanderKwaak, AICP
Fehr & Peers
410 17th Street, Suite 1000
Denver, CO 80202
720-253-1490
n.vanderkwaak@fehrandpeers.com



Putting People First in Every Solution

Whether it's people or goods, we work with communities to plan for safe, efficient movement that supports their needs. We strive to be national leaders in planning, engineering, research, and operations, and work to remain at the forefront of transportation technology, policy, and design. Recognizing the diverse needs and different ways our transportation systems work for people, our data-driven strategies help clients confidently reach their goals, creating lasting impact for all members of the communities we serve.



2024 CLIENT SURVEY RESULTS

After every project, we check in with our clients—and we truly value their feedback:

98% value

98% quality

98% service

**99% say they would
work with us again**

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant

Town of Paonia, Colorado

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: " <i>RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]</i> ". |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

Fehr & Peers

We are a transportation planning and engineering firm with 24 offices and over 400 staff nationwide. Since 1985, we’ve partnered with public and private clients to design safer, more effective ways for people and goods to move—creating spaces where everyone can thrive, today and for generations to come.

Bringing together data, technology, and the lived experiences of the communities we serve, we help clients make confident, well-informed decisions. Along the way, we’ve earned national recognition for raising the bar on how transportation projects are planned, designed, and delivered. Many of our first clients still trust us with their transportation needs after decades of collaboration—a testament to the strong partnerships we build and the innovative mindset we bring to every project.

We don’t just follow trends—we help clients anticipate what’s next. With a blend of multimodal expertise, national perspective, and local insight fueled by our strong and longstanding relationships, we tailor solutions across a wide range of services to meet each community’s unique needs.

At Fehr & Peers, we are passionate about creating safer communities through comprehensive safety planning. The impact of injuries and death goes beyond numbers. This is why our team of certified Road Safety Professionals stay up to date with the latest transportation safety technology, policies, and guidelines to support the development of responsive and proactive plans that prioritize safety for all. Our team has worked with communities across Colorado and nationwide to create impactful safety plans to reduce collisions and improve the quality of life for people who live, work, and visit the community. Each plan is an opportunity to create not only a prioritized list of projects, but also an institutionalized commitment to road safety that creates lasting change.

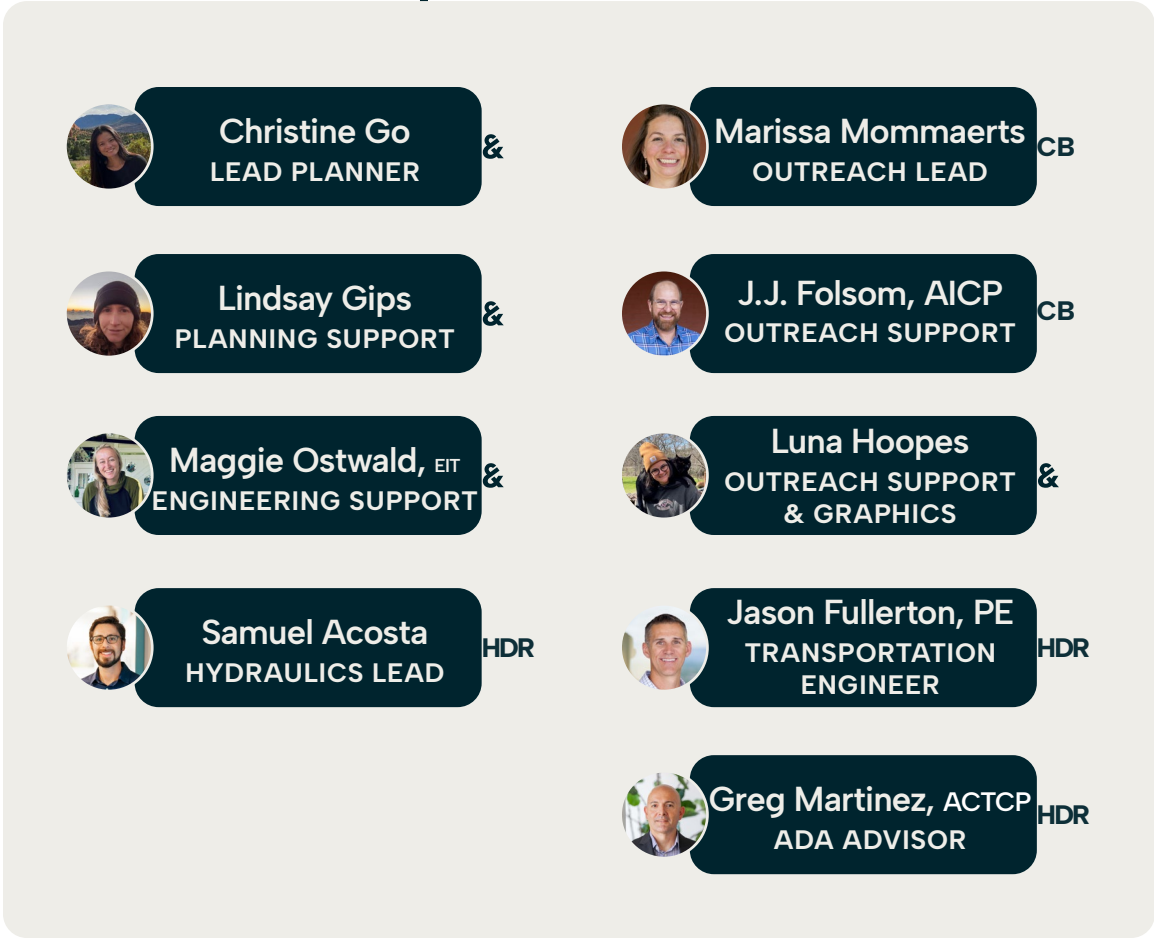
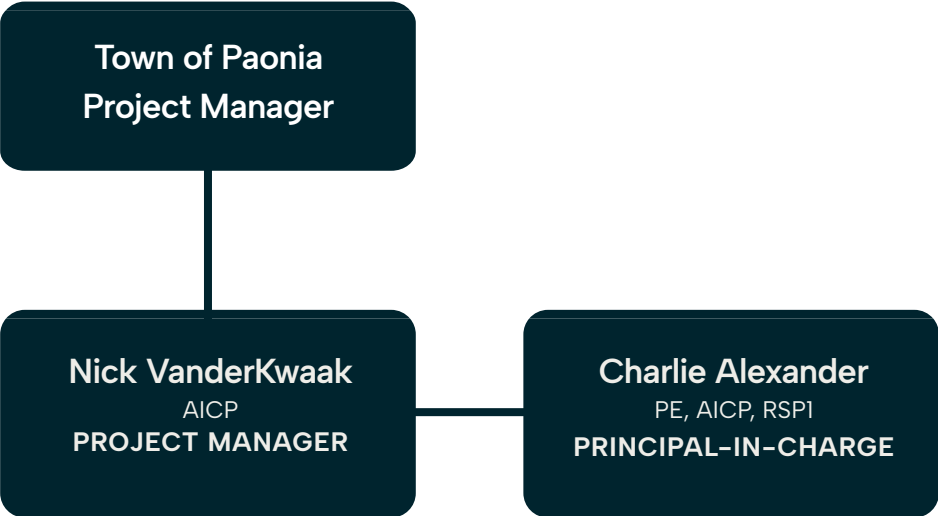


We Help You Make Your Community a More Livable Place

Our approach is simple. We empower and enable local leaders—from community officials to citizen advocates and business leaders—with tools, information, and support to create more livable places. We help local leaders build healthy, equitable, and prosperous communities—places that improve people’s lives today and shape a more sustainable future. Our multidisciplinary staff of nine includes talented planners, designers and strategic thinkers powered by a passion for bettering our communities. Our work includes training and capacity building, direct technical assistance, public engagement and facilitation, strategic communications and applied research.



HDR, Inc. is a global employee-owned firm providing architecture, engineering, environmental, and construction services through our various operating companies. In Colorado, they have partnered with clients since 1957 and have over 700 employees in the state, with access to more than 13,300 employees around the world specializing in architecture, engineering, environmental and construction services. Their dynamic and integrated team includes staff from their Durango, Grand Junction, and Denver offices.



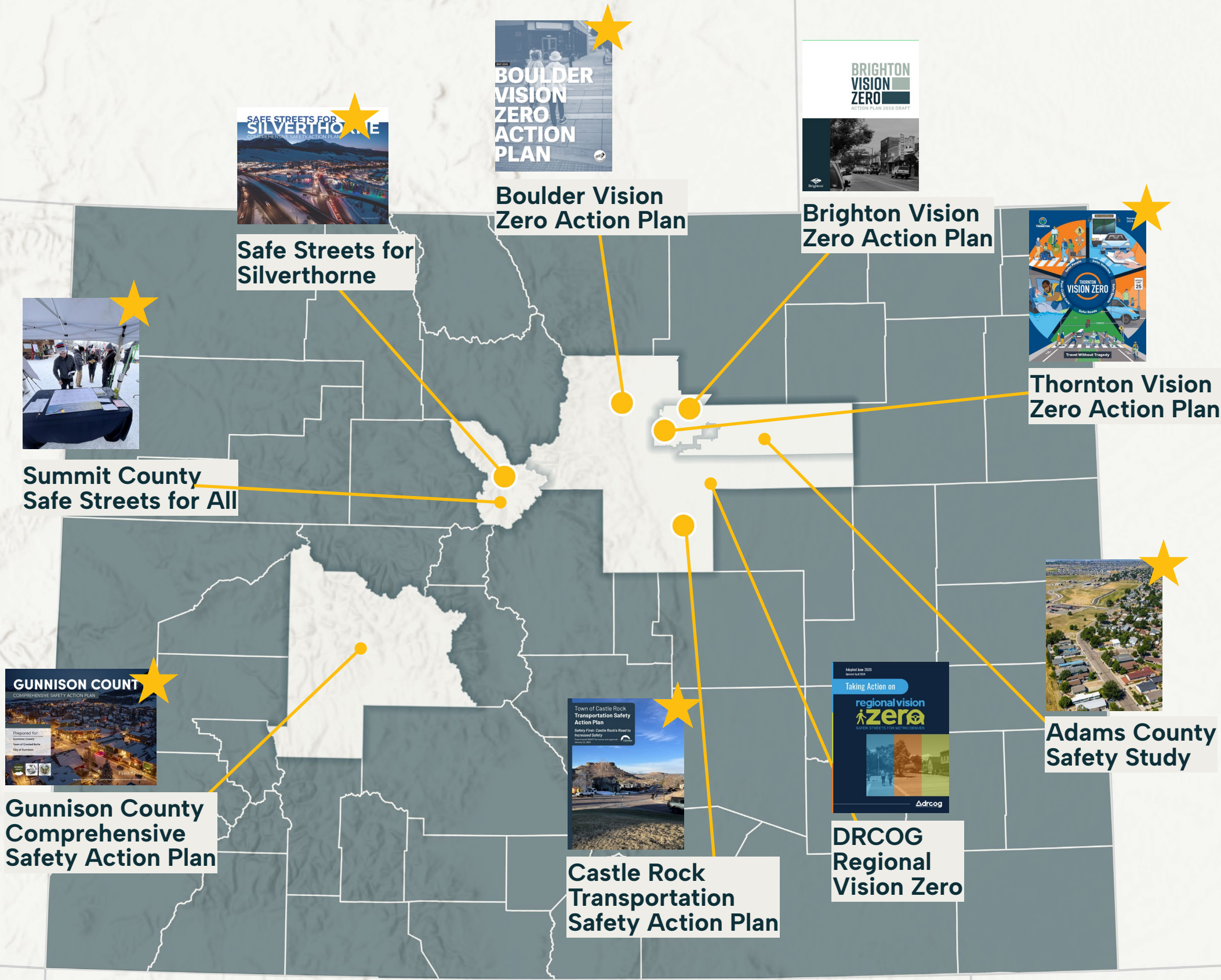
We Know Safety

Our Safety Work in Colorado

The Fehr & Peers Denver Office has completed or is in the process of completing nine comprehensive safety action plans in Colorado over the last six years, including for Gunnison County and Summit County, as well as numerous intersection and corridor-level safety analyses. Through this experience Fehr & Peers has a deep understanding of the key traffic safety issues and needs in urban, suburban, and rural mountain communities in Colorado. We are well versed at using data to diagnose traffic safety issues and identifying innovative, yet practical engineering and non-engineering solutions.

Fehr & Peers are also leading national experts in traffic safety, including in evolving safety technology, policies, and design practices. We have partnered with FHWA, NCHRP, and AASHTO, contributing to key resources like the Highway Safety Manual.

We actively develop and instruct Safe System courses at the national level, including the ITE Safe System Certificate Course and the US Vision Zero Academy on behalf of FHWA, Caltrans, and UC Berkeley SafeTREC. We are leading assessments with 15 MPOs across multiple states to identify challenges and opportunities for integrating the Safe System Approach into transportation planning. These workshops help MPOs evaluate their programs against SS4A principles, and FHWA will use our findings to support future initiatives.



Learn more about these projects later in the proposal.

Meet Your Day-to-Day Team

Nick VanderKwaak, AICP
Project Manager, Fehr & Peers

Nick brings over 15 years of experience leading multimodal transportation planning and design projects across the country. Known for his hands-on leadership and deep technical expertise, he excels at translating complex data into clear, actionable strategies that resonate with communities and decision-makers alike. Nick is passionate about integrating rigorous safety analysis with meaningful public engagement to deliver equitable and implementable solutions.

As the Project Manager for the Paonia Safe Streets for All initiative, Nick brings not only professional expertise but also a personal connection to the region—his visits to Paonia have deepened his appreciation for the town’s unique small-town charm and agricultural heritage. His recent work includes managing the Town of Castle Rock’s SS4A Safety Action Plan, where he led a multidisciplinary team to identify and prioritize safety improvements tailored to local needs. His portfolio spans area master plans, bicycle and pedestrian design, trail planning, travel demand modeling, transit planning, corridor planning, freight logistics, and emerging mobility solutions.



Time available for this project **50%**



Marissa Mommaerts
Outreach Lead, Community Builders

Marissa leads community and stakeholder engagement for planning efforts in economy, land use, housing, recreation, and transportation. With 10+ years helping community leaders make their places more resilient and livable, she designs strategies that meet people where they are, reduce barriers, and foster meaningful participation. She is passionate about building civic capacity and aligning community action with municipal goals and plans to deliver better outcomes for all. Since joining Community Builders, Marissa has contributed to planning and engagement efforts in western Colorado communities including Naturita, Nucla, Montrose, Parachute, and Lake County. Her competencies include community and stakeholder engagement, collaboration and facilitation, program management, data and policy analysis, and policy advocacy.

Time available for this project **40%**

Marissa has called Paonia home for the past 9 years and has a deep understanding of the community’s unique character, challenges, and opportunities. She and her family love exploring the area by foot, stroller, bike, and car, and she is excited to work on a project to improve safety and accessibility of the Town’s streets and sidewalks.



Christine Go
Lead Planner, Fehr & Peers

Christine is a transportation planner committed to building equitable, sustainable, and safe mobility systems. Growing up in a rural area of eastern Indonesia, she developed a deep understanding of how transportation access influences social and economic opportunity. Since joining Fehr & Peers, her work has involved crash data analysis, systemic risk assessment, and benefit-cost evaluation to identify and prioritize effective safety improvements tailored to each community’s unique built environment.

Time available for this project **60%**



Lindsay Gips
Planning Support, Fehr & Peers

Lindsay is a Transportation Planner at Fehr & Peers. She is passionate about transportation safety as a critical component to creating harmonious and equitable multimodal transportation networks. She enjoys storytelling through a combination of quantitative and qualitative means to convey a holistic understanding of the narrative. Her recent experience includes several Vision Zero and Safety Action Plans and Road Safety Audits.

Time available for this project **50%**

We have lots of support behind us



Charlie Alexander, PE, AICP, RSP1
Principal-in-Charge, Fehr & Peers

Charlie is a Principal with 18 years of comprehensive transportation planning and engineering experience. He specializes in multimodal safety including Vision Zero and serves on the leadership team for Fehr & Peers’s Safety Discipline Group, our internal research and development team focusing on multimodal safety. Charlie is known for project innovations, comprehensively engaging communities, and challenging the status quo of transportation engineering to help communities realize better outcomes. Charlie’s safety-related experience includes Vision Zero planning, intersection- and corridor-level safety studies including Road Safety Audits, Pedestrian Safety Assessments, Complete Streets studies, design policies/standards, and expert witness testimony. He strives to ground his recommendations in sound judgment, recognizing that when it comes to safety a jury of our peers will decide what is right and what is wrong. Prior to relocating to Colorado, Charlie served as the on-call traffic engineer for the University of California, Davis, providing key insight as to how agency staff view good stewardship of their transportation systems. In addition to his project work, Charlie has taught courses on Complete Streets to master’s students and other practitioners through the University of Colorado, Denver, the National Complete Streets Coalition, and the University of California, Berkeley.

Time available for this project **10%**



Maggie Ostwald, EIT
Engineering Support, Fehr & Peers

Maggie is a Transportation Engineer/Planner with a drive to build safer transportation networks that foster strong, accessible communities. Her experience in roadway design enables her to develop concise, practical solutions for planning projects. Maggie’s project work demonstrates her knack for bridging the gap between long range planning and effective implementation of engineered designs. Maggie is currently playing a key role as planner/engineer on Summit County SS4A, leading community outreach, GIS analysis, and developing countermeasures and recommendations for the final action plan.

Time available for this project **20%**



Luna Hoopes
Outreach Support & Graphics, Fehr & Peers

Luna is a Transportation Planner and urban designer with extensive experience leading community outreach and engagement for mobility and planning projects. Luna specializes in creating accessible, bilingual, and visually engaging materials that help people connect with technical planning concepts in clear and approachable ways. She is skilled at tailoring outreach methods to meet communities where they are—whether that means intercept events on busy corridors, online surveys, or interactive design boards. Luna has helped communities build trust and shape policies, plans, and designs that reflect their priorities.

Time available for this project **10%**

Fehr & Peers National Experts



Erin Ferguson, AICP, RSP2I
Erin is a Principal engineer and certified road safety professional with 18 years of multimodal transportation planning and engineering experience that includes conducting applied national research as well as analysis and design to plan and implement on-the-ground multimodal safety improvements. Erin was a researcher and co-author of the American Association of State Highway and Transportation Officials (AASHTO) Highway Safety Manual (HSM), first edition, and a contributing author to the HSM, second edition. She has served as a technical resource for numerous transportation safety plans in the western United States.



Dana Weissman, AICP, RSP1
Dana is a Senior Associate with ten years of management experience on multimodal safety and active transportation planning projects. She has led high-profile safety technical analysis and project prioritization efforts for communities including San Francisco, Berkeley, Sacramento, and Los Angeles, employing a datadriven approach to better understand the communities’ roadway collisions and the key factors that contribute to them. She has overseen the development of statistical models to identify communities’ primary collision types and has led research into the effectiveness and cost of various engineering measures proven to reduce collisions.



Nicole Waldheim
Nicole is a well-recognized national multimodal safety expert with an extensive 20-year career in transportation planning and policy. Specializing in safety planning for over a decade, she is known for her expertise in applying the Safe System Approach (SSA) at the project level and identifying safety programs, policies, and projects for all road users. She is a soughtafter presenter at national conferences, and she leads and develops practitioner training to assist State DOTs and MPOs identify techniques, strategies, and policies to prioritize safe systems concepts in their transportation planning documents.



J.J. Folsom, AICP

Outreach Support, Community Builders

J.J. Folsom provides a wide range of planning and project management leadership to Community Builders projects and programs. He brings 30 years of experience managing and leading planning projects for corridors, neighborhoods, and downtowns, with a particular focus on multimodal transportation needs. A key component of all of the projects he has led, includes facilitating both traditional and targeted community outreach processes, which often include stakeholder interviews, resident focus groups, and discussions and presentations with elected officials to name a few.

J.J. is currently leading strategic action planning and community outreach for the transportation and infrastructure component of the joint comprehensive plan for the City of Leadville and Lake County. J.J. is an AICP certified planner, member of the Colorado APA., and has spoken at several state conferences, as well as the 2024 APA national conference. As a member of the Colorado Chapter of the Urban Land Institute, J.J. has served on several ULI national healthy corridors panels and workshops.

Time available
for this project **20%**



Samuel Acosta, PE

Hydraulics Lead, HDR

Sam leads HDR’s Colorado Transportation Hydraulics team and has experience in hydrologic and hydraulic analysis and design. Sam’s drainage experience includes urban and rural stormwater analysis including basin hydrologic modeling, inlet and conveyance system design, water quality treatment and detention design, and 1D/2D hydraulic modeling. Sam has additional experience in preparing construction plans, SWMP preparation, specifications, quantities, cost estimating, and design services during construction. His modeling program experience includes, ArcMap, HEC-2, HEC-RAS, HEC-HMS, HY-8, EPASWMM, XPSWMM, MicroStation, InRoads, AutoCAD Civil3D, StormCAD, FlowMaster, and CulvertMaster.

Time available
for this project **30%**



Jason Fullerton, PE

Transportation Engineer, HDR

Jason joined HDR after six years of consulting and ten years at the Colorado Department of Transportation (CDOT) serving as a Region 3 Design Engineer, Region 5 Traffic Design Engineer, and the last four years as a Resident Engineer. Jason has developed his technical skills in designing transportation projects for local municipalities as well as CDOT. Jason’s expertise in transportation engineering includes roadway design, intersection design, pedestrian/ bike facilities, drainage design, traffic design, 3D modeling, and PS&E delivery. In addition to his technical expertise, Jason is a proven project manager who understands budget constraints, quality control, scheduling, client communication, and stakeholder correspondence.

Time available
for this project **40%**



Greg Martinez, ACTCP

ADA Advisor, HDR

Greg provides consulting services to local public entities, architects, town planners, ADA Coordinators, and construction and design engineers under Title II of the American with Disabilities Act (ADA). Greg provides consultation in ADA audits, self-evaluations & transition plans (SETP’s), asset management, data collection, training, and ADA Title II requirements for pedestrian facilities in the public right-of-way. In addition, Greg’s experience with asset management and data collection spans across the western region and numerous municipalities. During his tenure with CDOT, Greg partnered with FHWA to train agencies across Colorado on Designing Pedestrian Facilities for Accessibility. After 25 years of state service, Greg retired from CDOT and now serves as Co-Lead of HDR’s National ADA Practice Group and is a member of HDR’s National Complete Streets Group.

His extensive experience has enabled him to support hundreds of municipalities by providing technical oversight for pedestrian facility design in the public right-of-way, developing educational tools, and statewide ABA/ADA/PROWAG training programs.

Time available
for this project **20%**

Relevant Projects

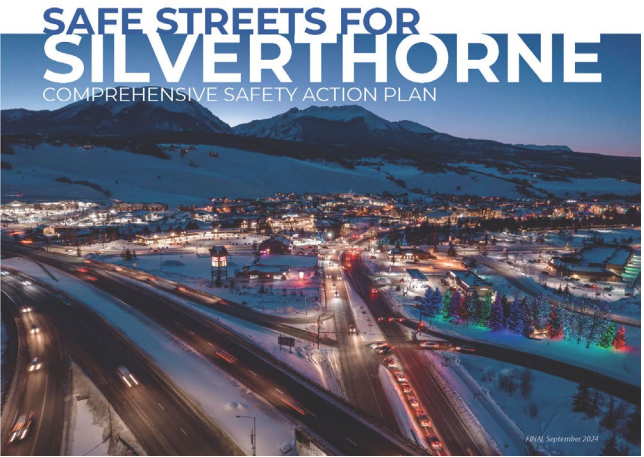
Gunnison County Safety Action Plan

Fehr & Peers created Gunnison County’s Safety Action Plan, which resulted in them winning \$15 million of implementation funding from the Safe Streets for All program. Initially, the county was interested in applying for SS4A implementation grant funding to install roundabouts at three specific intersections. However, Fehr & Peers analyzed those intersections and the crash history in the county as a whole and found that there were not specific crash problems at the locations of the roundabouts—instead, it was necessary to take a more systemic, holistic approach to road safety in Gunnison County.

The final plan looked holistically at the CO 135 corridor and established that the county had a significant problem with lane departure crashes. When considering countermeasures, Fehr & Peers emphasized projects with a high benefit-to-cost ratio, which would deliver the most significant safety outcomes for the lowest cost. These countermeasures included rumble strips and guardrail, which are low-cost and highly effective. The plan still included the three roundabouts that the county was interested in, but framed them as a speed management strategy as part of the larger systemic safety plan, rather than as a crash countermeasure themselves. The analysis honed in on the top crash profiles, identified the top countermeasures, and recommended the highest-impact countermeasures systemwide. This systemic safety analysis went above and beyond the original scope of work to meet the county’s needs and ensure that they were eligible for the implementation grant, which they then won.



SS4A

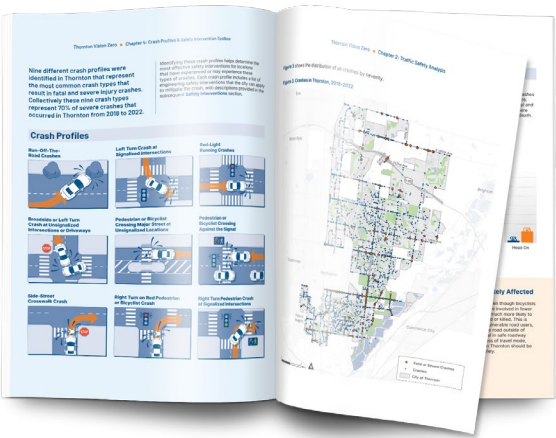


Safe Streets for Silverthorne

Fehr & Peers developed Silverthorne’s comprehensive Safety Action Plan (SAP) to identify strategies and projects that will reduce fatal and serious injury crashes. Funded by a USDOT Safe Streets for All (SS4A) Planning Grant, the project met all grant requirements and aligned closely with a parallel CDOT corridor study. Community engagement included tabling at events and the transit center, targeted outreach to Spanish-speaking residents, an online survey with 200+ responses, an open house, and a regional stakeholder working group. Our technical work featured a systemic crash analysis, development of a High Injury Network and High Risk Network, and creation of a localized equity index to prioritize projects. The team also produced visual crash profiles, a countermeasure toolbox, prioritized engineering projects, cost-benefit analysis, and performance tracking.

The resulting plan positions the Town to pursue local, state, and federal funding for safety improvements with a clear, actionable project list.

SS4A



Thornton Vision Zero Action Plan

Fehr & Peers led an interdisciplinary team to develop a Vision Zero Action Plan for the City of Thornton, CO. The the planning process and deliverables follow all requirements of the SS4A grant. We conducted an in-depth crash analysis to develop a high injury network (HIN) using Fehr & Peers’s in-house GIS-based HIN tool. We analyzed contextual risk factors to additionally develop a high-risk network (HRN). Key outcomes include a countermeasure toolbox to address the most common causes of serious injury crashes in Thornton, a prioritized project list, and cost-benefit analysis. Fehr & Peers performed direct diagnostics and level of service of safety (LOSS) to guide prioritization and countermeasure identification and developed a GIS-based online dashboard for transparency and tracking. We led a robust public outreach including a significant multicultural outreach effort that engaged with many folks from Thornton’s large Spanish speaking community.

SS4A



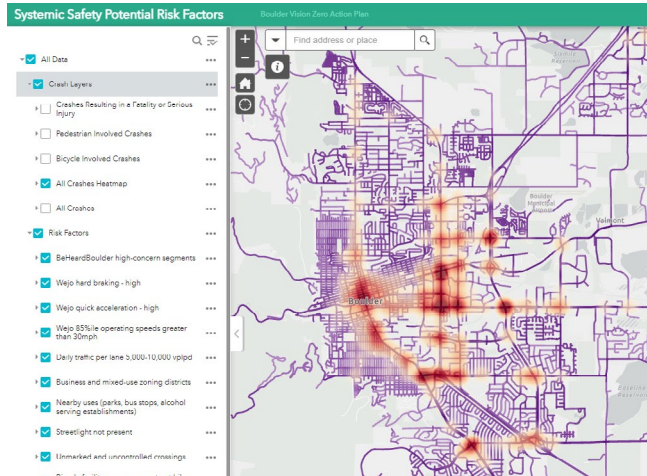
Castle Rock SS4A & Implementation Grant Support

Fehr & Peers supported the Town of Castle Rock in the development of a Safe Streets and Roads for All Plan. The Plan included a detailed crash analysis, extensive public and stakeholder engagement that reached over 900 people, development of a high-injury network and high-risk network, a countermeasure toolbox, and an action list with a prioritized project list.

Immediately following completion of the work, Fehr & Peers was retained to support SS4A Implementation Grant application in which our team:

- Led the development of project identification to be included in a Demonstration Grant and regional implementation grant application.
- Prepared cost estimates and benefit-cost calculations in accordance with SS4A Notice of Funding Opportunity (NOFO) requirements.
- Provided strategic guidance and technical review throughout the application process aligned with federal expectations and local goals.

SS4A



Boulder Vision Zero Action Plan & SS4A Implementation/ Demonstration Grant Support

Fehr & Peers delivered a comprehensive update to Boulder’s Vision Zero Action Plan. Specifically, we conducted a significant crash analysis and Systemic Safety analysis to build upon Boulder’s previous Safe Streets Boulder Report and Vision Zero Action Plan. The resulting action plan positioned the city for local, state, and federal funds by proposing a specific list of prioritized projects that will reduce fatal and serious injury crashes. The plan process included significant community engagement and meets the needs of a Comprehensive Safety Action Plan. Building off this work, Fehr & Peers supported city staff in developing Boulder’s SS4A Implementation grant application to identify high-priority pedestrian crossing upgrades on their high risk streets. The City of Boulder was awarded an SS4A Implementation grant of \$23 million in 2023.

SS4A

On-going Work



Adams County Comprehensive Safety Action Plan

Fehr & Peers is supporting a team to develop data-driven safety action plans for Adams County and seven additional partner jurisdictions. Fehr & Peers led crash data analysis for this project. To streamline assessment of thousands of crashes across hundreds of intersections and roadway segments throughout these eight jurisdictions, the analyst team developed automated data processing strategies. These included developing templates to batch-pull level of service of safety results from DiExSys Vision Zero Suite and writing code in Excel to automatically assign crash profiles to intersections based on characteristics of crashes at those intersections. These innovations saved hundreds of manual analysis hours, allowing the team to focus on recommendations.

Expected completion: early 2026

SS4A



Summit County Safe Streets for All Action Plan

Fehr & Peers is guiding Summit County in taking a bold step to significantly reduce fatal and serious injury crashes on its roads and bikeways by developing an aggressive and actionable Safe Streets for All (SS4A) Action Plan. This SS4A Action Plan is performing a comprehensive traffic safety analysis that takes a deep dive at systemic and location-based countermeasures for disproportionately high crash types (such as run off the road and head-on) and locations (such as gravel roads and roundabouts). Throughout the process, we are engaging the Summit County community to understand their top traffic safety concerns through facilitating monolingual Spanish focus groups, pop-up events at Nordic ski races, an interactive online map, and an open house with a giant 10’x10’ floor map of the County. The Plan develops an implementable roadmap through identified capital projects at intersections and segments, systemic safety solutions, and policies to work toward safer streets for locals and visitors alike.

Expected completion: end of 2025

SS4A



West End Vision Project

Marissa serves as Community Builders’ Engagement Manager for the West End Vision Project, a regional, multi-jurisdictional effort to create a shared vision and plan for the future of the rural, remote “West End” of Montrose and San Miguel Counties. In this community of just 2,000 residents, more than 600 people with diverse backgrounds and perspectives have participated through community workshops, small group conversations, pop-ups, focus groups, virtual tools, and a “community connectors” approach to reach harder to engage groups including Spanish speakers, ranchers and agricultural workers, and youth. As part of this role, Marissa has led CB’s efforts to update its system for qualitative data collection and analysis, integrating AI tools to increase efficiency and transparency while reducing potential bias.

Additional Qualifications



Town of Paonia Comprehensive Plan

Prior to joining Community Builders, Marissa was part of the team of locals led by Phoenix Rising Resources that developed Paonia’s recently adopted Comprehensive Plan. In that role Marissa led a robust community engagement process with public workshops in accessible venues, outreach through existing local networks, a mailed survey to every in-town household, virtual comment options, and creative incentives like a pizza party and photo expo. She also contributed research, analysis, and writing for plan elements on Transportation, Parks and Recreation, Trails, and Economic Development. Through this work, Marissa gained a deeper understanding of Paonia’s community dynamics, values, and vision, its transportation and safety context, and the Town’s infrastructure and future land use priorities.



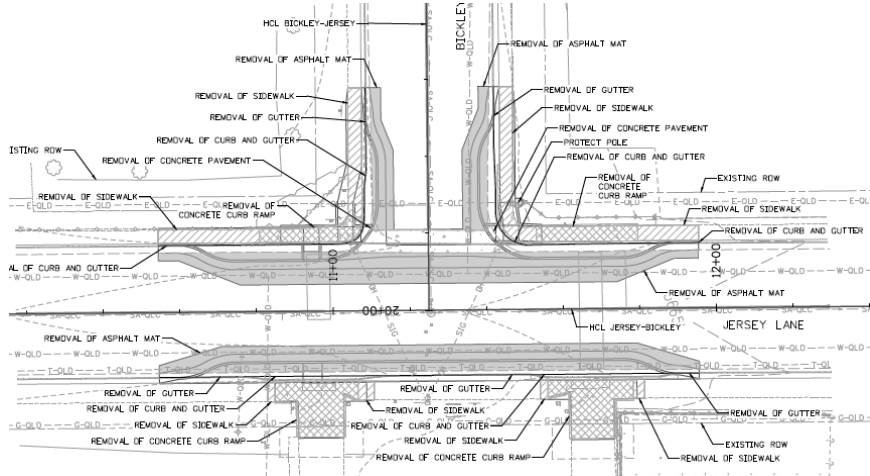
32 ½ and E Road Corridor Improvements Phases I-III Mesa County

Mesa County selected HDR for a three-phase project on 32 ½ Road to improve connectivity, safety, and infrastructure for the growing community. The project replaced the 32 ½ Road canal structure with a widened single-span bridge, connected 32 ½ Road to E Road, and upgraded 32 ½ Road and D ¾ Road with widened roadways, enhanced drainage systems, and ADA-compliant pedestrian facilities. HDR also analyzed alternative designs for the 32 ½ Road – E Road intersection and is finalizing the project for advertisement.

This project was initiated to support increased activity following the construction of a new community center and library. Historically, the area’s roads were farm-to-market routes with limited pedestrian infrastructure. The County prioritized creating a safe, accessible pedestrian corridor with bike lanes and sidewalks to accommodate the needs of its evolving community.

HDR faced challenges, particularly addressing utilities and drainage in an area lacking an existing storm drain network. Using HDR’s internal SUE team, we coordinated with the County and utility owners, conducted potholing, and developed a 3D model to identify utility elevations and plan effective drainage solutions.

Mesa County’s decision to continue to select HDR for each of the three project phases reflects their trust in our expertise and ability to manage complex infrastructure challenges. This experience demonstrates HDR’s commitment to addressing local needs, navigating budget adjustments, and delivering tailored solutions.



El Paso County (EPC) Intersections

HDR was engaged in a significant project aimed at improving 24 intersections in El Paso County, focusing on areas with school crossings and high-speed, high-volume roadways. The client, El Paso County, faced challenges related to pedestrian safety and connectivity to essential services such as schools, parks, and transit. HDR’s involvement included a thorough assessment of the existing infrastructure at each intersection, which encompassed sidewalks, curb ramps, traffic signals, roadway conditions, lighting, drainage systems, signage, and utilities.

HDR implemented innovative methodologies that allowed for rapid analysis and prioritization of improvements across multiple intersections simultaneously. This approach not only streamlined the design process but also facilitated effective stakeholder and public engagement, ensuring that community input was considered throughout the project. Coordination with various regulatory agencies was also a key aspect of HDR’s strategy, ensuring compliance with guidelines and standards.

The solutions proposed by HDR are designed to provide both short-term and long-term benefits to the community. By enhancing pedestrian access and safety, the project aims to foster greater connectivity to vital services and promote active transportation options. Throughout the project, HDR remained adaptable to unforeseen circumstances, employing problem-solving strategies to address any challenges that arose. The technical scope of the project includes various elements such as roadway improvements, intersection drainage, and compliance with ADA standards. The anticipated completion date for the project has not been specified, but HDR’s expertise and experience are expected to contribute positively to the overall outcome.



El Paso County (EPC) Intersections

CDOT Region 3 determined that US 24 in Leadville from MP 175 to MP 177 required surface treatment. The resurfacing project triggered ADA compliant curb ramp design and construction to meet the current ADA/PROWAG standards at 18 intersections and included restriping, adding turn lanes, bike lanes, and parking lanes. As this was a historic district with historic buildings and excessive street and sidewalk grades, many curb ramps could not meet the technical requirements of the ADA. However, ADA access improved at all intersections and HDR provided 29 Curb Ramp Variance Support Documents where physical or site constraints and Historic features limited ADA compliance.

Project Understanding

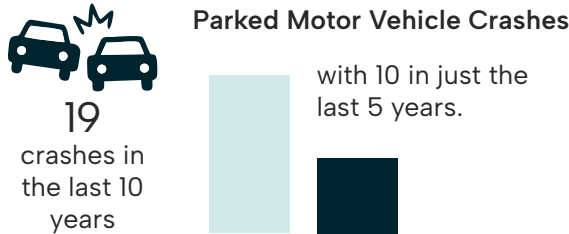
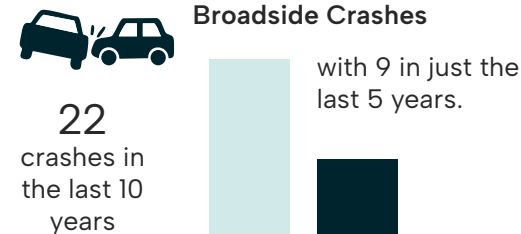
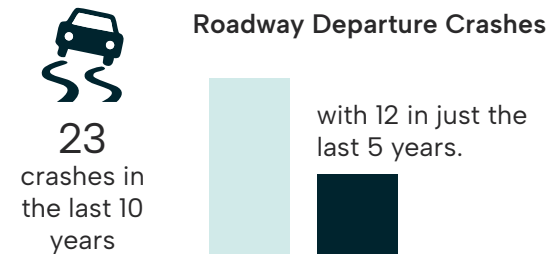
Fehr & Peers understands the Town of Paonia’s interest in developing a Safe Streets for All (SS4A) Action Plan that reflects the community’s values and addresses its most pressing transportation safety challenges. As a small, rural town with limited pedestrian and bicycle infrastructure, Paonia faces unique barriers to safe mobility—including gaps in ADA accessibility, constrained right-of-way, and a mix of local and visitor traffic.

We recognize that this plan is an opportunity to build on Paonia’s existing efforts, including its ADA Transition Plan and Safe Routes to School work, and to create a roadmap for safety improvements that are inclusive, implementable, and community-driven. Our team is committed to delivering a plan that positions Paonia to be competitive for SS4A Implementation Grant funding while also reflecting the lived experiences of its residents—especially vulnerable users such as children, seniors, people with disabilities, and members of the Hispanic workforce who may be car-free.



Preliminary Crash Analysis

To better understand crash trends in Paonia, we have conducted some preliminary crash analysis that highlights the three most common crash types as Roadway Departure, Broadside, and Parked Motor Vehicle Crashes.



Nearly one in five crashes in Paonia results in an injury. In the last 10 years, 17 injury crashes resulted in 22 people injured. These reported statistics did not include any fatalities, although we’re aware of the fatal tragedy a bicyclist experienced last year which has not yet been included in the crash reporting. Any number of fatalities and severe injuries is not acceptable, and we will work with you to best understand the data and how it will be used to inform recommendations. Our approach will also be centered on identifying preventative safety improvements that could prevent future crashes and injuries – especially for vulnerable pedestrians and bicyclists.



Roadway Departure

Roadway departure stands out not just for frequency, but for severity. All three KSI (Killed or Serious Injury) crashes in the past decade were roadway departure events, including two severe injury crashes that occurred in the last five years. While fatalities have fortunately not occurred, the concentration of KSIs within roadway departure crashes highlights the disproportionate severity of leaving the travel way, compared to other crash types that are more frequent but typically less severe.

LOCATION AND CONTRIBUTING FACTORS

Looking closer at roadway departure crashes:

Location

Of 23 roadway departure crashes in the last ten years, thirteen occurred on town streets and ten on State Highway 133. Both roadway systems are significantly affected, showing that departure risk is not limited to rural or high-speed corridors.

Contributing Factors

- Vehicle Speed: At least 13 roadway departure crashes occurred at speeds above 30 mph.
- Lighting Conditions: 4 crashes occurred in dark/unlit conditions, pointing to visibility issues.

POTENTIAL COUNTERMEASURES

To mitigate roadway departure crashes, especially those tied to speed and visibility, the following strategies should be prioritized:



Speed Management: Targeted speed reductions and traffic calming on town streets; consistent speed enforcement and evaluation of posted limits on state highways.



Roadway Edge Treatments: Rumble strips, improved shoulders, and clear zone management to reduce the likelihood of severe outcomes when drivers leave the roadway.



Lighting Improvements: Enhanced street lighting at critical segments, particularly rural approaches and areas with a history of nighttime crashes.



Systemic Safety Enhancements: High-friction surface treatments, improved signage/markings, and curve delineation to reduce roadway departure risk.



Multimodal Infrastructure: Protected bike lanes and safe crossings to reduce exposure of vulnerable road users.



Vulnerable Road Users – Bicyclists

Paonia’s crash profile also highlights risks for vulnerable users. Although bicycle crashes represented just 2% of all crashes in the last decade, they accounted for nearly 12% of all injury crashes. This means that when a bicycle is involved, there is a much greater likelihood that the crash results in injury.

Project Approach

Fehr & Peers will develop a Comprehensive Safety Action Plan for Paonia using a methodology that integrates data analysis, community engagement, and strategic prioritization. Our approach includes:

Crash Analysis and Risk Identification

We will conduct a detailed crash analysis for the Town of Paonia, using local data and systemic safety methods to identify high-risk locations and crash types. While Paonia’s crash volume may be lower than larger jurisdictions, we anticipate similar rural crash patterns—such as lane departure, pedestrian conflicts, and vehicle-wildlife incidents—and will tailor our analysis accordingly.

Integration of ADA Transition Plan Findings

We will incorporate findings from Paonia’s ADA Transition Plan to ensure that accessibility improvements are prioritized within the SS4A framework. This includes identifying infrastructure gaps, barriers to mobility, and opportunities to align safety investments with ADA compliance.

Inclusive and Scalable Engagement

Community Builders’ engagement approach balances breadth and depth to ensure meaningful participation. We’ll reach a wide cross-section of Paonia residents through pop-ups and surveys to understand diverse safety experiences, while also gathering detailed input via stakeholder conversations and site-specific activities to clarify priorities and guide practical solutions. Our Public Involvement Plan (PIP) will reflect Paonia’s scale and character, emphasizing in-person, on-the-ground engagement supported by virtual mapping and tools.

Local engagement specialist Marissa Mommaerts will lead outreach, leveraging strong relationships with schools, nonprofits, and community networks to ensure broad and inclusive participation—especially among those most affected by transportation safety, including people with disabilities, older adults, youth, lower-income residents, and those without vehicle access. Engagement will be timed around seasonal windows and holidays to maximize turnout and will include intercept-style pop-ups, focus groups, surveys, virtual tools, and workshops like Walk & Roll sessions and a Complete Streets demonstration. A communications plan will ensure the public is informed, understands how input shapes the process, and receives regular updates on progress and key themes.

Regional Coordination

We will coordinate with Delta County, CDOT, Delta County Public Schools, Paonia Fire District, and other key partners to ensure alignment with regional safety efforts and leverage and build upon existing data and initiatives, including work on Safe Routes to Schools in recent years.

Project Identification and Prioritization

Using a combination of crash data, community input, and proven safety countermeasures, we will identify and prioritize projects that address Paonia’s most critical safety needs. Our prioritization framework will emphasize equity, cost-effectiveness, and readiness for implementation.



Task 1: Planning and Data Collection

Fehr & Peers will lead a comprehensive planning and data collection effort to establish a strong technical foundation for the Paonia Safety Action Plan. This task will result in a series of maps, charts, tables, and infographics that summarize crash patterns and risk factors, and guide the identification of effective safety solutions.



Deliverables

- Technical memorandum and slide deck with maps, tables, charts, and descriptions summarizing crash analysis and findings.
- High Injury Network and High Risk Network maps and methodology
- Graphic rich crash profiles presented in a slide deck and incorporated into Final Plan

1.1: Project Initiation

Upon Notice to Proceed, the Fehr & Peers Project Manager will coordinate with the Paonia Project Manager to initiate the project with Town staff, elected officials, and stakeholders. This will include:

- A kickoff meeting to review the scope, confirm roles and responsibilities, and gather initial input.
- Development of a Project Management Plan (PMP) outlining decision-making structure, key milestones, deliverables, and communication protocols.

1.2: Data Collection

Fehr & Peers will conduct a comprehensive analysis and summary of crash patterns and risk factors in Paonia. In addition, we will identify an additional set of useful data to inform the process potentially including community comments and contextual roadway and land use data. Lessons learned from recent work will be applied to Paonia including:

1. **Crash narratives** within reports can help fill in knowledge gaps not readily available in tabular crash data. This will be particularly helpful for diagnosing fatal and serious injury crashes and pedestrian and bicycle crash types that tend to be more nuanced.
2. **Involve first responders and local roadway engineers.** We have found that meeting with local police and fire departments can reveal trends not readily apparent in the data. Local engineers also carry knowledge from areas with high resident complaints that can fill in data gaps.
3. **Leverage Big Data.** Fehr & Peers is at the forefront of using Big Data to supplement crash history to inform a high-risk network. Potential datasets to explore as part of this project include connected vehicle data, such as hard-braking, operating speed, quick acceleration, and seat belt use.

4. **DiExSys Vision Zero Suite software.** Fehr & Peers has a Vision Zero Suite license and will use to perform level of service safety (LOSS) analysis and direct diagnostics to quickly process a large amount of data to identify areas most likely to benefit from improvements. We have used batch pulls on recent projects that would allow us to analyze a large number of intersections and segments quickly to identify the locations with higher LOSS and keep the project on a quick timeline.

5. **Cleaning crash data.** Whether we pull crash data from the Town or Vision Zero Suite we have found that not all data is necessarily geocoded correctly, particularly locations that are off CDOT's highways and there can sometimes be duplicates. We have developed a prioritization process and methodology on past projects to quickly assess and clean data so that we can be confident in the accuracy of the trends and locations of crashes to inform recommendations.

1.3: Analysis

Following data collection and cleaning, Fehr & Peers will synthesize the crash data into a series of easily digestible maps, charts, and simple descriptions to convey the most important crash trends to the public and stakeholders. These key findings will be critical to understanding the locations and types of crashes that the programs, projects, strategies, and measures should address.

The data will also be added to the proposed online dashboard to allow for easy viewing and custom analysis by Paonia staff and potentially the public and as a baseline to monitor performance over time.

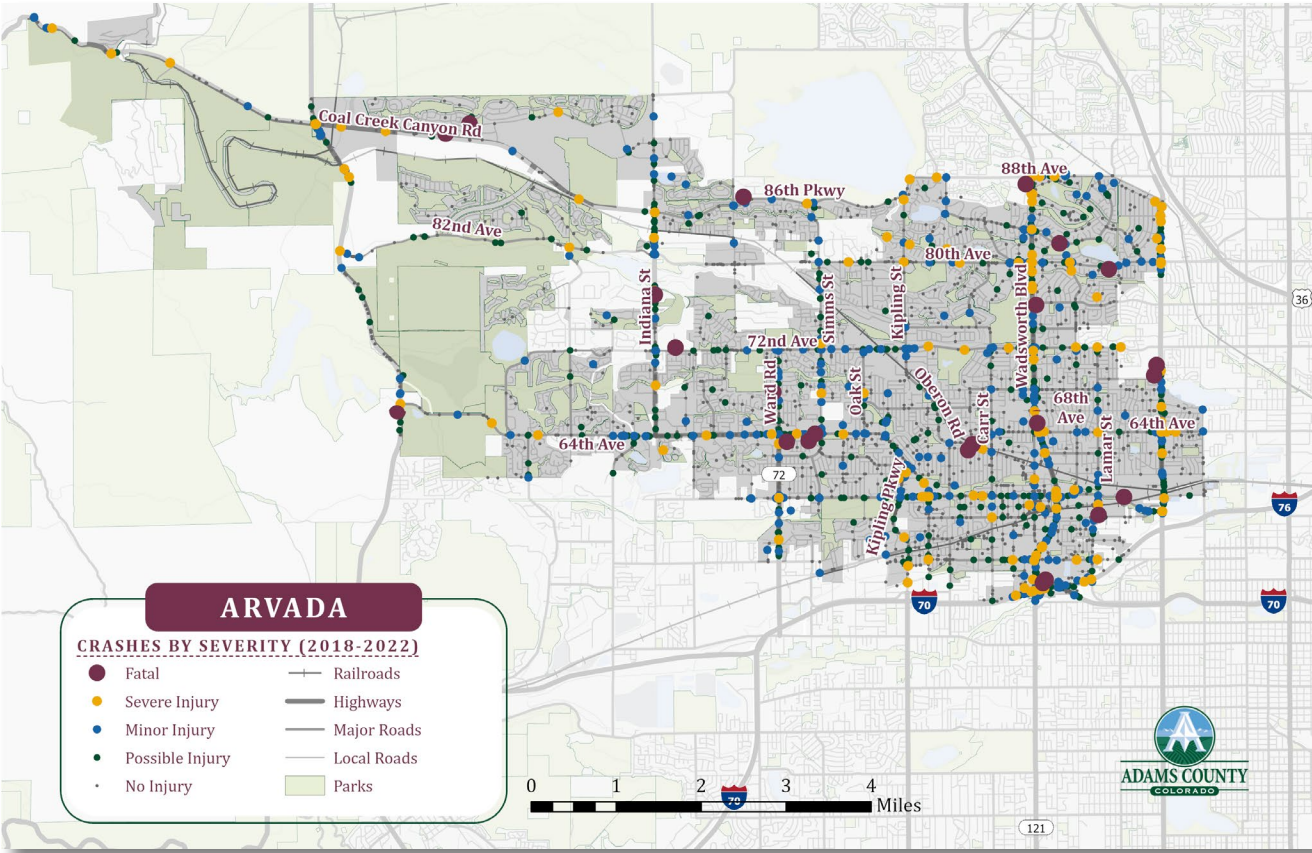
Depending on the outcomes of the analysis the data may be summarized to include any or all of the following examples:

1. **Stratification:** A substantive safety assessment involves scientific statistical analysis. Such analysis is possible only through proper stratification of crash data based on context. With an understanding of the goal of identifying crash patterns, Fehr & Peers will stratify the data to create homogeneous datasets for analysis (i.e., crashes with similar environmental, modal, geographic, and roadway attributes will be identified and analyzed). Depending on the outcomes of the analysis charts will be used to succinctly illustrate these trends, potentially including: crash types by severity, time of day, season, etc., and key contributing factors (alcohol, driver age, out-of-state residence, etc.).
2. **Descriptive Analysis:** The crash data used in this project will first be used to develop descriptive statistics of crashes that will include crash frequency, severity, rate, and crash type. This analysis will give the team a first glimpse at underlying patterns in the crash history. We will develop crash frequencies for reference populations of sites with similar characteristics to identify corridors of concern.

3. **Maps** will illustrate concentration of key crash types, including:

- By severity (fatal, serious injury, minor injury, PDO)
- By vulnerable user (bicycle, pedestrian, motorcycle)
- By key types (such as vehicle–wildlife or lane departure)

As part of the analysis, Fehr & Peers proposes to develop both a High Injury Network (HIN) and High Risk Network (HRN) to map road segments in Paonia with a disproportionally high crash history (HIN) and high risk for future crashes (HRN). These networks (which can be combined as we have done in numerous recent projects) will be used to prioritize safety projects and actions to ensure they are in locations that will have the greatest impact on improving safety. This is also an essential requirement of the SS4A Implementation Grant.



Crash map developed for the Adams County Safety Action Plan

HIGH INJURY NETWORK DEVELOPMENT

Fehr & Peers has an in-house GIS-based tool that we will apply to quickly synthesize crash data on the Town streets to produce a draft HIN. The tool utilizes the Sliding Window Method and a smoothing process to identify discrete but continuous roadway segments with the highest occurrence of crashes weighted by severity.

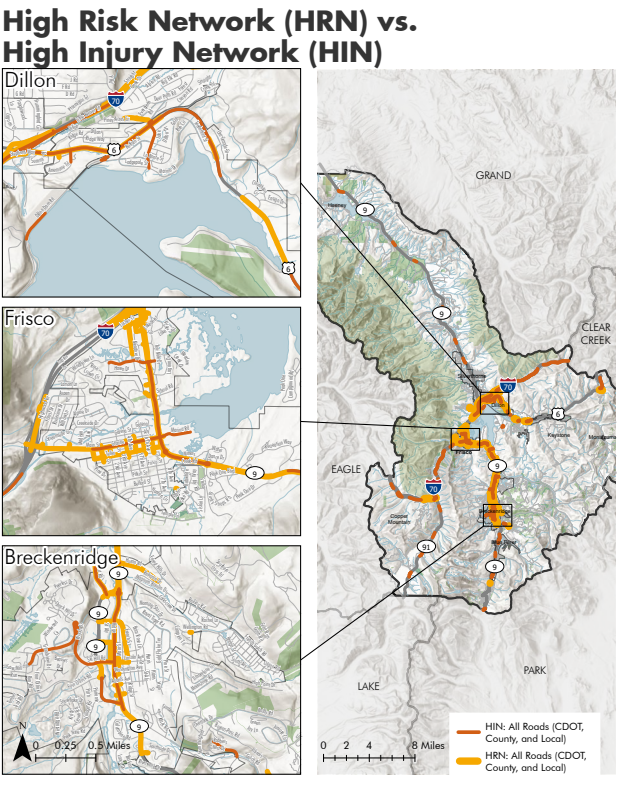
The tool can be customized to prioritize fatal, serious injury, or other crash types as well as show a range of prioritized corridors depending on how many miles of roadway staff want to include on the HIN.

HIGH RISK NETWORK DEVELOPMENT

Fehr & Peers will use a Systemic Safety Analysis, detailed below, to identify a list of contextual factors most associated with fatal and serious injury crash types.

Following Highway Safety Manual and NCHRP 893 guidance, Fehr & Peers will pair the outcomes of the crash data analysis with contextual factors, such as:

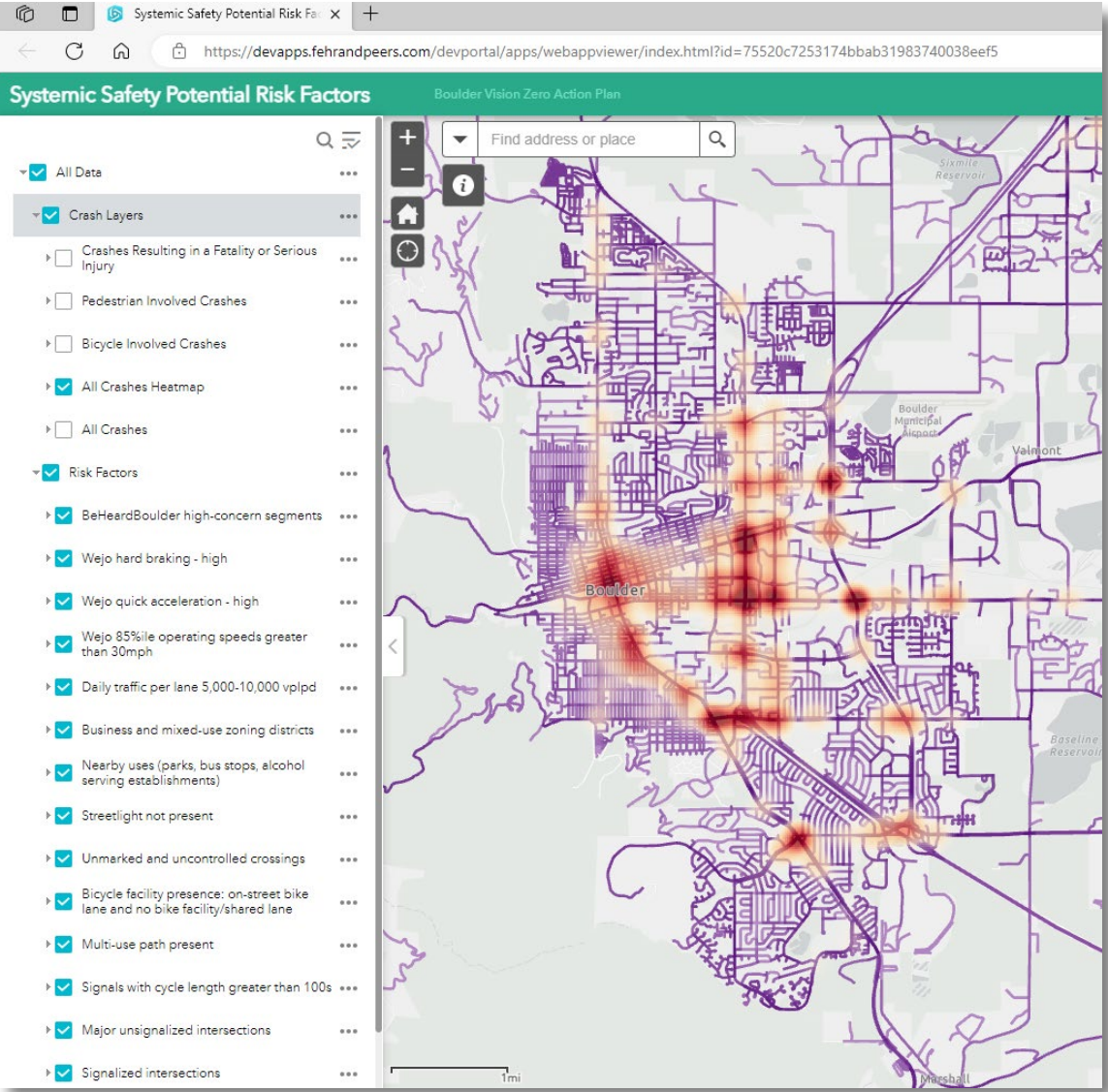
- **Roadway data:** traffic volumes, roadway number of lanes, posted speed, operating speed, horizontal/vertical curves, bikeways, sidewalks, etc.
- **Intersection data:** traffic signal locations, stop sign locations, crosswalk locations.
- **Land uses/demographics:** areas of persistent poverty, parks, schools, community/senior centers.
- **Animal/natural landscape:** animal migration corridors, open ranges, topography/shading.
- **Connected vehicle data:** quick acceleration, hard braking, average and 85th percentile operating speeds, and seat belt use.



High-Injury and High-Risk Network developed for Summit County

Fehr & Peers will develop a GIS database with collision data and contextual factors. The contextual factors will be paired with collision types in a systemic analysis matrix to identify crash types that account for the most frequent and most serious injury crash types. This systemic matrix process, based on the FHWA Systemic Approach, has the effect of evaluating risk across the entire roadway system, rather than only managing risk at certain locations. Systemic modeling will allow the Town to proactively address unobserved, but anticipated, safety trouble spots.

Leveraging efficiencies in developing these networks on several recent projects (including in Gunnison County and Summit County) these top contextual factors will be stratigraphically mapped and the road segments with the highest concentration of risk factors will become part of the HRN. The HRN will represent the corridors and intersections in the Town with the highest risk for fatal and serious injury crashes.



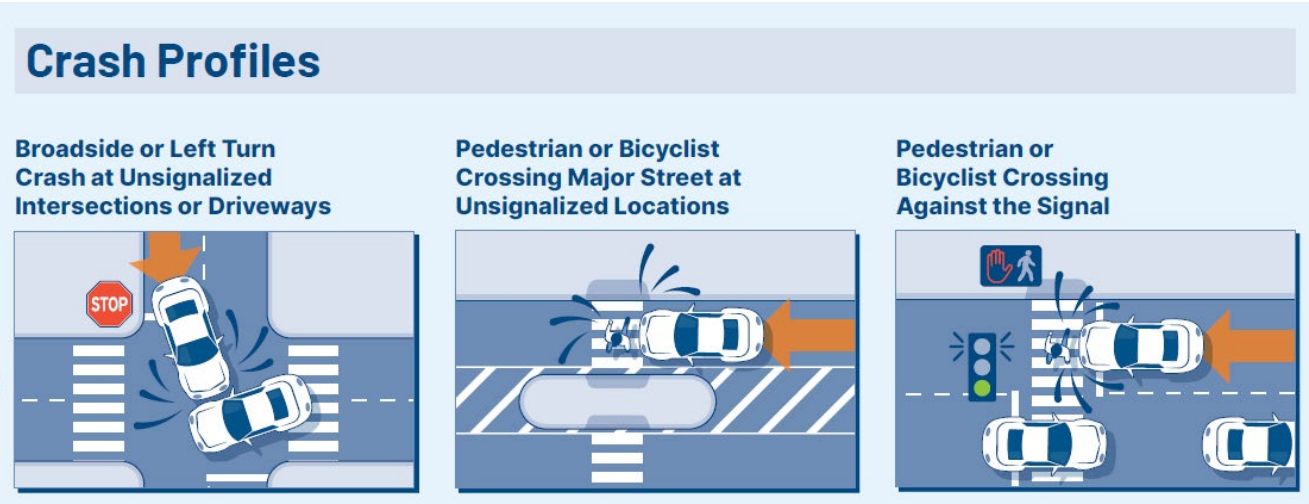
GIS database developed for Boulder Vision Zero

Crash Profiles

Using the outcomes of the crash analysis, Fehr & Peers will develop crash profiles for the most common fatal and serious injury crash types. Each crash profile will be associated with a specific set of countermeasures. For example, common crash profiles in Panoia may end up including lane departure crashes, pedestrian crossing highway at unsignalized location, and vehicle–wildlife crashes.

The crash profiles will include a description of the fatal and serious injury crash types along with associated contextual/geospatial data that can then be used to inform effective countermeasures. Identifying the most common crash profiles in Paonia will be critical to informing effective solutions as part of Task 3.

To be most effective at competitive grants, engineering solutions should clearly demonstrate a direct, proven correlation with established traffic safety issues, and prioritization should factor projects that will have the greatest impact on mitigating severe crashes, especially to vulnerable users and underserved areas. To achieve this, we propose a methodology we have recently applied on several projects that utilizes a systemic safety analysis based on the FHWA Systemic Approach. We will define the high-risk locations and crash types in Paonia that are most likely to lead to fatal or severe injury crashes along with a set of proven safety countermeasures. For example, medium density residential areas, areas with recorded and reported high speeds, and corridors with heavy vehicle traffic should be analyzed in greater detail.



Crash profile graphics developed for the Thornton Vision Zero Action Plan

Task 2: Community and Stakeholder Engagement

Our team is uniquely equipped to deliver a high-impact community engagement process, ground in local presence, successful engagement tools, and a proven ability to build trust and transparency across diverse stakeholders.



Deliverables

- Public Involvement Plan (PIP)
- Promotion and facilitation of two rounds of pop-up events, workshops, open houses, demonstrations, and/or focus groups.
- Preparation, facilitation, and meeting notes for scheduled meetings
- Project website
- Report summarizing all engagement activities and outcomes

2.1 Public Involvement Plan

Community Builders, in collaboration with Fehr & Peers and the Town of Paonia, will develop a Public Involvement Plan tailored to Paonia’s scale and character. The PIP will define engagement goals, identify key stakeholders, outline activities aligned with project milestones, and explain how engagement data will be collected, analyzed, and integrated into the Safe Streets and Roads for All Comprehensive Safety Plan.

The PIP will meet federal and state requirements by:

- Ensuring compliance with Title VI, ADA, Environmental Justice, and nondiscrimination obligations.
- Documenting outreach to and participation of underserved groups, including people with disabilities, seniors, youth, residents without access to a vehicle, and Spanish-speaking residents.
- Providing multiple methods for participation (in-person, virtual, written, verbal) to ensure broad access.
- Establishing feedback loops so participants can see how their input influences recommendations.

2.2 Engagement Activities

A range of methods will ensure both breadth (broad reach across the community) and depth (detailed understanding of safety issues and solutions):



POP-UP EVENTS & INTERCEPTS

Held at community gathering spots (schools, library, Senior Center, grocery stores, cafes, community events). Designed to be approachable, interactive, and informal.



WORKSHOPS & OPEN HOUSES

Facilitated sessions with visuals, tactile activities, and dialogue.



WALK & ROLL WORKSHOP

On-the-ground session where community members walk, bike, or use mobility devices to experience local streets together and identify safety issues.



COMPLETE STREETS DEMONSTRATION

Temporary traffic calming or street design demonstration to showcase potential solutions and spark feedback.



SURVEYS

Online and paper-based, with an interactive map for pinpointing concerns. Available in English and Spanish.



FOCUS GROUPS

Targeted outreach with vulnerable populations, including youth (via schools and SRTS connections), seniors, people with disabilities, Hispanic residents, and those who are car-free or rely primarily on walking, biking, or rolling.

All events will be ADA-compliant and inclusive (accessible venues, plain-language materials, bilingual content, and Spanish interpretation as needed).

2.3 Regional Coordination

The team will coordinate with:



Our team has been purposely assembled to meet the Town’s need to coordinate with regional stakeholders. Members of our team have worked at CDOT, delivered CDOT projects, and are currently working with CDOT R3 and R5 Local Agency projects. Our firsthand experience verifies a deep understanding of CDOT’s processes and project challenges.

This coordination will ensure alignment with regional safety efforts, avoid duplication, and leverage existing data and initiatives.

2.4 Documentation: Record and summarize public input and integrate into Action Plan recommendations

Each engagement activity will be documented and summarized. Deliverables include:

- Meeting/event notes, photos, and sign-in sheets.
- Survey datasets (online and paper).
- Engagement summaries highlighting key themes.
- Integration of findings into Action Plan recommendations, with feedback loops communicated back to the community.



Task 3: Develop Comprehensive Safety Action Plan

Fehr & Peers will lead the development of a Comprehensive Safety Action Plan tailored to Paonia’s unique safety challenges and community priorities.



Deliverables

- Graphic-rich countermeasure toolbox with matrix of corresponding crash profiles
- Top intersection and corridor maps with methodology summarized in a technical memo
- Prioritized project list by project and location with prioritization methodology
- Online crash dashboard

This plan will be structured to meet SS4A requirements and position the Town for future Implementation Grant funding. Our approach integrates data-driven analysis, proven safety strategies, and stakeholder input to produce a technically sound and locally responsive plan. factors, and guide the identification of effective safety solutions.

3.1 Identification of Strategies and Projects

Building on the crash analysis and engagement findings from Tasks 1 and 2, Fehr & Peers will identify targeted strategies and projects to address Paonia’s most pressing safety needs. Our process includes:

- 1. Countermeasure Toolbox Development:** Fehr & Peers will compile a set of proven safety countermeasures aligned with Paonia’s top crash profiles. Drawing from our proprietary countermeasure toolbox, the Crash Modification (CMF) clearinghouse, and FHWA’s proven safety countermeasures, we will vet each countermeasure with Town staff and stakeholders to ensure contextual appropriateness and feasibility. The toolbox will include descriptions, graphics, and CMFs where available, organized in a matrix that links countermeasures to specific crash types. This matrix will serve as a technical reference for selecting interventions based on crash patterns.
- 2. Top Intersection Location Identification:** We will develop a geospatial methodology to identify priority intersections for safety improvements. Criteria will include crash volume and severity, High Injury Network (HIN), vulnerable user presence, potential for crash reduction (LOSS), risk (HRN), and community input. Fehr & Peers will apply our intersection screening tool, which combines crash data with contextual indicators, to identify locations with elevated risk. The methodology and outcomes will be reviewed with Town staff to determine an appropriate number of locations.

- 3. Top Corridor Segment Identification:** Using a similar approach, Fehr & Peers will identify priority corridor segments based on crash history and risk. Segments will be categorized by crash type—such as lane-departure, vehicle-wildlife, pedestrian crossings, or bikeway/sidewalk gaps—allowing for targeted countermeasure selection. We will apply our segment screening tool, which integrates crash data, roadway geometry, and behavioral indicators, to identify corridors with systemic safety issues.
- 4. Project Pairing:** Fehr & Peers will pair countermeasures with identified intersections and segments using a geospatial and Excel-based processing tool. This tool rapidly identifies crash profiles across multiple locations and matches them with appropriate interventions. We will supplement this analysis with aerial and Streetview imagery, crash narrative review, and community feedback from the interactive map. This multi-layered approach ensures that each project is grounded in both technical evidence and local context.

3.2 Prioritization

Fehr & Peers will develop a prioritization framework in collaboration with Town staff and stakeholders. The framework will incorporate:

- Geospatial prioritization factors, such as the HIN and HRN, LOSS, areas of persistent poverty, and community input.
- Project specific factors such as cost and benefit.

We recommend using a benefit-cost analysis (BCA) as a key criterion. Demonstrating a BCA is highly beneficial for competitive grants. We will estimate benefit using CMFs, crash history, and predictive safety methodology. We will estimate costs for each countermeasure. This methodology ensures that the benefit for each location is based on the need for safety intervention as well as the potential for crash reduction.

Projects will be prioritized by location and countermeasure type, allowing flexibility for grant applications. For example, the list may highlight top locations for pedestrian crossing treatments across the Town. This approach aligns with SS4A Implementation Grant trends favoring systemic, multi-location improvements over isolated, high-cost projects. The process will set the Town up to be successful at identifying projects that address these types of systemic safety issues and thus will be competitive for future grant opportunities.

ADA INTEGRATION

We will coordinate with Town staff to integrate findings from Paonia’s ADA Transition Plan. While some ADA improvements may not rank high in crash risk, they are essential for maintaining a traversable sidewalk network and will be included in the prioritization framework.

HDR will support concept development and cost estimating. Led by Jason Fullerton, HDR brings deep experience in ADA and multimodal design across Western Slope communities. Jason’s background with CDOT Region 3 and Region 5, combined with his current role in Durango, ensures a practical understanding of rural design constraints and opportunities. HDR will assist in developing early concept visuals using Snagit software to facilitate stakeholder review and reduce design iteration time. Currently based in Durango, Jason will be available personally to attend meetings and provide feedback on the ground.

A key method of identifying strategies and projects will be an initial site walk with the Town of Paonia and other stakeholders to better understand pedestrian circulation, drainage issues, and vehicle/ multimodal/pedestrian conflict areas. To better communicate higher priority improvement projects, our team of ADA experts will create concept exhibits using Snagit software to communicate the proposed concepts to the Town, CDOT, and community stakeholders. These early concepts can reduce design cost and time by flushing out issues and provide a great visual for stakeholders to agree upon prior to full design development. This methodology provides a three-dimensional visual that proved its value to be successful in negotiations with business and property owners on the CDOT Region 3 US 24 Leadville Road Resurfacing Project and obtain early buy off from CDOT on the 6530 Rd and US 50 Signalization local agency project for the City of Montrose. Examples of these are shown below.



3.3 Best Practices

Fehr & Peers will draw on FHWA’s Proven Safety Countermeasures and our internal Countermeasure Toolbox to recommend context-appropriate solutions for Paonia, including:

- Rumble strips and signage for lane departure mitigation
- Separated pedestrian and bicycle facilities
- Speed management strategies
- ADA-compliant curb ramps and crossings

Our approach emphasizes systemic safety improvements that address recurring crash patterns and risk factors, particularly those affecting vulnerable users.

3.4 Draft and Final Plan Preparation

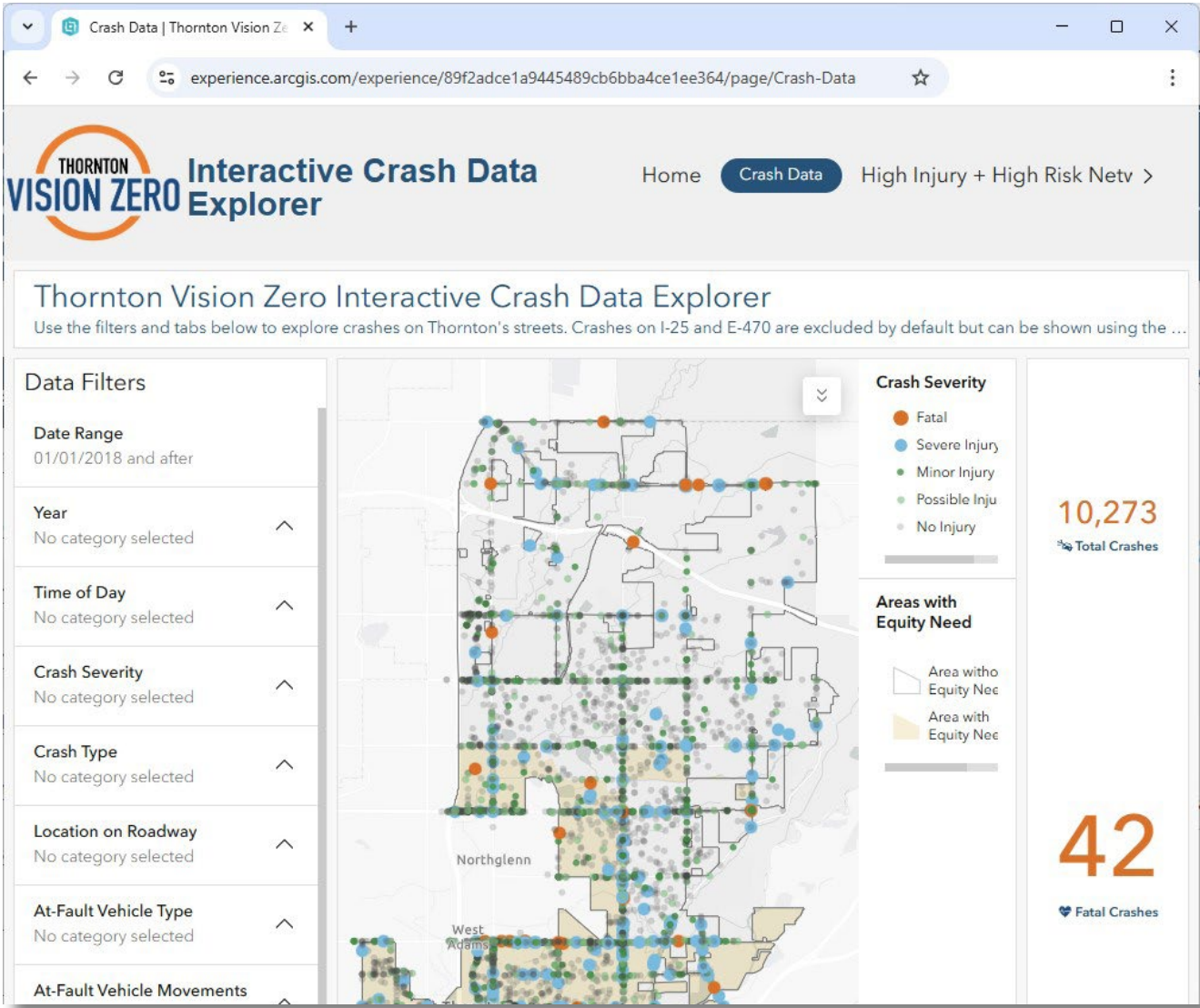
Fehr & Peers will prepare a draft Action Plan for review by Town staff, stakeholders, and the public. Following feedback, we will finalize the plan for submission to USDOT. The final plan will include:

- Crash analysis summary including an evaluation of existing conditions, identification of multimodal gaps, and documented safety concerns near community destinations.
- Engagement findings capturing the stakeholder and public interactions.
- Prioritized project list with BCA sorted by project type and location.
- Implementation roadmap with concept visuals that includes evaluation of feasibility and cost for high priority projects.
- SS4A compliance checklist that will allow the plan to be used for future Implementation grants.



ONLINE DASHBOARD

We propose developing a publicly accessible online dashboard using ArcGIS Experience Builder to visualize crash data, project locations, and prioritization outcomes, enhancing transparency and supporting ongoing community engagement. Fehr & Peers regularly develops dashboards that act as components of larger plans. We recently created dashboards as part of the [Thornton Safe Streets for All Plan](#) and [Castle Rock Safe Streets Plan](#) (hyperlinks clickable). These were designed to be publicly accessible and include a quick summary and drill down of analyzed data to engage community members with a spectrum of technical knowledge. We propose a similar dashboard for Paonia using ArcGIS Experience Builder with easy to use and compelling graphics that will increase public transparency and accountability as safety countermeasures are implemented. The dashboard would live beyond this project with a capability of incorporating crash data continuously over time.



Online dashboard developed for Thornton Vision Zero Action Plan



Task 4: Reporting and Deliverables

Fehr & Peers has coordinated complex, yearlong planning efforts for communities across Colorado and the U.S., and we understand the importance of executing projects in an organized, transparent, and inclusive manner. Our reporting and deliverables strategy ensures that stakeholders remain informed, engaged, and aligned throughout the planning process.



Deliverables

- Monthly progress reports
- Comprehensive Safety Action Plan (print and web format)
- Crash analysis and crash profiles
- Countermeasure toolbox
- Prioritized project list
- Engagement summary report
- GIS-based maps and visuals

4.1 Progress Reports

Fehr & Peers will provide regular progress updates throughout the project to maintain transparency and ensure alignment with Town goals. These updates will include:

- Meeting notes summarizing key decisions and next steps
- Engagement summaries capturing community input and feedback
- Technical memoranda documenting interim findings and methodologies
- Draft deliverables for review and comment

Our reporting cadence will be tailored to Paonia’s needs, with monthly updates and additional touchpoints aligned with key milestones and stakeholder meetings.

4.2 Final Deliverables

Deliverables will include both print ready and digital formats:

- Comprehensive Safety Action Plan (print and web format): A complete SS4A compliant document with crash analysis, engagement findings, prioritized projects, and implementation roadmap.
- Crash analysis and crash profiles: Detailed evaluation of crash patterns, severity, and contributing factors.
- Countermeasure toolbox: Graphic rich matrix linking crash types to proven interventions.
- Prioritized project list: Organized by location and countermeasure type, with benefit cost analysis.
- Engagement summary report: Documentation of outreach activities, feedback themes, and stakeholder input.
- GIS-based maps and visuals: High resolution maps and concept exhibits to support communication and implementation.

Fehr & Peers will also provide editable GIS files and Excel-based prioritization tools to support future updates and grant applications.

4.3 Compliance

The final plan will meet all SS4A self-certification requirements, including:



CRASH RISK AND SEVERITY

Our analysis goes beyond historical crash data to incorporate predictive factors—such as roadway geometry, traffic volumes, land use context, and behavioral indicators—to identify locations with elevated crash potential. We prioritize interventions that reduce severe and fatal crashes, especially those involving vulnerable road users.



VULNERABLE USER IMPACT

We assess exposure risk for pedestrians, bicyclists, and motorcyclists using crossing frequency, speed data, and roadway design. Even in areas with low crash volumes, we identify and mitigate conditions that pose disproportionate risk to vulnerable users.



EQUITY CONSIDERATIONS

Fehr & Peers integrates equity metrics—such as income levels, age distribution, and mobility constraints—into our risk analysis. In Paonia, where nearly 20% of residents live below the poverty line, we ensure that safety improvements benefit those most affected by systemic transportation barriers.



COST-EFFECTIVENESS

Using benefit-cost analysis, we quantify the expected safety impact of each project relative to its cost. HDR supports this effort by providing detailed cost estimates for civil improvements, ensuring that proposed strategies are both fiscally responsible and implementable.



COMMUNITY SUPPORT AND READINESS

To facilitate stakeholder buy-in, HDR will use scaled aerials and concept exhibits to illustrate proposed improvements. This approach has proven successful in past projects, such as Mesa County’s 32½ Road corridor, where large-scale roll plots helped communicate compact roundabout designs and safety enhancements.

4.4 Final Deadlines

Fehr & Peers will work with the Town to finalize a schedule that aligns with SS4A deadlines and local priorities. Our team is flexible and prepared to adjust timelines around holidays, seasonal engagement windows, and community events to maximize participation and ensure timely delivery. We will maintain a shared project calendar and provide regular updates to keep all parties informed of progress and upcoming milestones.

Quality Assurance and Compliance

Fehr & Peers is committed to delivering a high-quality, federally compliant Safety Action Plan that reflects Paonia’s values and positions the Town for future SS4A Implementation Grant funding. Our approach to quality assurance and compliance is grounded in our deep understanding of federal requirements, our internal review processes, and our dedication to equity and accessibility.

Compliance with SS4A Program Requirements

Fehr & Peers has successfully developed over 85 transportation safety plans nationwide, including multiple SS4A-compliant Action Plans in Colorado. We are well-versed in the Federal Highway Administration’s (FHWA) SS4A program requirements and will ensure that Paonia’s plan includes:

- A systemic safety analysis using the Safe System Approach.
- Identification of high-risk locations and crash types.
- Prioritized strategies and projects with benefit-cost analysis.
- Documentation of meaningful public engagement.
- Equity and vulnerable user considerations.
- A clear implementation roadmap and performance monitoring framework.

We have supported the only two SS4A Implementation Grant recipients in Colorado—Gunnison County and the City of Boulder—and will apply the same rigor and strategic insight to Paonia’s plan.

Compliance with ADA and PROWAG

Fehr & Peers will integrate findings from Paonia’s ADA Transition Plan into the SS4A Action Plan to ensure that accessibility is prioritized. Our team is familiar with the Public Right-of-Way Accessibility Guidelines (PROWAG) and will:

- Identify existing barriers to mobility for people with disabilities.
- Recommend infrastructure improvements that meet ADA and PROWAG standards.
- Ensure that all engagement materials and events are accessible to people with disabilities.
- We will also coordinate with local stakeholders to ensure that accessibility improvements align with community priorities and existing plans.

Compliance with Title VI and Equity Requirements

Fehr & Peers is committed to advancing equity in transportation planning. Our engagement strategy will be designed to meet Title VI of the Civil Rights Act and related federal equity requirements by:

- Ensuring meaningful access for Limited English Proficiency (LEP) populations.
- Engaging historically underserved groups, including seniors, youth, people with disabilities, and the Hispanic workforce.
- Documenting outreach efforts and participation metrics.
- Incorporating equity metrics into project prioritization.

We will work with trusted local partners to build inclusive outreach strategies and ensure that community input is reflected in the final plan.

Internal Quality Control Processes

Fehr & Peers maintains a robust internal quality assurance framework to ensure accuracy, timeliness, and completeness of deliverables. Our process includes:

Technical Peer Review: All deliverables undergo internal review by senior staff and subject matter experts.

Project Management Oversight: Nick Vanderkwaak, Project Manager, will lead day-to-day coordination and ensure alignment with scope, schedule, and quality standards.

Safety Expert Panel Access: Our national safety panel is available to provide guidance on technical methods, countermeasure selection, and compliance.

Document Control and Versioning: We use standardized templates and version tracking to maintain consistency and clarity across all deliverables.

Our team is committed to delivering a plan that meets federal standards, reflects Paonia’s needs, and sets the stage for successful implementation.

Schedule and Availability

Fehr & Peers is committed to delivering the Paonia Comprehensive Safety Action Plan on time and in full compliance with SS4A program deadlines. Our team has the capacity, experience, and internal systems in place to meet all project milestones and ensure a smooth, coordinated process from kickoff to final submission.

Staffing and Availability Plan

Our proposed team—led by Nick Vanderkwaak as Project Manager and Charlie Alexander as Principal-in-Charge—is available and ready to begin work immediately upon notice to proceed. The team includes dedicated staff from our Denver office and national safety experts who will support key tasks such as crash analysis, countermeasure development, and benefit-cost analysis.

We have structured our staffing plan to ensure:

- Consistent availability of core team members throughout the project.
- Responsive communication with Town staff and stakeholders.
- Flexibility to accommodate seasonal engagement windows and local scheduling needs.
- Redundancy in technical roles to ensure continuity and timely delivery.

Fehr & Peers has successfully managed similar SS4A planning efforts across Colorado and nationwide, and we are confident in our ability to deliver a high-quality plan on schedule.

Timeline Commitment

We confirm our capacity to complete the Comprehensive Safety Action Plan and publish it publicly by May 8, 2027, with the final SS4A report delivered to FHWA no later than June 1, 2027.

Our internal project management systems—including biweekly check-ins, milestone tracking, and document control—will ensure that all deliverables are completed on time and meet the expectations of both the Town of Paonia and FHWA.

Upon award, we will work with you to refine and collaborate on an achievable detailed schedule. Our overall plan for technical work and community engagement consist of the following phases.

	Engagement Activities	Technical Activities
Winter 2025–26 Project Kickoff & Awareness	• Launch project communications and online presence • Outreach through existing local networks, schools, and community partners • Initial intercept engagement and tabling to raise awareness • Regional stakeholder engagement and coordination	• Project kickoff meeting with Town staff and stakeholders • Finalize Project Management Plan (PMP) • Begin crash data acquisition and cleaning • Initiate stakeholder interviews (e.g., first responders, engineers)
Spring 2026 Identifying Challenges	• Pop-up events and intercept surveys at key community hubs and local events • Community workshop with interactive activities and visuals • Walk & Roll Workshop to document safety issues • Online/paper survey and interactive mapping tool • Focus groups with youth, seniors, Spanish speakers, people with disabilities, and other key user groups	• Complete crash data cleaning and stratification • Conduct descriptive and systemic safety analysis • Develop High Injury Network (HIN) and High Risk Network (HRN) • Begin development of crash profiles • Prepare interim technical memo and visual summaries for public engagement • Integrate ADA Transition Plan findings • Launch online dashboard framework (ArcGIS Experience Builder)
Summer–Fall 2026 Exploring Solutions	• Community workshop with interactive activities and visuals • Complete Streets demonstration project, informed by the previous Complete Streets demonstration in 2020, to test design solutions • Focus groups with youth, seniors, Spanish speakers, people with disabilities, and other key user groups • Online survey testing strategies and project ideas	• Finalize crash profiles and systemic risk matrix • Develop countermeasure toolbox and matrix • Identify top intersections and corridor segments • Pair countermeasures with locations using geospatial tools • Begin prioritization framework development (including BCA) • Coordinate on concept layouts and cost estimates
Early 2027 Feedback on Draft Plan & Validation	• Public open house to review draft recommendations. • Reconvened focus groups to validate findings and solutions. • “Last-mile” intercept engagement at community events to gather final input. • Final survey for broad feedback on the draft plan	• Finalize prioritization framework and project list • Prepare draft Comprehensive Safety Action Plan • Finalize online dashboard with updated data and visuals • Submit final plan and SS4A compliance checklist

References

Fehr & Peers has successfully delivered SS4A-compliant safety action plans and similar transportation safety projects across Colorado and the western United States. Below are four client references for comparable work completed within the past five years:



Jacob Vargish, Transportation Planning Manager

Client: Town of Castle Rock
Phone: (303) 660-1374
Email: jvargish@crgov.com

Castle Rock Transportation Safety Action Plan: Fehr & Peers developed Castle Rock’s SS4A Safety Action Plan, including a high-injury and high-risk network, countermeasure toolbox, and prioritized project list. The plan positioned the Town for future SS4A Implementation Grant applications.



Marlene Crosby, Public Works Director

Client: Gunnison County Public Works
Phone: (970) 641-0044
Email: mcrosby@gunnisoncounty.org

Gunnison County Comprehensive Safety Action Plan: Fehr & Peers led the development of Gunnison County’s SS4A Safety Action Plan, which resulted in a successful \$15 million SS4A Implementation Grant award.



Devin Joslin, Principal Traffic Engineer

Client: City of Boulder Transportation & Mobility Department
Phone: (303) 441-3289
Email: [dj Joslin@bouldercolorado.gov](mailto:djoslin@bouldercolorado.gov)

City of Boulder Vision Zero Action Plan: Fehr & Peers updated Boulder’s Vision Zero Action Plan and supported the city’s successful \$23 million SS4A Implementation Grant application.



Alice Gustafson, County Engineer

Client: Summit County Engineering Department
Phone: (970) 668-4203
Email: alice.gustafson@summitcountyco.gov

Summit County Safe Streets for All Action Plan: Fehr & Peers is developing a comprehensive SS4A Action Plan for Summit County, including systemic safety analysis, community engagement, and project prioritization.





Appendices

1. Project Team Resumes
2. Fehr & Peers Certificate of Insurance
3. Requested Contract Edits



Nick VanderKwaak, AICP

Senior Associate

About

Nick is a transportation planner and project manager with over 15 years of experience leading multimodal planning and design projects. Recognized for his hands-on leadership style and strong technical background, he specializes in translating complex data into clear, actionable strategies. Nick has contributed to a wide range of transportation projects nationwide, including area master plans, bicycle and pedestrian connectivity and design, safety analysis, trail planning, travel demand modeling, transit operations, corridor planning, freight logistics, and emerging mobility solutions. Nick is passionate about integrating technical analysis with community input to deliver implementable, equitable, and forward-thinking solutions.

Project Experience

Castle Rock Transportation Safety Action Plan (Castle Rock, CO)

Managed the development of a townwide Transportation Safety Action Plan for the Town of Castle Rock, aimed at reducing serious injuries and fatalities on the transportation network. Led a data-driven process to identify high-risk locations and coordinated with local agencies to develop targeted safety strategies. Directed community engagement efforts to ensure the plan reflected local priorities and supported implementation of the safe system approach.

Peyton Drainage and Transportation Master Plan (El Paso County, CO)

Project Manager developed a strategic drainage and transportation master plan to guide infrastructure investment in the small rural town of Peyton located 30 minutes NE of Colorado Springs. Involvement included coordination of public and stakeholder meetings and oversight of drainage and transportation recommendations.

Peoria Multimodal Path Design (Denver, CO)

Planning lead for the final design of a new multimodal path on the east side of Peoria Street in NE Denver. Project involvement included participating in stakeholder meetings and preparation of a situational awareness memorandum, and multimodal recommendations adjacent to a busy six lane arterial road. The initial phases design have been implemented and the rest of the design is funded.

Fort Collins Strategic Trails Plan (Fort Collins, CO)

Led the transportation-focused analysis for the citywide Strategic Trails Plan, supporting Fort Collins' vision for a safe, connected, and accessible trail network. Conducted detailed evaluations including Level of Traffic Stress (LTS), crash data analysis, trail Level of Service (LOS), and connectivity between trails, streets, and intersections. Provided data-driven insights to inform trail prioritization and design strategies that enhance multimodal mobility and safety. Collaborated with planning teams to integrate findings into a comprehensive, actionable plan aligned with community and city goals.

Education

Master of Urban and Regional Planning, University of Colorado, 2010

B.A., Computer Science, Dordt University, 2003

Registrations

American Institute of Certified Planners (025848), 2012

Affiliations

APA Colorado



Charlie Alexander, PE, AICP, RSP1

Principal

About

Charlie has 18 years of comprehensive transportation engineering and planning experience in a diverse array of project types. He specializes in multimodal safety including Safe Routes to School and serves on the leadership team for Fehr & Peers's Safety Discipline Group, our internal research and development team focusing on multimodal safety. Charlie is known for project innovations, comprehensively engaging communities, and challenging the status quo of transportation engineering to help communities realize better outcomes. Charlie's experience includes Safe Routes to School planning, Vision Zero planning, intersection- and corridor-level safety studies including Road Safety Audits, Pedestrian Safety Assessments, Complete Streets studies, design policies/standards, and expert witness testimony.

Relevant Project Experience

Denver Safe Routes to School Travel Plans & Program Support (Denver, CO)

Fehr & Peers has supported Denver's Safe Routes to School program continuously since 2018. In 2018, the city hired Fehr & Peers as seconded staff to form their Safe Routes to School program. We first supported the city in the areas of DOTI/DPS relations, school selection for travel plans, and Safe Routes to School grants. This early program formation work created their travel plan process and resulted in awards of CDOT Safe Routes to School grants for construction of sidewalks. Charlie continues to be involved in reviewing travel plan recommendations to ensure engineering feasibility. Charlie was Principal-in-Charge.

Brighton Vision Zero and School Zone Safety Action Plan (Brighton, CO)

Following a tragic fatal crash in 2017 that involved a high school student in a school zone, the City of Brighton hired Fehr & Peers to develop their first-ever Vision Zero Action Plan as well as a School Zone Safety Action Plan. The School Zone Safety Action Plan identified low-hanging fruit speed management strategies to employ at every public school in Brighton. Fehr & Peers identified signing changes to reduce speeds in school zones and to make school zone speeds enforceable and defensible by the Brighton Police Department. The city implemented these signing changes over the course of two summers. Additionally, Fehr & Peers developed Brighton's Vision Zero Action Plan which identified a High Injury Network, top crash profiles, and high-priority projects to further reduce fatal and severe injury crashes in Brighton. Charlie was Principal-in-Charge.

Boulder Vision Zero Action Plan (Boulder, CO)

The City of Boulder hired Fehr & Peers to update their Vision Zero Action Plan, with a focus on identifying the highest-priority, proactive strategies that the city could employ to reduce fatal and severe injury crashes. Fehr & Peers prepared a High Risk Network, top crash profiles, and an action plan of projects and proactive strategies to reduce the risk of fatal and severe injury crashes on Boulder streets. The city later hired Fehr & Peers to support a successful SS4A Implementation grant as well as to update the city's Uncontrolled Pedestrian Crossing Guidelines. Charlie was Project Manager.

Education

Bachelor of Science, Civil Engineering, Bucknell University, 2007

Registrations

Licensed Civil Engineer: Colorado, #49117

Also registered in Arizona, California, the District of Columbia, Florida, Maryland, Tennessee, Texas, Virginia, Washington, West Virginia, and Wyoming

American Institute of Certified Planners (AICP)

Road Safety Professional (RSP) Level 1

Affiliations

American Planning Association (APA)

Additional Roles

Oversees Fehr & Peers's research and development activities in the areas of Safety, Complete Streets, Engineering, and Transportation Economics.

Instructor of Fehr & Peers's internal courses on safety countermeasure identification and benefit-cost analysis.



Christine Go

Transportation Planner

About

Christine is a transportation planner committed to building equitable, sustainable, and safe mobility systems. Growing up in a rural area of eastern Indonesia, she developed a deep understanding of how transportation access influences social and economic opportunity. Christine believes that safety and accessibility are the foundation of strong, connected communities. Since joining Fehr & Peers, she has contributed to several safety-focused initiatives, including the Silverthorne and Castle Rock SS4A projects. Her work involves crash data analysis, systemic risk assessment, and benefit-cost evaluation to identify and prioritize effective safety improvements tailored to each community's unique built environment.

Relevant Project Experience

Town of Castle Rock SS4A (Castle Rock, CO)

Fehr & Peers partnered with the Town of Castle Rock to create a data-driven action plan aimed at improving transportation safety and aligning local policies with Vision Zero principles. The plan identified high-risk corridors and intersections, evaluated existing roadway safety performance, and recommended a prioritized list of engineering and programmatic strategies. As Lead Planner, Christine led the crash and LOSS analyses, created crash profiles, and developed the High Injury and High Risk Networks through systemic safety analysis. She prepared the Systemic Safety Countermeasures Toolbox, recommended engineering solutions, and conducted a benefit-cost analyses and prioritization framework for safety improvements.

Silverthorne SS4A (Silverthorne, CO)

Fehr & Peers led the Town of Silverthorne's first Comprehensive Safety Action Plan, designed to eliminate roadway fatalities and serious injuries through a data-driven, community-informed approach. The project identified crash patterns, risk factors, and roadway context across the town's network—including CO 9 and US 6, then established a comprehensive Action Plan with engineering, policy, and programmatic strategies addressing the most critical safety issues. Christine served as Lead Planner, conducting crash analyses, LOSS evaluations, and developing crash profiles. She led the systemic safety analysis, created the High Injury and High Risk Networks, developed a Systemic Safety Countermeasures Toolbox, and prepared engineering recommendations, benefit-cost analyses, and a prioritization framework to guide implementation.

SH-14 Safety Study (Weld County, CO)

Fehr & Peers supported CDOT in conducting a corridor-wide safety study of CO 14 between Larimer County Road 5 and Weld County Road 43. The study combined crash analysis, field audits, and stakeholder engagement to recommend infrastructure and operational improvements addressing speeding, intersection safety, and lane departure crashes. Christine led the existing conditions and crash analyses, including LOSS assessments and development of crash profiles identifying common factors and countermeasures. Her findings informed corridor-wide and site-specific recommendations to enhance safety through geometric and operational improvements.

Education

Master of Environment in Urban Resilience and Sustainability, University of Colorado Boulder, 2023

Bachelor of Engineering in Architecture, Universitas Atma Jaya Yogyakarta, Indonesia, 2017

Expertise

- GIS Mapping and Spatial Analysis
- Crash Data Analysis
- Systemic Safety Analysis
- High Injury Network
- High Risk Network
- Benefit-Cost Analysis



Lindsay Gips

Transportation Planner II

About

Lindsay is a Transportation Planner at Fehr & Peers. She is passionate about transportation safety as a critical component to creating harmonious and equitable multimodal transportation networks. She enjoys storytelling through a combination of quantitative and qualitative means to convey a holistic understanding of the narrative. Her recent experience includes several Vision Zero and Safety Action Plans and Road Safety Audits.

Education

Master of Urban and Regional Planning, University of Colorado Denver, 2023

Bachelor of Arts, Psychology & Spanish, State University of New York – College at Geneseo, 2012

Affiliations

WTS International & Colorado

Women in GIS – Colorado Chapter

Expertise

GIS Mapping and Spatial Analysis

Vision Zero and Road Safety

Data Analysis

Multimodal Transportation

Relevant Project Experience

Boulder County Vision Zero Action Plan (Boulder County, CO)

Lindsay supported a team of consultants with developing the Boulder County Vision Zero Action Plan. This project included analyzing crash data to identify crash patterns; developing a High Injury Network and High Risk Network in each Partner jurisdiction; and robust community engagement to understand perceived safety challenges and prioritize projects. It culminated in Vision Zero Action Plans tailored to each Partner jurisdiction. Lindsay was responsible for GIS data analysis and crash data management for multiple jurisdictions as well as collecting, organizing, and consolidating public feedback collected through Social Pinpoint.

Denver Vision Zero Action Plan 2022 (Denver, CO)

The City and County of Denver developed a Vision Zero Action Plan in 2022, which was an update to the City and County's 2017 plan. Lindsay conducted an extensive peer review to identify innovative actions and strategies for achieving Vision Zero that were relevant to Denver. She also helped develop, define, and select goals for the action plan in accordance with the FHWA Safe System approach.

Denver Vision Zero Road Safety Audits (Denver, CO)

Lindsay supported a team of consultants to perform Vision Zero Road Safety Audits (RSAs) in Denver on High Injury Network streets including Tower Road. Each RSA included pre-audit crash analysis and documentation, the field audits themselves, development of recommendations, and post-audit documentation. Lindsay was responsible for conducting and presenting pre-audit crash analysis and existing conditions on the corridor, participating in the field audit, and developing recommendations for location-specific and corridor-wide safety improvements.



Maggie Ostwald, EIT

Transportation Engineer | Planner

About

Maggie is a transportation engineer with a drive to build safer transportation networks that foster strong, accessible communities. Her experience in roadway design enables her to develop concise, practical solutions for planning projects. Maggie's project work demonstrates her knack for bridging the gap between long-range planning and effective implementation of engineered designs.

Education

Bachelor of Science, Civil Engineering, Worcester Polytechnic Institute, 2021

Bachelor of Arts, Environmental & Sustainability Studies, Worcester Polytechnic Institute, 2021

Registrations

Engineer in Training (EIT), New York State #095392

Expertise

Traffic Calming

Cost-Benefit Analysis

GIS Mapping and Analysis

Cost Estimating

Safety Auditing

Multi-Modal Planning

Construction Specifications

Geometric Roadway Design

Relevant Project Experience

Summit County Safe Streets for All (Summit County, CO)

Summit County's Safe Street for All plan focuses on enhancing roadway safety and transparency through strategic planning and public engagement. Maggie conducted community outreach, performed GIS analysis, and developed countermeasures and recommendations for the action plan. These efforts provided the county and individual jurisdictions with data-driven strategies to improve transportation safety and build community trust.

Colfax Bus Rapid Transit Parallel Streets Safety Study (Denver, CO)

Fehr & Peers led a safety study on 13th, 14th, 16th, 17th, and 18th Avenues between Broadway and Yosemite Street to identify top safety concerns, countermeasures, and costs for both near-term and long-term countermeasures such as traffic calming or one-way/two-way conversion. Maggie completed a comprehensive crash analysis, identified locations of concern and crash patterns, and recommended a toolbox of traffic calming treatments prioritized using a cost-benefit analysis.

Holly Street Traffic Calming (Denver, CO)

Fehr & Peers partnered with City & County of Denver Council Office (District 5) and the Department of Transportation & Infrastructure to perform various traffic calming studies throughout the city. The Holly Street study understood community traffic concerns, collected data to better understand issues, and developed conceptual designs for low-cost recommendations that the city can build primarily as DOTI work orders. Maggie completed the analysis and crafted corridor-wide and location-specific recommendations and associated costs for school zone improvements, speed limit setting, curb extensions, marked crosswalks, pedestrian signals, and other traffic calming improvements.

SMART Strategic Operating Plan (Telluride, CO)

Maggie led the analysis for the update to San Miguel Authority for Regional Transportation's (SMART) Strategic Operating Plan. Core elements of this plan included service expansions, route optimization, microtransit suitability, and fare analysis. Maggie analyzed operational metrics from SMART and calculated capital and operating costs for the final plan recommendations.



Luna Hoopes, PMP

Transportation Planner | Urban Designer

About

Luna is a bilingual transportation planner and urban designer passionate about creating places where movement feels natural and communities thrive. She bridges the gap between data-driven mobility planning and the lived experience of cities, specializing in multimodal networks, transit-oriented public spaces, and actionable long-range strategies.

Luna has extensive experience leading public engagement, from focus groups and pop-up events to digital outreach, ensuring community voices shape project outcomes. Whether designing safer crossings, mobility hubs, or facilitating community-driven planning, she brings a commitment to clarity, collaboration, and human-centered results.

Relevant Project Experience

Eagle Valley Transit Authority 10-Year Transit Development & Capital Plan

Fehr & Peers led a team of consultants to develop the inaugural 10-Year Transit Development and Capital Plan for a newly formed Regional Transportation Authority in Eagle County, CO. The plan included robust public engagement across multiple jurisdictions that required extensive coordination and multilingual outreach – Luna facilitated several Spanish-language focus groups to gain insight from a key stakeholder group.

Thornton Vision Zero Action Plan (Thornton, CO)

Fehr & Peer worked with the City of Thornton to develop a Vision Zero Action Plan. The project made specific recommendations for safety improvements across the city. As a part of the planning process, Luna developed a variety of visually compelling, bilingual engagement materials.

Denver Moves: Bikes Update (Denver, CO)

Fehr & Peers assisted the City and County of Denver in updating their bike network plan. The planning process included extensive outreach, resulting in thousands of comments and touchpoints from the community. The data provided by community engagement was meticulously integrated into the final product, creating a community-driven bike network that will serve Denver for years to come.

Fraser Comprehensive Plan (Fraser, CO)

Fehr & Peers is contributing to the transportation and mobility elements of Fraser, a unique mountain town in Grand County, Colorado. The town lies along a future rail line and the comprehensive plan provides an opportunity to record the community's values as they prepare for incoming regional rail; Luna is the project manager.

Transfort Mobility Hubs Planning (Fort Collins, CO)

Fehr & Peers is supporting the City of Fort Collins in developing a mobility hub implementation plan. As mobility hubs are a new concept for Fort Collins, effective communication and community engagement is critical to successful public involvement; Luna is the project manager.

Education

Master of Urban & Regional Planning, University of Colorado, Denver, 2023

Master of Urban Design, University of Colorado, Denver, 2023

Bachelor of Arts, The Evergreen State College, Olympia, WA, 2012

Certifications

Project Management Professional, 2019

Expertise

- Spanish (Written and Verbal)
- GIS Mapping and Spatial Analysis
- Graphic Design
- Report Design and Layout
- Research and Writing
- Facilitation



Erin Ferguson, PE, RSP2I

Principal

About

Erin is a principal engineer with over 20 years of multimodal transportation planning and engineering experience that includes conducting applied national research as well as analysis and design to plan and implement on-the-ground multimodal safety improvements. Erin was a researcher and co-author of the American Association of State Highway and Transportation Officials (AASHTO) Highway Safety Manual (HSM), first edition, and a contributing author to the HSM, second edition under development. She has served as a technical resource for numerous transportation safety plans in the western United States and, since 2017, has led over 30 safety plans conducted on behalf of local public agencies throughout California. Her method of conducting safety research focuses on moving from the profession's traditionally reactive approach (i.e., making safety improvement decisions based only on crash data) toward a more proactive approach that uses crash prediction and risk-based models.

Education

MS, Civil Engineering
(Transportation Emphasis),
University of Texas at Austin,
2010

BS, Civil Engineering, University
of Portland, Oregon, 2005

Certifications

Road Safety Professional (RSP)
2I, #146

Registered Civil Engineer, State
of California (#82220)

Affiliations

Transportation Research Board,
Committee on Safety
Performance and Analysis,
Member

Women in Transportation
Seminar (WTS), Member

Expertise

Multimodal Safety

Complete Streets

Active Transportation Planning

Travel Demand Modeling and
Forecasting

Traffic Impact Analysis

Grant Application Development

Relevant Project Experience

SANDAG Regional Vision Zero Action Plan (San Diego Region, CA)

Fehr & Peers led the preparation of SANDAG's Regional Vision Zero Action Plan and helped guide the development of two Comprehensive Safety Action Plans for two agency partners in the SANDAG region, City of Vista and La Jolla Band of Luiseño Indians. Fehr & Peers served as the prime and managed a team of four subconsultants. The three Vision Zero Action Plans (i.e., the regional, local, and tribal) were federally funded through the Safe Streets and Roads for All (SS4A) grant program established by the Bipartisan Infrastructure Law (BIL). Erin was a Technical Advisor.

NVTA Vision Zero Action Plan (Napa County, CA)

Fehr & Peers developed a regional Vision Zero Plan for Napa Valley Transportation Authority (NVTA). The plan included unincorporated and incorporated areas of Napa Valley. It set a regional Vision Zero goal with a regional high injury network informed by Safe System principles. Key findings from recently completed local road safety plans from the County, City of Napa Valley, and City of American Canyon were incorporated with targeted expansion to connect to Safe System elements and principles. The plan included specific local plans for City of Calistoga, City of St. Helena, and Town of Yountville who previously did not have a local road safety plan. The plan's development included agency stakeholder and community engagement focusing on ensuring inclusion of equity priority communities and voices. Erin was the Principal-in-Charge. NVTA adopted the plan in October 2023.

San Leandro Local Road Safety Plan (San Leandro, CA)

Fehr & Peers worked with the City of San Leandro to commit to zero fatal and severe injury traffic collisions on city streets. The Local Roadway Safety Plan we prepared outlined how the city will follow through on its commitment to Vision Zero using the safe system approach. Erin served as a Technical Advisor helping the team identify systemic safety trends, define collision profiles, and identify countermeasures integrating the Safe System approach.



Dana Weissman, AICP, RSP₁

Principal | Principal-in-Charge

About

Dana Weissman is a Principal with over ten years of experience managing a wide range of multimodal projects, including multimodal safety, active transportation planning, park access and circulation, transit planning, and transportation impact assessment. Dana's focus on multimodal safety and project prioritization includes leadership of high-profile Vision Zero technical analysis and project prioritization efforts for cities, including Los Angeles, San Francisco, Sunnyvale, and Sacramento. Through partnerships with planners, engineers, epidemiologists, and other key stakeholders, Dana builds consensus around preferred investment strategies that prioritize corridors with the most need for safety improvements based on each city's unique conditions and concerns.

Relevant Project Experience

Menlo Park Vision Zero Action Plan (Menlo Park, CA)

Dana is the Project Manager for the development of a Vision Zero Action Plan for the City of Menlo Park to initiate its citywide safety program. Her team's work involves a reactive analysis of historic collision patterns and identification of High Crash Corridors based on recently recorded collisions. The work also entails a proactive analysis to identify higher-risk roadway contexts and develop safety emphasis areas with relevant safety strategies for targeted city investment. Analysis is complemented by engagement with the community through in-person workshops and pop-up events, focused in the city's disadvantaged neighborhood.

Burlingame Vision Zero Grant Funding (Burlingame, CA)

Dana is the Project Manager and is supporting the City of Burlingame with the launch of its Vision Zero program. She oversaw the preparation and submittal of an application to the new USDOT Safe Streets & Roads for All grant program to request funding for a citywide Vision Zero Action Plan. She also is leading the preparation of presentation materials to introduce the City Council and the community to the city's safety efforts. She will continue to advise the City of Burlingame as they continue their safety work.

Denver Region Vision Zero Action Plan (Denver, CO)

Dana served as Technical Advisor for the development of the Denver Regional Council of Governments (DRCOG) Vision Zero Action Plan for the Denver region. Fehr & Peers delivered technical analysis, as well as a robust public and stakeholder outreach process, to identify meaningful actions that DRCOG and member governments can take to eliminate serious injuries and fatalities on the Denver region's transportation system.

City of Boulder Vision Zero Action Plan (Boulder, CO)

Dana served as Technical Advisor for the development of the City of Boulder Vision Zero Action Plan. She guided her team's robust systemic safety analysis to identify roadway risk factors based on the city's collision history, resulting in the identification of priority locations for the city's safety investments.

Education

M.S., Transportation Engineering, University of California at Berkeley, 2012

M.C.R.P., University of California at Berkeley, 2012

B.A., Economics, Middlebury College, 2007

Registrations

American Institute of Certified Planners (29318)

Registered Safety Professional (Level 1)

Affiliations

American Planning Association (APA)

Women's Transportation Seminar (WTS)

Awards

TRB Pedestrian Committee Best Paper Award, "Achieving Vision Zero: A Data-Driven Investment Strategy for Eliminating Pedestrian Fatalities on a Citywide Level," 2015

ITE Pedestrian & Bicycle Standing Committee Best Project Award, "San Francisco Streetscape Prioritization," 2015

WTS Member of the Year award, 2018

Expertise

- Multimodal Safety & Vision Zero
- Active Transportation Planning
- Transit Planning
- Transportation Impact Assessment



Nicole Waldheim

Principal | Multimodal Safety Expert

About

Nicole is a nationally recognized safety expert, focused on providing excellent customer service and creativity on safety projects. A multimodal safety expert with 20 years of experience in transportation planning and policy, Nicole has spent over a decade specializing in safety planning. At Fehr & Peers, she currently oversees or manages a Transit Cooperative Research Program project, a federal safety task order on MPO safety benchmarking, three safe system approach benchmark assessments, and eight Vision Zero plans. Throughout her career, Nicole has focused on leading safety planning efforts, including Strategic Highway Safety Plans (SHSPs), regional and local safety plans, and Vision Zero efforts, and has worked on nearly 50 safety plans from across the country. She brings a strong project management background and extensive safety knowledge and best practices from across the nation.

Relevant Project Experience

FHWA Office of Safety MPO Safe System Approach Assessment (USA)

Nicole is the Project Manager, collaborating with 15 MPOs across the country to assess the extent to which their cultures, programs, policies, and projects align with the Safe System Approach. To obtain this information, understand successes, and identify and solve challenges, Nicole is leading a series of three workshops. The final products will include workshop summaries, case studies, and recommendations for technical assistance needs.

City of Denton Safety Benchmark Assessment (Denton, TX)

As Project Manager, Nicole collaborated with City staff and multidisciplinary stakeholders to assess how Denton's safety program aligned with the Safe Systems Approach (SSA) and Vision Zero Core Elements, as well as opportunities it could build upon and challenges that it should address. The assessment resulted in recommendations to help the City move away from business as usual with its upcoming Vision Zero Plan and move toward a more successful safety planning program.

Washington State Strategic Highway Safety Plan (Washington, DC)

Nicole is the Technical Lead for the Safe System integration components of the Strategic Highway Safety Plan (SHSP). She will be collaborating with stakeholders to address safe roads, safe road users, safe speeds, post-crash care, and safe vehicles in public engagement, data analysis, emphasis area selection, and strategy prioritization.

Anchorage Metropolitan Area Transportation Study Safety Plan (Anchorage, AK)

Nicole was the Project Manager, collaborating with the Metropolitan Planning Organization (MPO) and stakeholders to develop a regional safety plan. While overseeing daily tasks, she also led safety communications, public survey development, stakeholder and community engagement, and the implementation plan. The final plan was adopted in April 2024 and can be found on the AMATS website.

Education

BA, Sociology & Environmental Studies, Brandeis University, 2000

Affiliations

Transportation Research Board (TRB), Standing Committee on Transportation Safety Management Systems (ACS10)

Expertise

Safe System Approach (SSA)

SSA Training & Workshops

Safe Streets and Roads for All Grant Program (SS4A)

Strategic Highway Safety Plans (SHSP)

Regional & Local Safety Plans

Vision Zero

National Safety Research (NCHRP/FHWA/TRB)



Marissa Mommaerts

Project Manager

Marissa leads community and stakeholder engagement for planning efforts in economy, land use, housing, recreation, and transportation. With 10+ years helping community leaders make their places more resilient and livable, she designs strategies that meet people where they are, reduce barriers, and foster meaningful participation. She is passionate about building civic capacity and aligning community action with municipal goals and plans to deliver better outcomes for all.

Marissa has a background in economic and energy transition, housing, agriculture, and placemaking. She has worked with and learned from communities across the US and abroad through the Transition Towns network. Core skills include program management, community and stakeholder engagement, data and policy analysis policy advocacy, collaboration and facilitation.

Masters of International Public Affairs,
LaFollette School of Public Affairs,
University of Wisconsin, Madison, 2010

Bachelor of Arts, International Studies,
University of Wisconsin, Madison, 2009

Relevant Experience

West End Vision Project | Towns of Nucla, Naturita, & Norwood, CO | Current

Marissa manages community engagement for a regional visioning and planning effort that spans three rural, remote communities in the “West End” of Montrose and San Miguel Counties. In collaboration with local leaders, the project has engaged more than 600 participants. Marissa also provides planning support related to economy and downtown revitalization, transportation access and multimodal connectivity, and parks and recreation.

Colorado Brownfields Partnership | CO Department of Public Health and Environment | Current

Marissa provides project and engagement support for Technical Assistance projects through the Colorado Brownfields Partnership. Her role focuses on public engagement around reuse options for brownfields sites.

Building Resilient Economies in Coal Communities | National Association of Counties | 2025

Marissa provided planning support for the Building Resilient Economies in Coal Communities (BRECC) effort. Energy transition has led to significant job and revenue losses in rural communities with coal-based economies. As a partner in the BRECC project, Community Builders assisted 5 western regions to develop asset-based economic diversification plans and share transition strategies nationally through a peer network.

Town of Paonia, CO | Comprehensive Plan Update | 2023

Prior to joining Community Builders, Marissa was part of an ad-hoc team of local professionals to conduct the Comprehensive Plan update. Marissa led outreach and engagement efforts and contributed to facilitation, research, analysis, planning, and report writing.

Accomplishments

Speaking Engagements

Tools for Catalyzing Local Economic Transformation in the North Fork Valley| NFV Local Economy Workshop Series| 2021

Publications

[Colorado's Transportation Transformation: From Highway Expansion to Livable Communities](#) | 2024

25 Enterprises that Build Resilience | Transition US | 2016



J.J. Folsom, AICP Director

J.J. provides a wide range of planning and project management support to Community Builders projects and programs. He brings 30 years of experience managing and leading planning projects for small communities, downtowns, neighborhoods, and corridors, with a particular focus on affordable housing and multi-modal transportation needs.

A key component of all of the projects he has led, includes facilitating both traditional and targeted community outreach processes, which often include one-on-one stakeholder interviews, resident focus groups, and discussions/presentations with elected officials to name a few. J.J. is credentialed by the American Institute of Certified Planners.

Master of Urban and Regional Planning, University of Colorado, Denver, 2001

Bachelor of Landscape Architecture University of Arizona, 1993

Relevant Experience

Colorado Department of Housing (DOH) | Local Officials Toolkit | 2022-2025

J.J. was Community Builders' project manager for the DOH Local Officials Toolkit, a 3-year statewide program to improve the ability of local officials to understand and respond to the unique sets of housing challenges their communities are facing. J.J.'s roles included managing all training requests and providing on site trainings and technical assistance to over 25 communities.

Town of Silverton Master Plan | Silverton, CO | 2022

The Town of Silverton partnered with Community Builders to prepare a community led master plan which offers a vision for the community and establishes strategies and policies to guide future land use, affordable housing, economic development, and infrastructure improvements in the Town of Silverton.

Gunnison Valley, CO | One Valley Resilience Roadmap (OVR) | 2022

J.J. managed the One Valley Resilience Roadmap which brought together the communities of the Gunnison Valley to address the shared regional challenges that no one jurisdiction could address on their own. The plan resulted in a unified approach to address housing needs; a land use, transportation and infrastructure framework, and a civic capacity

Selected Accomplishments

Speaking Engagements

Empowering Colorado's Rural Communities: Statewide Housing Technical Assistance | National APA Conference 2025
Small Town Civic Capacity Building | Colorado APA State Conference 2023
Urban Land Institute Technical Advisory Panels across the U.S. | 2014-2021

Awards

2023 APA Community Engagement | Town of Silverton Master Plan
2021 APA General Planning Project | East Central and East Area Plans
2020 Downtown Colorado Inc. (DCI) Governor's Award | Best Planning Project State of CO: Denver East Central and East Area Plans



Jason Fullerton

Transportation Engineer

Jason joined HDR after six years of consulting and ten years at the Colorado Department of Transportation (CDOT) serving as a Region 3 Design Engineer, Region 5 Traffic Design Engineer, and the last four years as a Resident Engineer. Jason has developed his technical skills in designing transportation projects for local municipalities as well as CDOT. Jason's expertise in transportation engineering includes roadway design, intersection design, pedestrian/bike facilities, drainage design, traffic design, 3D modeling, and PS&E delivery. In addition to his technical expertise, Jason is a proven project manager who understands budget constraints, quality control, scheduling, client communication, and stakeholder correspondence.

AVAILABILITY

60%

EDUCATION

Bachelor's, Civil Engineering, Northern Arizona University

REGISTRATIONS

Professional Engineer, CO, PE. 0047105

INDUSTRY TENURE

18 years

HDR TENURE

3 years

RELEVANT EXPERIENCE

Mesa County, 32 ½ Road and E Road Phases I,II and III | Clifton, CO **Design Manager**

This project consists of roadway, intersection, drainage, bridge replacement and pedestrian facilities to 32 ½ Road, E Road, E ½ Road and D ¾ to provide a new pedestrian, multimodal and safety corridor for Mesa County. Intersection Improvements include Mesa County's first 2 compact roundabouts. HDR was selected for the first phase of the project and subsequently selected for the second and third phases. The first phase is completing Construction this year with the second and third phase at 90% design. Jason has led the design on all the phases as the design manager coordinating the multidisciplinary team of structural, utilities and drainage engineers as well as lead roadway design.

City of Durango, Durango Mesa Park | Durango, CO **Roadway Design Lead**

HDR partnered with the Durango Mesa Park Foundation and the City of Durango to design and develop Durango Mesa Park, a transformative recreational and cultural hub for the community. The project includes plans for a large-scale outdoor event venue, an Arts and Culture Park, mountain bike trails, multi-sport facilities, and other amenities such as pedestrian and equine trails. Jason is the lead roadway design engineer in addition to coordinating with utilities and site layout for overall design. Jason coordinates with the trail design team, architecture, utilities, and the client to design and plan the transportation infrastructure of the park. Jason is the Engineer of Record for the Emergency Egress Road that is currently under construction and Ewing Mesa Road and State Hwy Intersection to be constructed next year.

CDOT R5, R5 Priority Culverts | Durango, CO **Project Manager**

This project is a Region wide replacement and rehabilitation culvert project with 19 locations. Jason worked in a blended team with CDOT to lead the culvert design and developed culvert sheets, quantities and specifications. As the HDR project manager he coordinated with environmental staff, utilities, irrigation and sub consultants to develop construction phasing to adhere to multiple constraints to develop the construction schedule.



Samuel Acosta, PE

Hydraulics Business Class Lead

Sam leads HDR's Colorado Transportation Hydraulics team and has experience in hydrologic and hydraulic analysis and design. Sam's drainage experience includes urban and rural stormwater analysis including basin hydrologic modeling, inlet and conveyance system design, water quality treatment and detention design, and 1D/2D hydraulic modeling. Sam has additional experience in preparing construction plans, SWMP preparation, specifications, quantities, cost estimating, and design services during construction. His modeling program experience includes, ArcMap, HEC-2, HEC-RAS, HEC-HMS, HY-8, EPASWMM, XPSWMM, MicroStation, InRoads, AutoCAD Civil3D, StormCAD, FlowMaster, and CulvertMaster.

AVAILABILITY

30%

EDUCATION

Bachelors, Civil Engineering (BS in Civil Engineering), Gonzaga University, United States, 2009

REGISTRATIONS

Professional Engineer, CO, PE. 0052470

PROFESSIONAL

MEMBERSHIPS

American Society of Civil Engineers (ASCE), Southern Colorado, Board of Directors - President

Colorado Association of Stormwater and Floodplain Managers (CASFM), Member

Association of State Floodplain Managers (ASFPM), Member

INDUSTRY TENURE

16 years

HDR TENURE

12 years

RELEVANT EXPERIENCE

CDOT Region 3, I-70B Grand Junction South of Road Improvements | Grand Junction, CO

Hydraulics Engineer

HDR provided engineering and professional services design support. Our scope included project management, survey and right-of-way, SUE investigation, access plan development, environmental reassessment, public involvement, geotechnical investigation and design, lighting design, landscaping and irrigation design, roadway design, drainage design, SWMP design, signing and striping, and utility coordination and design. Design services were required from scoping, Field Inspection Review plans, standard special provisions and listed standard project specials, and estimate.

CDOT Region 3, State Highway 92 Rogers Mesa | Hotchkiss, CO

Project Manager

Scharra and Nick Lee led the SUE efforts for over four miles of roadway safety improvements along SH 92. The existing rural corridor was heavily traveled, with narrow 11-foot lanes, minimal shoulders, and no dedicated turning lanes. Roadway enhancements significantly impacted existing irrigation, drainage, and utility infrastructure, requiring relocation of many utilities along the corridor. HDR integrated hydraulic modeling, utility research, survey data, and SUE services to deliver a drainage design fully-aligned with the revised roadway geometry to provide compatibility with existing systems and proposed improvements.

City of Durango, Durango Mesa Park | Durango, CO

Hydraulics Engineer

HDR partnered with the Durango Mesa Park Foundation and the City of Durango to design and develop Durango Mesa Park, a transformative recreational and cultural hub for the community. The project includes plans for a large-scale outdoor event venue, an Arts and Culture Park, mountain bike trails, multi-sport facilities, and other amenities such as pedestrian and equine trails. Sam contributed to the Durango Mesa Park project by performing detailed hydraulic analyses to support the design and development of essential infrastructure. His expertise verified proper water management systems were integrated into the site, addressing drainage needs for pedestrian, equine, and mountain bike trails while preserving the natural landscape and functionality of this transformative community hub.



FIRM
HDR

EDUCATION

Associates degree – Business
Numerous U.S. Navy Certifications

REGISTRATIONS

ADA Coordinator-ACTCP

PROFESSIONAL MEMBERSHIPS

RTD Advisory Committee for
Persons with Disabilities; Colorado
Advisory Council for Persons with
Disabilities

MILITARY

US Navy Construction Battalion-
Retired

22 Years

INDUSTRY TENURE

19 years

HDR TENURE

7 years

OFFICE LOCATION

Denver, CO

Greg Martinez

Senior ADA Transportation Designer

Greg provides consulting services to local public entities, architects, town planners, ADA Coordinators, and construction and design engineers under Title II of the American with Disabilities Act (ADA). Greg provides consultation in ADA audits, self-evaluations & transition plans (SETP's), asset management, data collection, training, and ADA Title II requirements for pedestrian facilities in the public right-of-way. In addition, Greg's experience with asset management and data collection spans across the western region and numerous municipalities. During his tenure with CDOT, Greg partnered with FHWA to train agencies across Colorado on Designing Pedestrian Facilities for Accessibility. After 25 years of state service, Greg retired from CDOT and now serves as Co-Lead of HDR's National ADA Practice Group and is a member of HDR's National Complete Streets Group. His extensive experience has enabled him to support hundreds of municipalities by providing technical oversight for pedestrian facility design in the public right-of-way, developing educational tools, and statewide ABA/ADA/PROWAG training programs.

RELEVANT PROJECT EXPERIENCE

National Subject Matter Expert - ADA requirements in the Public Right-of-Way, Nation-Wide

Greg receives countless calls, e-mails, and plan set QC review requests throughout the nation as he is considered the "go to" for issues around the design, retrofit, and construction of pedestrian facilities. His ability to assess each individual pedestrian facility, design, constraint issue, or give an updated design fix has saved his peers and our clients construction costs and/or time & effort in the long run. ABA/ADA, PROWAG, State, Federal, NACTO, AASHTO, NCHRP, M.U.T.C.D, with respect to the ADA and Pedestrian Facilities in the public right-of-way are Greg's strengths.

Oregon Department of Transportation (ODOT) Region 2, 3 and 5, Oregon

Greg is the ADA Design Lead of a team of 18 EITs responsible for conducting technical oversight for curb ramp and pedestrian signal design. Greg successfully coordinated curb ramp improvements for intersections within ODOT Right of Way (ROW) across Regions 2, 3, and 5, totaling over 15,000 curb ramps statewide. Designs were delivered on an extremely fast-track timeline to meet ODOT's Settlement Agreement requirements. To effectively manage design changes and an expanding footprint (e.g., installing RRFBs, upgrading driveways, or

changing curb radius), we vetted improvements that went beyond ADA retrofits (on a case-by-case basis) before Design Acceptance Phase (DAP).

State of IL Department of Transportation (DOT), IDOT_ADA_Transition_Plan | Illinois

Greg assessed ADA Self-Evaluation and Transition Plans (SETP) submitted through IDOT's ADA Initiative. Greg created an SETP checklist for IDOT to evaluate SETP compliance while developing educational tools and training to be utilized statewide. Greg continues to work with agencies to improve their Title II Administrative requirements under the ADA while implementing accessibility improvement awareness. Greg delivered training both virtually and on-site throughout Illinois for Self-Evaluations & Transition Plans Requirements for Local Government Agencies with the emphasis on pedestrian facilities within the public right-of-way. Other topics Greg included were Design Standards & Guidelines, Data collection & Planning, Design Challenges & Considerations, PROWAG Final Rule and Enforcement. Greg and the HDR team are currently working on additional training courses, agency coordination, and the development of tools and SETP templates to ease agency burdens in removing access barriers while meeting ADA Title II administrative requirements. This Project is ongoing with Illinois DOT.

Colorado Department of Transportation (CDOT), Statewide Curb Ramp Design Services, Colorado
Greg provides ADA compliance expertise to the program management and process development of HDR's implementation of curb ramp projects in CDOT Region 1, 3, and 4 through 2022. The project has included data collection and validation for existing curb ramps, the creation of a prioritization process for curb ramp improvements, streamlined processes for ROW and historic clearance, documented procedures where full compliance is not feasible, and the development of curb ramp standards for the Region's 5-year curb ramp improvement program. The streamlined processes that HDR developed for ROW and preconstruction activities, reduced survey, design and ROW acquisition costs, allocating savings to address additional ramps. HDR's streamlined processes have reduced schedules up to a year for the majority of ramps. Plan development is automated and standardized, providing consistency using GIS capabilities and cross referencing existing governmental GIS databases.

City of Colorado Springs, Pedestrian Ramp Inspection and Assessment Colorado Springs, CO
 3rd Party Independent ADA Inspection & Assessment Services of pedestrian ramps installed in Colorado Springs as part of their settlement agreement. The City has utilized Greg and his team for seven consecutive years with 3 more optional years scheduled for independent inspections and final reports.

City of Aurora, Yale and Xanadu Improvement, Aurora, CO
Greg provided quality control to verify the design of pedestrian facilities in compliance with requirements under the ADA. His oversight of design plans detailing traffic signal and curb ramp/sidewalk improvements at the intersection of Yale Avenue and Xanadu Way resulted in upgraded facilities.

CDOT, ADA Title II Transition Plan, Denver, CO
During his tenure at CDOT, Greg was involved with the implementation and management of CDOT's statewide ADA Title II requirements of Self-Evaluation & Transition Planning. This included oversight and management of application creation, asset management, data collection, and statewide training.

CDOT Region 3, US 24 Leadville Resurfacing Final Design, Leadville, CO

Greg provided Public Right of Way expertise and the design of pedestrian facilities with existing physical and site constraints throughout the project's limits.

Central Federal Lands Hwy Division, CFLHD, Entrance Road and Refuge Trails at, Marias de Cygnes National Wildlife Refuge, Kansas

Greg reviewed, evaluated, and proposed ADA improvements to the Marias de Cygnes National Wildlife Refuge Entrance Road, Parking Area, and Refuge Orientation Trail. The evaluation was completed under Federal ABA guidelines.

City of West Palm Beach, Orange County, and Osceola County, Non-Discrimination Compliance Program, Florida

Greg provides professional services to develop an administrative framework for the transportation network's compliance efforts for public rights-of-way, as part of the clients' Self-Evaluation and ADA Transition Plan (SETP). HDR provided a Geographic Information System (GIS) geodatabase inventory. HDR championed the development of the Public Involvement Plan, a key element in documenting milestones in the ADA Transition Plan.

CDOT - Headquarters, CDOT Region 1, Curb Ramp Design Services (Stolfus) | Statewide, Colorado
Greg provided ADA compliance expertise to the program management and process development of HDR's implementation of curb ramp projects in CDOT Regions 1, 3, and 4 through 2022. The project included data collection and validation for existing curb ramps, the creation of a prioritization process for curb ramp improvements, streamlined processes for ROW and historic clearance, documented procedures where full compliance is not feasible, and the development of curb ramp standards for the Regions' 5-year Curb Ramp Improvement Program. The streamlined processes that HDR developed for ROW and preconstruction activities, reduced survey, design and ROW acquisition costs, allocating savings to address additional ramps. HDR's streamlined processes have reduced schedules up to a year for the majority of ramps. Plan development is automated and standardized, providing consistency using GIS capabilities and cross referencing existing governmental GIS databases.

CDOT Region 1, CDOT Bicycle & Pedestrian Facility (Alta) | Denver, CO

Greg was involved with the training program related to specific pedestrian accommodation and ADA requirements under Title II as an integral part of the annual training and design process for CDOT. The training is conducted for contractors, CDOT construction and traffic engineers involved with design and construction services across the state.

CDOT Region 3, CDOT R3 Eagle Residency ADA Ramps | CO

Greg was instrumental in providing ADA training to both project inspectors and to contractors to understand CDOT's curb ramp, curb and gutter and pedestrian pushbutton standards and their general notes so that both understand CDOT's needs when it comes to construction of these pedestrian facilities whether it be new construction or alteration of existing facilities. Greg also reviewed pedestrian facility guidelines such as "Providing Access to Existing Facilities & Low Demand Roadways, Curb Ramp Designation Diagrams, Survey123, Curb Ramp Variance Support Documentation, Accessible Pedestrian Signal Protocol" and many other CDOT guidelines for pedestrian facilities within the public Right-of-Way.

CDOT Region 3, US 24 Leadville Resurfacing Final Design | Leadville, CO

Greg provided Public Right of Way expertise and the design of pedestrian facilities with existing physical and site constraints throughout the project's limits. HDR worked to meet ADA compliance requirements of pedestrian facilities in the public right-of-way in a historic district with ROW and topography constraints.

City of Arvada, ADA Training | Arvada, Colorado
Greg provided Architectural Barriers Act (ABA), Americans with Disabilities Act (ADA, as amended) & Public Right of Way Accessibility Guideline (PROWAG) training to applicable contractors and/or City of Arvada Staff and/or Construction Inspectors.

City of Aurora, Yale and Xanadu Intersection Improvement | Aurora, Colorado

Greg provided quality control to verify the design of pedestrian facilities in compliance with requirements under the ADA. His oversight of design plans detailing traffic signal and curb ramp/sidewalk improvements at the intersection of Yale Avenue and Xanadu Way resulted in upgraded facilities.

City of West Palm Beach, Nondiscrimination Compliance Program | West Palm Beach, Palm Beach, Florida

Greg provided professional services to develop an administrative framework for the transportation network's compliance efforts for public ROWs, as part of the client's Self-Evaluation and ADA Transition Plan (SETP). HDR provided a GIS geodatabase inventory and championed the development of the Public Involvement Plan, a key element in documenting milestones in the ADA Transition Plan.

City and County of Denver, Zuni Street Intersections Design | Denver, CO

Greg provided oversight and quality control of design plans for ADA compliance for City and County of Denver for five intersection improvements along Zuni Street in Denver. The assessment included review of curb ramps, pedestrian push buttons, and access to residential and commercial property.

Town of Castle Rock, PROWAG Final Rule Presentation

Greg provided the Town of Castle Rock training on the Public Right of Way Accessibility Guidelines Final Rule of 2023 Overview & Discussion with a Field walk in the town afterwards. The outline discussed the following:

1. Intro & Americans with Disabilities Act History
2. ADA Title II Requirements for State & Local Government Agencies
3. Non-Compliance
4. Design Fundamentals
5. PROWAG History
6. Key Updates & Additions to the PROWAG Final Rule
7. Wrap Up & Q&A
8. Field Walk through the Town of Castle Rock



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/17/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0E67768 IOA Insurance Services 3875 Hopyard Road Suite 200 Pleasanton, CA 94588	CONTACT NAME: PHONE (A/C, No, Ext): (925) 416-7862 FAX (A/C, No): (925) 416-7869 E-MAIL ADDRESS:
	INSURER(S) AFFORDING COVERAGE INSURER A : RLI Insurance Company INSURER B : Sentinel Insurance Company, Ltd INSURER C : Travelers Casualty and Surety Company of America INSURER D : INSURER E : INSURER F :
INSURED Fehr & Peers 100 Pringle Avenue, Suite 600 Walnut Creek, CA 94596	NAIC # 13056 11000 31194

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☐ LOC ☐ OTHER:			PSB0006683	12/6/2024	12/6/2025	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			PSA0002276	12/6/2024	12/6/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$			PSE0002889	12/6/2024	12/6/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
B	☐ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	57WEGZJ1989	5/1/2025	5/1/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liab.			108172265	12/6/2024	12/6/2025	Per Claim \$ 5,000,000
C	Professional Liab.			108172265	12/6/2024	12/6/2025	Aggregate \$ 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

EVIDENCE OF COVERAGE

All Operations of the Named Insured, including the aforementioned project, if any.

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

SAMPLE CERTIFICATE

Requested Contract Edits

Fehr & Peers has reviewed the provided standard contract, and we respectfully request the opportunity to negotiate these terms with you.

1. Early Termination by Principal. Section 3

Changes Requested: Notwithstanding the time periods contained herein, the Principal may terminate this Agreement at any time without cause by providing written notice of termination to the Contractor. Such notice shall be delivered at least three (3) days prior to the termination date contained in said notice unless otherwise agreed in writing by the Parties. In the event of any such early termination by the Principal, the Contractor shall be paid for services rendered prior to the date of termination, subject ~~only to the satisfactory performance of the to the~~ Contractor's performance of its services in accordance with the terms and obligations under this Agreement. Such payment shall be the Contractor's sole right and remedy for such termination.

Reason for Changes: The Principal's satisfaction is subjective. Contractor should be paid for all services performed in accordance with the objective terms of this Agreement.

2. Compensation. Section 5.

Changes Requested: In consideration of the services to be performed pursuant to this Agreement, the Principal agrees to pay the Contractor the amounts set forth in the, **Exhibit A – Scope of Services**. The Principal shall provide no benefits to the Contractor other than the compensation stated above. The Contractor shall bill its charges to the Principal periodically, but no more frequently than once a month. Payment will not be made on a salary or hourly rate. ~~Principal shall have no obligation to make any payments until such time as the Principal accepts Contractor's performance as satisfactory.~~ All payments under this contract shall be to the trade or business name of the Contractor. No payments will be personally made to an individual under this Agreement.

Reason for Changes: Please see our reasoning above.

3. Personal Services. Section 9

Changes Requested: It is understood that the Principal enters into this Agreement based on the special abilities of the Contractor and that this Agreement shall be considered an agreement for personal services. Accordingly, the Contractor shall neither assign any responsibilities nor delegate any duties arising under this Agreement without the prior written consent of the Principal. ~~The Contractor accepts the relationship of trust and confidence established between the Parties.~~ The Contractor ~~shall use its best efforts and~~ shall perform the services hereunder in accordance with the skill, care, and diligence

~~ordinarily exercised by professionals performing similar services in the same or similar locale and under the same or similar circumstances to that of Contractor under this Agreement. at or above the standard of care of those in its profession or industry providing similar services in the Principal's local area; provided, however, that in the event the standard of care is higher in the local area where the Contractor's office primarily responsible for providing the services is located, then the standard of care applicable to the local area where the Contractor's office is located shall be applicable to such services.~~

Reason for Changes: This standard of care could require us to meet a heightened standard in our professional services at the Principal's subjective request. It is left to the Principal's determination whether the Principal will require us to meet or exceed the standard of care. No one knows what a heightened standard of care is because it is undefined and unattainable. The ordinary standard of care professionals are to meet in their services is an objective standard defined by our peers in the industry. Professional Liability Insurance covers the monetary damages the insured consultant causes due to its negligent acts, errors, or omissions in the performance of its professional services. Negligence is falling below, or failing to meet, the ordinary standard of care as we have defined it below through our markups. PL Insurance does not cover a consultant's failure to meet its client's definition of exceeding the standard of care. We have provided the prevailing, legal definition of the standard of care for professional service providers.

4. Accuracy of Work and Warranty. Section 10

Changes Requested: Accuracy of Work ~~and Warranty.~~ The Contractor represents ~~that it shall perform its services in accordance with the standard of care as defined in Section 9 of this Agreement herein, covenants, and agrees that its work will be accurate and free from any material errors.~~ The Principal's approval shall not diminish or release the Contractor's duties, since the Principal is ultimately relying upon the Contractor's skill and knowledge. ~~The Contractor hereby represents, warrants, and guarantees to the Principal all workmanship, equipment and/or materials paid for by the Principal pursuant to this Agreement for a period of two (2) years following the date of purchase by the Contractor.~~ Such warranty representation shall be construed to include, ~~but is not limited to,~~ representations that all ~~workmanship, equipment, and materials are of good quality, free from any defects or irregularities, and in strict conformity with any and all specifications provided to the Contractor by the Principal~~ services shall be performed in accordance with the standard of care as described in Section 9 of this Agreement herein. If any defect in ~~workmanship, equipment or materials~~ the services arises, the Contractor shall remedy or otherwise correct such defect without cost to the Principal within such reasonable period of time as specified by the Principal in writing. If the Contractor fails to repair such defect within such period of time specified by the Principal, the Principal may repair such defect or contract for such repairs at the expense of Contractor.

Reason for Changes: Warranties and much of this Section is applicable to the sale of goods and inapplicable to professional services. We have provided the prevailing, legal

definition of the standard of care for professional service providers in Section 9 of this Agreement.

5. Indemnification; No Waiver of Liability. Section 18

Changes Requested: Contractor shall indemnify, ~~save,~~ and hold harmless the Principal; ~~and~~ its employees ~~and agents~~, against any and all claims, damages, liability and court awards including costs, expenses, and reasonable attorney fees and related costs, ~~incurred as a result of to the extent caused by~~ any negligent act, ~~error,~~ or omission by Contractor, or its employees, agents, subcontractors, or assignees pursuant to the terms of this Agreement. As part of this obligation, the Contractor shall compensate the Principal for the time, if any, spent by its legal counsel in connection with such claims or actions. However, in no event shall the cost of such compensation exceed the Contractor's proportionate percentage of fault. If an Additional Scope of Services contains any provisions purporting to require the Principal to defend, indemnify, or hold harmless the Contractor or purporting to effect a waiver or limitation of the Contractor's liability (either by type of liability or amount), the Principal does not agree or accept such provisions and such provisions are not part of the Agreement. The Principal is relying on, and does not waive or intend to waive by any provision of this Agreement, the monetary limitations or any other rights, immunities, defenses and protections provided by the CGIA or otherwise available to the Principal or its officers or employees.

Reason for Changes: The Contractor awarded this contract will be performing professional services for the Principal. As such, the insurance policy most likely to be implicated is the Contractor's Professional Liability Insurance. In the indemnity context, such insurance only covers the insured professional's negligence in its services, which is the failure to meet the prevailing, professional standard of care. Without a negligence threshold in this indemnity obligation, the Contractor may not have insurance available to cover this indemnity obligation. For smaller firms, this indemnity obligation could be detrimental to a firm's survival because the costs would be out of pocket for the firm asked to indemnify the Principal.

6. Time Is of the Essence. Section 28

Changes Requested: All times stated in this Agreement are of the essence. However, notwithstanding the foregoing, the Contractor shall not be liable or responsible for delays or an inability to perform its services or work due to circumstances beyond its control.

Reason for Changes: This Agreement lacked a force majeure clause, and we are inserting one here.

RFQ 2025-07

SAFE STREETS FOR ALL CONSULTANT

OCTOBER 2025

TOWN OF PAONIA, CO



KLJ Engineering LLC

1601 Riverfront Drive,
Suite 204
Grand Junction, CO
81501-3829

ENGINEERING | REIMAGINED

October 22, 2025

Stefan Wynn
Town Administrator & Treasurer
PO Box 460
Paonia, CO 81428
StefenW@TownofPaonia.com

1601 Riverfront Drive, Suite 204
Grand Junction, CO 81501-3829
970-450-7474
KLJENG.COM



RE: Proposal for the Paonia Safe Streets and Roads for All (SS4A) Comprehensive Safety Action Plan (CSAP)

**KLJ acknowledges the receipt
of Addendum #1.**

Dear Members of the Selection Committee,

KLJ Engineering LLC (KLJ) understands that every transportation network we work on is the lifeblood of the community, keeping goods, services, and people flowing seamlessly. **Ben Manibog, AICP** will serve as KLJ's project manager, bringing proven experience leading SS4A plans across western and southern Colorado. He will lead our diverse team of planners and engineers to assemble traffic and safety analyses that identify critical safety improvements in Paonia's transportation networks for all users. Ben and our transportation planning team will work closely with Town of Paonia to develop a robust, community-centered networks of streets, walkways, and trails that serve all users. His collaborative approach has driven the success of numerous KLJ-led projects – laying the groundwork for future improvements, competitive grant applications, and capital improvement planning.

Deputy Project Manager/Quality Manager **Wade Kline, PTP** brings more than 25 years of experience in regional and county-wide planning across KLJ's footprint. His process is rooted in prioritizing data-driven identification of opportunities to enhance multimodal safety. As part of the CSAP, Wade will support a thoughtful planning process which identifies key areas critical to improving the safety and effectiveness of the Paonia's transportation network.

Ben Manibog is supported by Traffic Lead **Joe DeVore, PE, PTOE, RSP2** who provides 16 years of experience, leading more than 10 safety and multimodal-focused corridor studies in the last five years and providing input on 60 other corridor studies. **Ryan Sundberg, PE** has 16 years of experience designing transportation safety projects, including roundabouts, trails, and complete streets that increase safe mobility experiences.

Sarah Brooks will manage a comprehensive public engagement program that listens to every voice. She is a seasoned professional in local government marketing and communications on the Western Slope. As a Certified Colorado Creative District with a vibrant small-town charm, Paonia has something to offer to artists, creative entrepreneurs, and people who enjoy a slower pace of life. Safe streets help to activate our communities, providing opportunities for residents and visitors to connect as they engage in their day-to-day activities. Sarah will incorporate a comprehensive mobility lens that integrates community feedback with early equity review findings and help implement safety projects and policies in Paonia.

Wade Kline, Ben Manibog, and Sarah Brooks have developed a track record of partnering with communities across the Western Slope to develop innovative traffic and transportation planning products. These efforts have been critical to support and fund a range of infrastructure improvements for our clients. KLJ has just completed or is completing SS4A plans for the Towns of Eagle and Gypsum, City of Rifle, and Huerfano County. Those plans blend similar operations, safety, and implementation tasks that your project is looking to address. KLJ supports numerous capital planning and programming projects in Aspen, Eagle, Gypsum, and Telluride.

We look forward to the opportunity to discuss this project further. Feel free to reach out to us at 720-734-3650 or ben.manibog@kljeng.com.

Sincerely,

KLJ Engineering LLC

A handwritten signature in black ink, appearing to read 'Ben Manibog'.

Ben Manibog, AICP
Project Manager

A handwritten signature in black ink, appearing to read 'Wade Kline'.

Wade Kline, PTP
Deputy Project Manager/Quality Manager

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant

Town of Paonia, Colorado

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: " <i>RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]</i> ". |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

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FIRM QUALIFICATIONS AND EXPERIENCE

KLJ Engineering LLC (KLJ) has a staff of nearly 60 in Colorado, offering a full breadth of services. We have helped more than 25 western Colorado communities improve infrastructure, expand recreational opportunities, find grant funding, and plan for the future. We offer a local team with the added horsepower and expertise of nearly 600 professional employee-owners in 24 offices across the Rocky Mountains, upper Midwest, and Southwest regions.

KLJ's broad range of experience working across Colorado, and our entire geographic footprint, allows us to bring global experience to Paonia's backyard. Our Colorado-based team members work and recreate throughout the Western Slope, providing a personal understanding of the opportunities and challenges that face the region. KLJ brings a comprehensive understanding of Paonia's unique community priorities, most notably affordable housing, sustainability, mobility, and infrastructure. We specialize in crafting targeted funding strategies that align with these pressing needs and connect them into a coherent strategy.

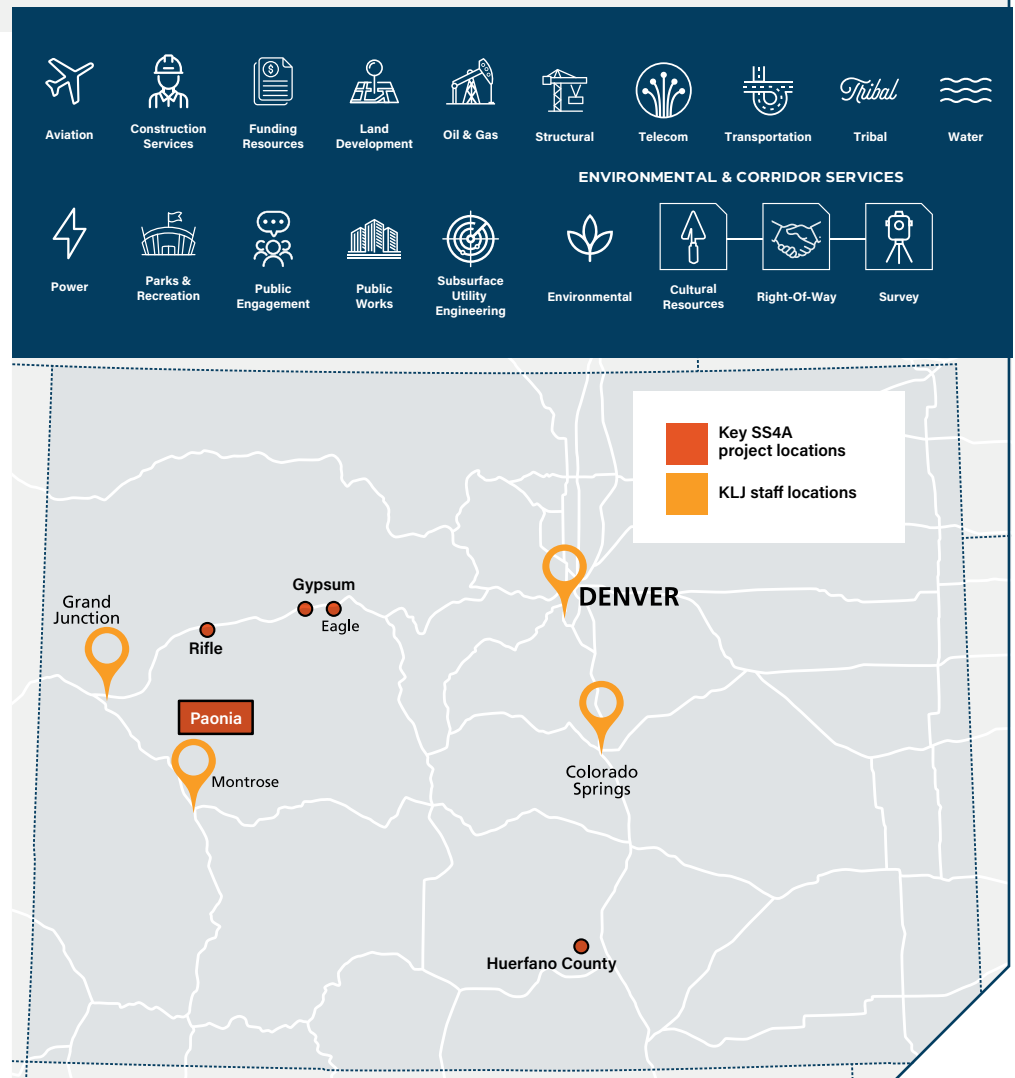


✓ TRANSPORTATION PLANNING

Our planning portfolio includes successful comprehensive plans, long-range transportation plans (LRTP), transportation safety action plans, and multi-hazard mitigation plans (MHMP). We have completed code assessments, Capital Improvement Plan (CIP) prioritizations, economic diversification strategies, and area and corridor plans on behalf of multiple clients. For this project, Ben Manibog and Wade Kline bring a deep resume of multimodal transportation planning tools specifically tailored for the Town of Paonia. KLJ has worked in rural resort communities and small towns at many scales, including Huerfano County, Telluride, Steamboat Springs, Towaoc, Eagle, Montrose, Rifle, Delta, and Poncha Springs in Colorado, as well as Taos, NM; and larger communities across Colorado including Grand Junction and Mesa County. The unique set of stakeholders in the outdoor recreation industry and conservation non-profits are frequent stakeholders involved in KLJ's work across the state. We also recognize Paonia's specific obstacles related to terrain, rural traveler safety, connectivity, and seasonal changes in creating successful long-range plans and safety and mobility improvements that stand the test of time.

✓ PUBLIC ENGAGEMENT MATTERS

At KLJ, public engagement is a priority. We've built a dedicated team of engagement specialists, communications professionals, and graphic designers to support your project from start to finish. Public engagement is a meaningful process, one that values the time, ideas, and experiences of every participant. In Colorado, Sarah Brooks leads our engagement team. To prevent engagement fatigue, we tailor tools and tactics to reflect your stakeholders' unique needs. Our team creates clear messaging and project definitions to help communities understand that each initiative is distinct. We develop fresh, innovative strategies to connect with the public in thoughtful ways. With professionals located across our footprint, you'll work with someone who understands your community. We don't believe in a one-size-fits-all approach; every project starts with a customized engagement plan that reflects your community's goals.



✓ PROJECT EXPERIENCE

HUERFANO COUNTY SAFE STREETS FOR ALL (SS4A) SAFETY ACTION PLAN

Huerfano County, CO

KLJ is assisting Huerfano County in creating a long-range SS4A Safety Action Plan. The rural and county-focused plan aims to eliminate fatal and serious injury crashes. The plan will engage community members using in-person and virtual methods to understand their experiences. The project's result will be a roadmap for the County to prioritize infrastructure investments and policy initiatives over the next 5, 10, and 20 years.

RIFLE SS4A SAFETY ACTION PLAN

Rifle, CO

KLJ assisted the City of Rifle in creating a forward-looking long-range SS4A Action Plan. The plan built on previous safety studies and created a plan that addressed what investments are working and where future funding should be prioritized. The plan's objective was to understand contributing factors, analyze which risk factors are most prevalent, and develop a Safety Action Plan to reduce and eliminate transportation-related deaths over the next 20 years.

GYPSUM SS4A SAFETY ACTION PLAN

Gypsum, CO

KLJ is supporting the Town of Gypsum's SS4A Safety Action Plan. KLJ is providing public engagement for the project, including organization and facilitation of the project steering committee; coordination and attendance of in-person engagement events and pop-ups; creation of a project website with online surveys and interactive mapping activities; summaries and informational graphics of recommended infrastructure projects; and providing the implementation plan. The project will complete in early 2026.

TOWN OF GYPSUM SAFE STREETS FOR ALL

Safety Action Plan

Calles Seguras Para Todos

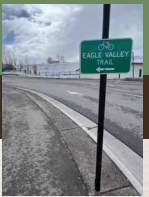


The Town of Gypsum is developing a Comprehensive Safety Action Plan which aims to improve the safety for all roadway users no matter if you drive, walk, bike, take transit, or are a mobility device user.

El Municipio de Gypsum está desarrollando un plan integral para mejorar la seguridad en todas las vías públicas, ya sea que conduzcas, camines, uses bicicleta, transites o utilices un aparato de movilidad.

Share your feedback and ideas you have for improving roadways in Gypsum.

Compártenos tu opinión y tus ideas para mejorar la vía pública de Gypsum.



Visit the project website:
Visite el sitio web del proyecto:
[InputCentral.com/gypsum-safety-action-plan](https://inputcentral.com/gypsum-safety-action-plan)



HUERFANO COUNTY SAFE STREETS

SAFETY ACTION PLAN

Help make streets safer for everyone in Walsenburg, La Veta, Gardner, and throughout Huerfano County

Share Your Feedback About Safety Concerns And Ideas For Future Improvements

Visit Our Website!
<https://inputcentral.com/huerfano-county-safe-streets>



WALK. BIKE. DRIVE. SAFER

The City of Rifle, COLORADO



Visit Our Website!

Get Project Updates and Share Feedback on Future Roadway Improvements

<https://inputcentral.com/rifless4a>

TOWN OF EAGLE

Safety ACTION Plan

We want to hear about your experiences using the transportation system and ideas for creating a safer roadway and trail system within the Town of Eagle.



TELL US

Are there areas where pedestrian crossings are needed? Is the trail and sidewalk system adequate and safe? Are transit stops safe and easily accessible? What intersections need improvement?

JOIN US

Sept. 12	Sept. 13	Sept. 14
Open House Eagle Town Hall 4-6PM	Pop-Up Yeti's Grind 8-11AM	Pop-Up Eagle Farmer's Market 9AM-1:30PM



Learn more and share your comments:
[InputCentral.com/eagle-safety-action-plan](https://inputcentral.com/eagle-safety-action-plan)



EAGLE SS4A SAFETY ACTION PLAN

Eagle, CO

KLJ assisted the Town of Eagle in securing federal grant dollars to fund the SS4A action plan and was hired to complete the long-range system-wide transportation safety action plan for the Town. KLJ's approach comprehensively analyzed system risk factors to develop a safety action plan while simultaneously providing an area-wide transportation system analysis. The unique approach supported a multimodal safety and network analysis based on future growth trends for the Town. The work plan developed a safety-focused prioritized list of project recommendations, complete with funding strategies. The final plan will guide future safety-focused multimodal transportation infrastructure project funding and implementation to the Town.

BOX ELDER SS4A ACTION PLAN

Box Elder, SD

KLJ led the City of Box Elder's SS4A Action Plan by securing a public commitment to zero traffic fatalities, forming a task force, and analyzing crash data and roadway conditions. The team identified high-risk areas using geospatial mapping and assessed broader safety needs, including infrastructure and demographics. Community engagement was central to the plan's success. KLJ used outreach strategies to involve the public, private sector, and community groups, assuring feedback was incorporated. Emphasis was placed on equity, with targeted engagement of underserved communities and an equity impact assessment to evaluate proposed strategies. KLJ also reviewed city policies to identify opportunities for improving safety prioritization.

The Action Plan concluded with a tailored set of projects and strategies, prioritized with clear timelines and rationale. KLJ established methods for tracking progress, including annual public reporting and online updates to assure transparency.



RIVERFRONT TRAIL CONNECTION ALTERNATIVES ANALYSIS

Mesa County, CO

The Riverfront Trail is one of the Grand Valley's most beloved recreation amenities and serves as link between Grand Valley communities. This project included an alternative analysis to determine the ultimate route from its terminus at 33 ½ and D ½ Roads to 36 ¼ Road and the Town of Palisade, connecting Clifton to Palisade. KLJ worked with the County and stakeholders to determine alignment options, then created a decision matrix to rank options. KLJ provided project management, base map preparation, community and stakeholder involvement, and final alternative options. The project was completed in 2024.

WEST MAIN REVITALIZATION

Montrose, CO

The City of Montrose retained KLJ to perform a traffic study, design, and construction administration for a 0.5-mile segment of State Highway 90 (West Main) to provide a modern streetscape and multimodal corridor. West Main serves as a vital vehicular and pedestrian connection between downtown businesses, nearby residential centers, and the City's Uncompahgre Riverway Trail and West Main Trailhead. KLJ managed and implemented the complete American Society of Civil Engineers (ASCE) 38 process implementing quality levels D-B. KLJ coordinated with utility companies to obtain existing records, managed field crews/designers, reviewed/collected survey data, and developed the standards for the final deliverable.



26 1/2 ROAD TRANSPORTATION CAPACITY IMPROVEMENTS

Grand Junction, CO

KLJ is the prime consultant for the reconstruction of four roadway segments within Grand Junction to provide complete street sections that accommodate multimodal transportation. KLJ is completing design of the reconstruction of major collectors 26½ Road (0.75 miles) and F½ Road (0.80 miles) and approximately one mile of D½ and B½ Roads, which are minor arterials. KLJ is also providing traffic analysis for 26½ Road. The reconstructions include conversion from two-lane to three-lane with a two way left turn lane, the addition of bike lanes, detached paths where possible, and curb, gutter, and pedestrian sidewalks.

Challenges include limited right-of-way (ROW) in several areas, most with private property owners; significant utility, fences, landscaping, and structures within the corridors; grading and positive drainage throughout; several irrigation canal and ditch crossings; and addition of new impervious surfaces which will require additional permanent stormwater quality features, that will be challenging given the space limitations. KLJ is also providing ROW and easement support for significant acquisition and easement and utility coordination.

TRAVEL DEMAND AND MASTER TRANSPORTATION PLAN

Gunnison, CO

KLJ is currently delivering a comprehensive Travel Demand and Operational Analysis, designed to help the City forecast future transportation needs, improve safety, and guide capital planning. The study integrates land use projections, multimodal considerations, and regional traffic growth to evaluate conditions along US 50, CO 135, and key collector roadways. KLJ is utilizing StreetLight Data and PTV VISTRO modeling to develop a detailed citywide Travel Demand Model (TDM), analyzing current and projected traffic volumes, recreational travel peaks, and intersection performance for more than 60 intersections. The team is also reviewing prior plans to align recommendations with existing priorities. This analysis benefits the City by providing a living traffic master plan and a prioritized CIP tailored for Gunnison's transportation growth and funding strategies. KLJ's approach offers the City a repeatable modeling tool that developers can use for future Traffic Impact Studies (TIS), creating consistency across development reviews while reducing costs and timelines.

GUNNISON COUNTY BALLOT INITIATIVE

Gunnison County, CO

KLJ is assessing current County-owned transportation infrastructure for Gunnison County, CO. The base conditions assessment inventoried county roads and bridges utilizing a new road inventory technology called RoadAI. The study assessed current infrastructure conditions including pavement conditions, surface types, functional classifications, traffic volumes, and crash data. KLJ developed a methodology based on current infrastructure conditions to provide the County with a prioritized list of capital improvement projects. Findings are being used to develop an estimate of the expected revenue from existing sources available to the County for roadway-related expenses. The analysis compares projected revenue estimates for the County against projected system needs and documents the anticipated revenue shortfall to the County keeping pace with ongoing roadway maintenance and investment. The project includes public engagement and a feasibility and economic analysis report. Ultimately, the study findings will be utilized to inform an upcoming county-wide ballot initiative to assure appropriate levels of funding for the County's operational, maintenance, and capital improvement expenditures over the 20-year planning horizon.



1ST STREET (MAIN STREET) COMPLETE STREETS DEVELOPMENT PLAN

Parachute, CO

KLJ is performing a complete streets development plan to reconstruct 1st Street (Main Street) in Parachute to facilitate access to businesses and promote pedestrian travel by creating an inviting environment that is welcoming to residents and non-residents. 1st Street is a highly visible and utilized street that is core to the downtown business district. KLJ is developing an economical and user-friendly multimodal streetscape for a complete streets project. The Phase I concept development project includes community engagement, ROW verification, planning for both current and future traffic and pedestrian needs, traffic circulation (especially on the east end near the Colorado Department of Transportation [CDOT] rest stop), and working with businesses to assure adequate parking. A road diet is being considered in the alternatives analysis to reduce the asphalt width, improved pedestrian facilities, landscaping, street art, and functional parking. The plan includes bulb-outs, cross walks, ramps, and drainage improvements. Street lighting, signage, and decorative amenities will be included.

HILLSIDE STREET RECONSTRUCTION

Delta, CO

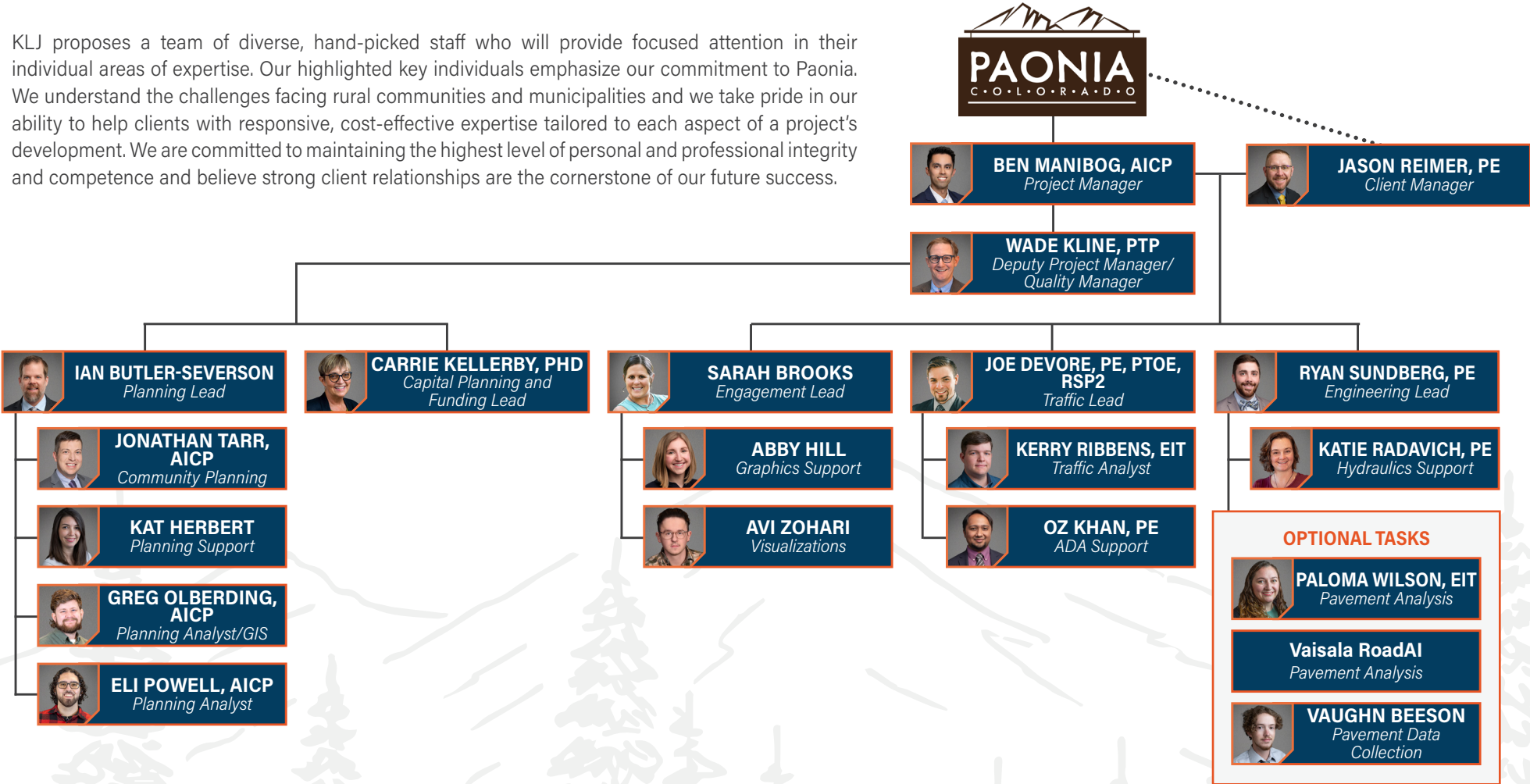
The Hillside Street rebuild project included a full reconstruction of Hillside Street, creating the City's first multimodal corridor and addressing safety hazards, including reconfiguration and possible closure of high accident intersections. The roadway featured steep grade, poor drainage, and lacked multimodal mobility. Other challenges included working around the irrigation ditch and the radius of the street as it came from downtown and turned to the south. KLJ provided traffic analysis and modeling, design, and construction administration to improve safety and provide multimodal connectivity from downtown to Garnett Mesa. The full surface rebuild included an expansion of the asphalt surface to accommodate the addition of bike lanes, widened sidewalks on the west side, retaining walls, and drainage improvements for the three-block area. The intersections of Leon Street and Hastings Street with Hillside Street were evaluated to reconfigure and improve visibility, reduce pedestrian/vehicular conflict, and simplify traffic movements. The project was a CDOT local agency project, requiring coordination with CDOT and following CDOT design standards.

KLJ's visual designer **Avi Zohari** has developed realistic renderings across Colorado, including this proposed pedestrian crossing of I-70 in Silt, CO.



PROJECT TEAM

KLJ proposes a team of diverse, hand-picked staff who will provide focused attention in their individual areas of expertise. Our highlighted key individuals emphasize our commitment to Paonia. We understand the challenges facing rural communities and municipalities and we take pride in our ability to help clients with responsive, cost-effective expertise tailored to each aspect of a project's development. We are committed to maintaining the highest level of personal and professional integrity and competence and believe strong client relationships are the cornerstone of our future success.





BEN MANIBOG, AICP

ROLE: PROJECT MANAGER

Ben has nine years of experience in transportation engineering and planning, working at the city level. He has led transportation projects from visioning and planning to design and construction. Ben project manages or task leads transportation planning projects in Colorado and the Mountain West including corridor studies, multimodal plans, traffic master plans, wayfinding plans, regional trail plans, and SS4A plans (Rifle, Eagle, Gypsum, and Huerfano County).

YEARS OF EXPERIENCE

9 years

REGISTRATION

American Institute of Certified Planners (AICP) Certified

EDUCATION

Master of Urban and Regional Planning, Concentration on Race Equity in Transportation, Minor Law – University of Minnesota, Humphrey School of Public Affairs

Bachelor of Civil Engineering – University of Minnesota

AVAILABILITY

40%



PROJECT MANAGER | SS4A SAFETY ACTION PLAN | HUERFANO COUNTY, CO

KLJ is leading the SS4A Action Plan for Huerfano County. Ben is the project manager of the rural and county-focused plan which aims to eliminate fatal and serious injury crashes. Because one fifth of residents do not have reliable internet, the plan will engage community members using in-person and virtual methods. The project's result will be a roadmap for the county to prioritize infrastructure investments and policy initiatives for the next 20 years.

PROJECT MANAGER | CITY OF RIFLE SS4A SAFETY ACTION PLAN | RIFLE, CO

Ben was the project manager to assist the City of Rifle, creating a forward-looking long-range SS4A Safety Action Plan. The plan was built on previous safety studies and created a plan that addressed what investments are working and where future funding should be prioritized. The plan's objective was to understand contributing safety factors, analyze which risk factors are most prevalent, and develop a Safety Action Plan to reduce and eliminate transportation-related deaths over the next 20 years. Ben coordinated all task leads and reports including the crash analysis, community engagement, recommendations, and presentations to the city council.

ENGAGEMENT LEAD | SS4A SAFETY ACTION PLAN | GYPSUM, CO

KLJ is supporting the Town of Gypsum's SS4A Safety Action Plan. KLJ is providing the public engagement for the project, including organization and facilitation of the project steering committee; coordination and attendance of in-person engagement events and pop-ups; creation of a project website with online surveys

and interactive mapping activities; summaries and informational graphics of recommended infrastructure projects; and providing the implementation plan. The project will complete in early 2026.

PLANNING LEAD | TRAVEL DEMAND AND OPERATIONAL ANALYSIS | GUNNISON, CO

KLJ is creating The City of Gunnison's master traffic study and their first TDM. Ben is the planning lead and will be providing the policy document review, the proposed functional classification system to conform to Federal Highway Administration (FHWA) guidance, and will support the traffic impact analysis policy, CIP development, and report writing.

PLANNING LEAD | NON-MOTORIZED TRANSPORTATION PLAN | RONAN, MT

KLJ is drafting a non-motorized transportation plan for the City of Ronan, MT through Mission West Community Development Partners. The plan's goal is to establish planned pedestrian and bicyclist infrastructure networks to connect community members to their daily needs. The plan will consolidate Ronan's existing policy documents and planned infrastructure with new proposed multimodal corridors. KLJ is combining online engagement through Social Pinpoint with in-person meetings-in-a-box which guide self-led meetings for community groups. The final report will propose a multimodal network as well as provide Ronan with a toolkit of best practices for future implementation.



JASON REIMER, PE

ROLE: CLIENT MANAGER

Jason is a licensed professional engineer who joined KLJ in January 2022. Over his 16-year career, Jason has had the opportunity to consult on a broad range of projects for various clients, including private, municipal, county, and state entities. His experience spans drafting, design, project management, construction management of aviation, land development, sports field/park, street, and water and wastewater collection systems projects. Jason has also conducted various drainage and master plan studies for the communities he represents.

YEARS OF EXPERIENCE

16 years

REGISTRATION

Professional Engineer
– CO, ND, SD, MT, TX,
NM, AZ, UT

EDUCATION

BS Civil Engineering
– South Dakota State
University

AVAILABILITY

15%

PROJECT MANAGER | HIGHWAY 50 PLANNING AND DESIGN | PONCHA SPRINGS, CO

The Highway 50 project will improve conditions along one mile of Highway 50 through Poncha Springs. The project will incorporate multimodal options, additional lighting, landscaping, and wayfinding improvements to create a sense of place while traveling through the town. KLJ provides environmental, extensive traffic modeling and data collection, in-depth stakeholder outreach, alternative development and selection, a corridor study report, roadway design, storm sewer and hydrology and hydraulics, lighting and utilities, and stormwater management.

CLIENT MANAGER | PONCHA SPRINGS PARKS MASTER PLAN | PONCHA SPRINGS, CO

As a growing town situated in the beautiful Arkansas River Valley, Poncha Springs benefits from its strategic location at the junction of US Highway 50 and US Highway 285, often referred to as “the Crossroads of the Rockies.” In recent years, the town has prioritized the improvement and development of its publicly-owned outdoor spaces to enhance the quality of life for residents and attract visitors to the area. The Parks Master Plan seeks to develop five remaining municipally-owned land sites, including a centrally located 30-acre property and four smaller properties located in residential neighborhoods. KLJ led an in-depth review and analysis of the Town of Poncha Springs’ Parks and Recreation Master Plan, Comprehensive Plan, and the current municipal land inventory as the first phase. We followed up with a thorough assessment of each site, which will include the use of drones to gather data. A robust public engagement process provided inclusivity and gathered valuable input from various stakeholders. Phase 2 of the project translated the comprehensive list of ranked community priorities into actionable plans and provide an updated Parks Master Plan.

PROJECT MANAGER | TRANSPORTATION CAPACITY IMPROVEMENTS | GRAND JUNCTION, CO

KLJ teamed with Horrocks Engineers to provide services for their transportation capacity improvement project of four road sections to increase capacity, safety, and function. Services included roadway design, drainage design, traffic engineering, lighting and signalization, and utility coordination. The project will bring in approximately \$1.5 million in design fees.

PROJECT MANAGER | HILLSIDE STREET RECONSTRUCTION | DELTA, CO

The City had recognized the need to reconstruct an approximately 1,900-foot segment of Hillside Street to enhance the road section and improve multimodal connectivity between downtown and Garnet Mesa. This marked the City’s inaugural endeavor in establishing a multimodal corridor. Leveraging our expertise, we aided the City in formulating an economical and user-friendly multimodal corridor. The project encountered complexities in navigating around the irrigation ditch and addressing the curvature of the street as it extended from downtown and turned southward. KLJ collaborated with City personnel to devise the most efficient road realignment strategy, while minimizing any adverse effects on neighboring property owners.

CLIENT MANAGER/QUALITY MANAGER/PRINCIPAL-IN-CHARGE | GUNNISON ON-CALL ENGINEER SERVICES | GUNNISON, CO

KLJ will be performing the on-call engineering services for the City of Gunnison, CO. Services include general civil engineering, roadway and transportation planning and design, pavement design, hydraulic and hydrologic engineering, environmental engineering services, structural engineering, construction management, surveying, and utility engineering. The work will require onsite visits at selected times, with services provided on a task order basis.





WADE KLINE, PTP

ROLE: DEPUTY PROJECT MANAGER/QUALITY MANAGER

Wade has 25 years of community infrastructure experience and is KLJ's Director of Public Engagement, Planning, and Government Relations. Over the past 10 years, he has served as a private sector consultant, developing a variety of transportation planning and programming documents for a range of public sector client types, including cities, counties, and regional/metropolitan governments. Prior to joining KLJ, Wade served as the Executive Director of the Fargo-Moorhead Metropolitan Council of Governments (Metro COG). Wade excels at developing long-range policy, planning, and programming tools. His experience in both the public and private sector is a track record of cooperative and consent-based planning processes to achieve mutually desired outcomes. Wade has ongoing capital planning and programming projects with the Towns of Aspen, Eagle, Gypsum, and Telluride, and recently completed long range planning studies in Rifle and Eagle.

YEARS OF EXPERIENCE

25 years

REGISTRATION

Professional
Transportation Planner
(PTP)

EDUCATION

BA Urban Planning – St.
Cloud State University

AVAILABILITY

25%

Wade has managed or been a significant contributor to several significant related Colorado based studies:

- » City of Aspen – Grant Strategic Planning (Ongoing)
- » Town of Gypsum – Grant Writing and Capital Planning
- » Town of Eagle – Grant Writing and Capital Planning
- » Town of Telluride – Grant Support and Capital Planning
- » Mesa County – Riverfront Trails Analysis
- » Gunnison County – Gunnison CIP/Ballot Initiative
- » City of Gunnison – Travel Model and Operational Analysis

PROJECT MANAGER | TOWN OF EAGLE SS4A ACTION PLAN | EAGLE, CO

KLJ assisted the Town of Eagle in securing grant to fund the SS4A action plan and now have been hired to complete the long-range action plan for the Town. KLJ's approach is to comprehensively analyze system risk factors to develop a safety action plan while simultaneously providing an area-wide transportation system analysis. This supports a multimodal safety and network analysis based on future growth trends for the Town. The work plan will develop a safety-focused prioritized list of project recommendations, complete with funding strategies. The final plan will guide future safety-focused multimodal transportation infrastructure project funding and implementation to the Town.

PROJECT MANAGER | EAGLE STRATEGIC FUNDING PLAN | EAGLE, CO

KLJ completed a Strategic Funding Plan for the Town of Eagle. Using the Plan, KLJ works continuously to assist the Town position priority infrastructure projects for a range of state and federal resources. KLJ has supported the Town on the development of three significant federal discretionary grant applications and benefit cost analysis (BCA) under Infrastructure Investment and Jobs Action (IIJA) for a \$50 million reconstruction of Grand Avenue (Highway 6) through Eagle.

PROJECT MANAGER | GYPSUM CAPITAL STRATEGY PLAN | GYPSUM, CO

KLJ completed a Capital Strategy Plan for the Town of Gypsum in 2023. Using the outcomes of the Plan, KLJ has been guiding the Town in strategic funding efforts focused on critical and high priority capital infrastructure needs. Under KLJ's guidance, the Town has repositioned the dormant I-70 Eagle Airport Interchange, initiating a feasibility study and gathering momentum for programming support from a range of state and federal agencies. KLJ has assisted in the Town in prioritizing and positioning several segments of Highway 6 for reinvestment and upgrades based on five phased several million-dollar project concepts. KLJ also worked to secure \$250,000 in SS4A funds for the Town and is working as part of the project team developing the project concepts for the overall SS4A study.





SARAH BROOKS

ROLE: ENGAGEMENT LEAD

Sarah is a seasoned parks and recreation professional, with 22 years of experience in recreation and special event planning, and 19 years in marketing and communications within local government. After transitioning from public recreation, she spent five years with the Grand Valley Metropolitan Planning Organization (MPO) in Mesa County, CO, contributing to multimodal education, Safe Routes to School, and public engagement for transportation plans and trail projects. Sarah has worked with Colorado communities where outdoor recreation and agriculture are key economic drivers. As a passionate trail advocate, she serves on the One Riverfront Commission, which aims to foster stewardship, provide opportunities for outdoor recreation, and encourage active transportation along the Colorado Riverfront Corridor, along with other multi-use trails such as the Monument Connector. Since joining KLJ as a Public Engagement Strategist, Sarah has helped identify community needs on a variety of projects ranging from transportation safety action plans, multimodal corridor studies, as well as trails, parks, and recreation master plans.

YEARS OF EXPERIENCE

28 years

EDUCATION

MS Parks Recreation and Tourism – University of Utah

BS Sports and Exercise Science – University of Northern Colorado

AVAILABILITY

45%

PUBLIC ENGAGEMENT STRATEGIST | EAGLE SS4A SAFETY ACTION PLAN | EAGLE, CO

In this role, Sarah developed communication materials for the project, assisted with website and survey development, and she coordinated with the Town of Eagle to facilitate in-person public engagement at local community events, along with interpreting and analyzing data from community feedback gathered through the website. She worked closely with Town to develop a comprehensive stakeholder list that offered key insights and helped to guide the development of the plan. Having experience with Safe Routes to School and bicycle education, Sarah facilitated a walk audit for the Eagle Valley Elementary and Middle Schools, and she developed a bicycle and pedestrian tool kit for the Town of Eagle.

PUBLIC ENGAGEMENT LEAD | RIFLE SS4A SAFETY ACTION PLAN | RIFLE, CO

Sarah worked with the City of Rifle to develop a comprehensive stakeholder group and coordinated stakeholder meetings. She also developed the project website using the Social Pinpoint platform, a survey, and an interactive map. Public feedback was collected through an open house and the project website. Sarah analyzed and summarized all data to help identify community needs that are critical to the plan, and she presented the summary to the stakeholder group to gather additional input that helped the team during the project identification phase.

PUBLIC ENGAGEMENT LEAD | MESA COUNTY RIVERFRONT TRAILS ALTERNATIVE ANALYSIS | MESA COUNTY, CO

Sarah began work on this project while working for Mesa County and continued work after joining KLJ. As a regular user of the Colorado Riverfront Trail, Sarah was very familiar with the landscape of the project study area; she assisted the Project Manager with the trail analysis through the development of a scoring matrix, analyzing route alternatives, and coordinating with the KLJ team to create maps and graphics for public meetings, written documents, and the website. Sarah coordinated steering committee meetings, listened to local stakeholders, met with private landowners, and analyzed public feedback to help shape the development of the final plan and recommended alternative routes.

PUBLIC ENGAGEMENT LEAD/RECREATION SPECIALIST | PONCHA SPRINGS PARKS AND RECREATION MASTER PLAN | PONCHA SPRINGS, CO

With an extensive background in parks and recreation, Sarah led the work on the Poncha Springs parks, trails, and open space inventory to kick off the project assessment. Throughout the course of the project, she met with 28 stakeholder groups, gathering critical information to help inform the plan and create a list of future partnerships for the Town to pursue. Sarah developed the project website and coordinated closely with the KLJ graphics team to create a brand unique to the project. She also developed the community survey with pointed questions to help identify the parks and recreation needs of Poncha Springs and southern Chaffee County.





CARRIE KELLERBY, PHD

ROLE: CAPITAL PLANNING AND FUNDING LEAD

Carrie has more than 26 years of experience assuring project success and fostering positive partnerships. She is an effective communicator with an enduring commitment to public interests. Carrie is a government relations specialist at KLJ, focusing on grant writing, legislative and regulatory tracking, strategic funding research, and communication. Carrie works with communities and clients to identify funding resources for infrastructure planning and construction projects. She does this through both broad and targeted legislative and grant-tracking resources and through intersectional engagement across a community for effective strategic planning that unites a community's infrastructure needs with funding cycles and opportunities. Before joining KLJ, she spent 10 years teaching research, writing, and critical thinking as an adjunct professor at Colorado Mesa University. Carrie brings diverse skills to the grant writing process and can oversee everything from concept development and goal integration to milestone tracking and project completion, always mindful of deadlines and budget constraints.

YEARS OF EXPERIENCE

26 years

EDUCATION

PhD Visual Arts:
Philosophy, Aesthetics,
and Art Theory–
Institute for Doctoral
Studies in the Visual
Arts

MFA Creative Writing –
Antioch University

BA English – Colorado
Mesa University

BFA Art History –
University of Colorado,
Boulder

AVAILABILITY

40%

ON-CALL GRANT SUPPORT SERVICES

Carrie has assisted in the development of regional strategic planning efforts by focusing on aligning grant opportunities with infrastructure improvements. She has provided funding and legislative research to assist in strategically implementing funding resources for current and anticipated infrastructure and safety needs, and helped craft preliminary and final draft materials. Carrie assists as the local member of the Government Relations team as a funding specialist to research and produce targeted funding resources and provide grant support for developing town-wide strategic plans that focus on needed and anticipated infrastructure investments that improve amenities, resources, and safety features.

- » Grant Support Services | Town of Gypsum | Colorado
- » Grant Support Services | Town of Eagle | Colorado
- » Grant Support Services | Town of Telluride | Colorado
- » Grant Support Services | City of Aspen | Colorado

GRANT WRITER/ON-CALL GRANT SUPPORT SERVICES | COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT | OFFICE OF JUST TRANSITION | COLORADO

Carrie is an integral member of KLJ's Government Relations team, which serves as an on-call service provider for the Office of Just Transition, assisting its clients with grant writing services.

REGIONAL CAPITAL PLANNING AND STRATEGIC FUNDING RESOURCE DEVELOPMENT AND CAPITAL INVESTMENT SUPPORT SERVICES | VARIOUS LOCATIONS

Carrie works with communities and clients to identify funding resources for infrastructure planning and construction projects. She achieves this through a combination of broad and targeted legislative and grant-tracking resources, as well as intersectional engagement across the community, enabling effective strategic planning that aligns a community's infrastructure needs with funding cycles and opportunities. She represents KLJ as a member of Club 20, an organization that focuses on issues of mutual concern all along the Western Slope of Colorado, at meetings and events to hear legislative updates, community concerns, and the infrastructure needs of the 22 counties that comprise this region.





IAN BUTLER-SEVERSON

ROLE: PLANNING LEAD

Ian has 12 years of combined transportation, land use, and community planning experience. His focus areas of expertise include multimodal transportation planning; land use planning; SS4A and studies; public and Tribal Master Transportation Plans (MTP); Area Development Plans; and parks and trails master planning.

YEARS OF EXPERIENCE

12 years

REGISTRATION

Graduate Certificate in Geographic Information Systems (GIS)

EDUCATION

(Program Coursework)
Urban Planning
Doctoral Program
– University of New Orleans

MS Transportation Planning – University of New Orleans

(Program Coursework)
Master of Landscape Architecture Program – University of Minnesota

BA Urban Studies, Minor Sociology – Hamline University

AVAILABILITY

35%



TRANSPORTATION PLANNING LEAD | GUNNISON COUNTY BALLOT INITIATIVE SYSTEM CONDITIONS INVENTORY AND CIP/TRANSPORTATION SYSTEM INVENTORY PLAN | GUNNISON COUNTY, CO

KLJ is assessing current County-owned transportation infrastructure for Gunnison County, CO. The base conditions assessment inventoried county roads and bridges utilizing a new road inventory technology called Road AI. The study assessed current infrastructure conditions including pavement conditions, surface types, functional classifications, traffic volumes, and crash data. KLJ developed a prioritization methodology based on current infrastructure conditions to provide the County with a prioritized list of capital improvement projects. The findings are being used to develop an estimate of the expected revenue from existing sources available to the County for roadway-related expenses. The analysis compares projected revenue estimates for the County against projected system needs and documents the anticipated revenue shortfall to the County, keeping pace with ongoing roadway maintenance and investment. The project includes public engagement and a feasibility and economic analysis report. Ultimately, the study findings will be utilized to inform an upcoming County-wide ballot initiative to assure appropriate levels of funding for the County's operational, maintenance, and capital improvement expenditures over the 20-year planning horizon.

TRANSPORTATION PLANNING LEAD/ASSISTANT PROJECT MANAGER | SS4A SAFETY ACTION PLAN | EAGLE, CO

KLJ led the Transportation Safety Action Plan for the Town of Eagle, funded by a United States Department of Transportation (USDOT) SS4A planning grant. The team began this project by designing a custom project website; convening a steering committee comprised

of interested stakeholders to guide the plan; conducting an existing conditions analysis to include level of service, safety audits, and pavement conditions; and hosting a series of public engagements, allowing in-person and online feedback on where safety improvements are most needed. Ian led the completion of the second phase of the project with town-wide traffic forecasting; identification of multimodal system deficiencies and network gaps; and a comprehensive equity analysis to understand areas of Eagle that may be underserved and require multimodal safety improvements. He facilitated final project deliverables that included a prioritized list of projects that will improve safety, a full transportation safety action plan that meets USDOT requirements, and a system-wide dashboard to track progress on plan implementation, and assure ongoing transparency with residents and other stakeholders on progress towards implementation of the plan.

PROJECT MANAGER AND LEAD TRANSPORTATION PLANNER | LAWRENCE COUNTY MTP | LAWRENCE COUNTY, SD

KLJ provided an assessment, evaluation, documentation, and public/ stakeholder engagement for the Lawrence County MTP. Key project deliverables included data collection; facilitation of Stakeholder Advisory Team (SAT) meetings; narrative writing and document formatting for baseline/existing conditions analysis and report; standards development; transportation policy and ordinance inventory and recommendations; future needs analysis; project identification utilizing GIS analysis and roadway and intersection engineering analysis; and transportation inputs such as Average Daily Traffic (ADT), pavement conditions, crash and safety analysis data, future land use, and functional classification discrepancies. Final project deliverables included short and long-range project recommendations complete with rough order of magnitude (ROM) cost estimations.



JOE DEVORE, PE, PTOE, RSP2

ROLE: TRAFFIC LEAD

Joe provides 16 years of experience in analyzing traffic operations, quantifying traffic safety, and providing visualization and leadership into stakeholder engagement to identify and recommend technically-supported improvements. He provides a unique background of both macro and micro safety analysis and has perfected a surrogate conflict analysis methodology using Vissim and the Surrogate Safety Assessment Model (SSAM) to provide detailed future safety analysis for daily site-specific conditions. This experience has been used to quantify crash reductions for access management, reduced conflict intersections, and specifically beneficial in identifying roundabout benefits as part of Intersection Control Evaluations (ICE). Joe specializes in quantifying and presenting the traffic operations and safety tradeoffs, making a technical process customized to specific project values.

YEARS OF EXPERIENCE

16 years

REGISTRATION

Professional Engineer –
CO, MN, SD, MT, WY

Professional Traffic
Operations Engineer
(PTOE)

Road Safety
Professional 2 (RSP2) -
Infrastructure

EDUCATION

BS Civil Engineering –
University of Minnesota

AVAILABILITY

35%



TRAFFIC ENGINEER | EAGLE SS4A SAFETY ACTION PLAN | EAGLE, CO

KLJ assisted the Town of Eagle in securing the federal grant dollars to fund the SS4A action plan and was hired to complete the long-range system-wide transportation safety action plan for the Town. KLJ's approach comprehensively analyzed system risk factors to develop a safety action plan while simultaneously providing an area-wide transportation system analysis. The unique approach supported a multimodal safety and network analysis based on future growth trends for the Town. The work plan developed a safety-focused prioritized list of project recommendations, complete with funding strategies. The final plan will guide future safety-focused multimodal transportation infrastructure project funding and implementation to the Town.

TRAFFIC ENGINEER | GYPSUM SS4A SAFETY ACTION PLAN | GYPSUM, CO

KLJ is supporting the Town of Gypsum's SS4A Safety Action Plan with a consultant partner. KLJ is providing the public engagement for the project including organization and facilitation of the project steering committee; coordination and attendance of in-person engagement events and pop-ups; creation of a project website with online surveys and interactive mapping activities; summaries and informational graphics of recommended infrastructure projects; and providing the implementation plan.

TRAFFIC ENGINEER | RIFLE SS4A SAFETY ACTION PLAN | RIFLE, CO

KLJ assisted the City of Rifle to create a forward-looking long-range SS4A Safety Action Plan. The plan built on previous safety studies

and created a plan that addressed what investments are working and where future funding should be prioritized. The plan's objective was to understand contributing factors, analyze which risk factors are most prevalent, and develop a Safety Action Plan to reduce and eliminate transportation-related deaths over the next 20 years.

PROJECT MANAGER | MTP | GUNNISON, CO

KLJ conducted a comprehensive MTP for the City of Gunnison, integrating regional growth projections, multimodal planning, and safety evaluations. Joe spearheaded the development of a citywide TDM using StreetLight Data and PTV VISTRO, enabling efficient forecasting of 2050 traffic conditions and intersection performance. He also created a TIS scoping packet to standardize future development reviews and assure consistency with long-range planning goals. Joe managed a multidisciplinary team, facilitated stakeholder engagement, and assured seamless coordination throughout the technical deliverables of the plan.

TRAFFIC ANALYSIS | HIGHWAY 50 PLANNING AND DESIGN | PONCHA SPRINGS, CO

The Highway 50 project will improve conditions along one mile of Highway 50 through Poncha Springs. Joe led traffic analysis that studied multimodal options, wayfinding improvements, a road diet segment, and a proposed single lane roundabout. This analysis included extensive traffic modeling and data collection, in-depth stakeholder outreach, alternative development and selection, and a corridor study report that was used in several grant funding applications for the project.



RYAN SUNDBERG, PE

ROLE: ENGINEERING LEAD

Ryan provides planning, preliminary design, and final design engineering services for a wide range of infrastructure projects. Applying this versatile skill set, he has gained more than 16 years of project experience and has provided tremendous support in designing with efficiency. His expertise is in roadway and intersection/roundabout geometric design and mobility integration. Ryan uses his knowledge and experience to design solutions which improve traffic and pedestrian safety, improve roadway capacity while minimizing environmental and ROW impacts – balancing construction costs, constructability, and service life. Recently, he has led a six-mile rural roadway design, multiple high speed roundabout designs, and urban roadway reconstructions.

ROADWAY DESIGN | HIGHWAY 50 PLANNING AND DESIGN | PONCHA SPRINGS, CO

The Highway 50 project will improve conditions along one mile of Highway 50 through Poncha Springs. The project will incorporate multimodal options, additional lighting, landscaping, and wayfinding improvements to create a sense of place while traveling through the town. KLJ is providing environmental, extensive traffic modeling and data collection, in-depth stakeholder outreach, alternative development and selection, a corridor study report, roadway design, storm sewer and hydrology and hydraulics, lighting and utilities, and stormwater management.

ROADWAY LEAD | TRANSPORTATION CAPACITY IMPROVEMENTS | GRAND JUNCTION, CO

KLJ teamed with Horrocks Engineers to provide services for their transportation capacity improvement project of four road sections to increase capacity, safety, and function. Services included roadway design, drainage design, traffic engineering, lighting and signalization, and utility coordination. The project will bring in approximately \$1.5 million in design fees.

ROADWAY LEAD | PINE GROVE ROAD RECONSTRUCTION | STEAMBOAT SPRINGS, CO

KLJ is designing multimodal improvements and reconstruction of Pine Grove Road from US 40 to Mt. Werner Road in Steamboat Springs. Pine Grove Road is the city's primary commercial corridor for residents and visitors. The road sees significant traffic volumes with high turning movements at many access points during peak hours.

The project entails roadway reconstruction, sidewalk extensions, pedestrian crossings, multimodal improvements for transit/bike/pedestrians, stormwater improvements, property acquisition, and public engagement. The project is being designed and constructed over two seasons with Phase I and II approaches.

ROADWAY LEAD | 1ST STREET DOWNTOWN DEVELOPMENT PLAN | PARACHUTE, CO

KLJ is developing a complete street development plan to reconstruct 1st Street (Main Street) in Parachute to facilitate business access and promote pedestrian travel by creating an inviting environment that welcomes residents and non-residents. 1st Street is a highly visible and utilized street core to the downtown business district. KLJ is developing an economical and user-friendly multimodal streetscape for a complete streets project. The Phase I concept development project includes community engagement, ROW verification, planning for current and future traffic and pedestrian needs, traffic circulation (especially on the east end near the CDOT rest stop), and working with businesses to assure adequate parking. A road diet is being considered in an alternatives analysis to reduce the asphalt width, improve pedestrian facilities, landscaping, street art, and functional parking. The plan includes bulb-outs, crosswalks, ramps, and drainage improvements. Street lighting, signage, and decorative amenities will be included.

YEARS OF EXPERIENCE

16 years

REGISTRATION

Professional Engineer –
CO, ND, MN, SD, MT,
WI

EDUCATION

BS Civil Engineering
– University of North
Dakota

AVAILABILITY

35%





AVI ZOHARI

ROLE: VISUALIZATIONS

Avi is a talented visual designer specializing in 3D modeling for various infrastructure projects, including highways, power plants, and landscape architecture. He has nine years of experience producing high-quality visuals and animation for engineering design projects and with strong attention to technical details. Avi is proficient in CAD drafting software and programs and has extensive experience working with the 3D grading of site topography and terrain.

YEARS OF EXPERIENCE

9 years

EDUCATION

CAD Drafting
Certification – Emily
Griffith Technical
Institute

AVAILABILITY

45%



SUPPORT STAFF



ABBY HILL

GRAPHICS SUPPORT
50% Available

Abby has nine years of experience providing thoughtful and personalized design solutions for a wide variety of client types, projects, and formats. She supports public engagement through the development of pieces designed for interest and clear communications — including social media and digital graphics, charts and graphs, presentation and meeting materials, print advertising, long format documentation, and more. Abby works with team members in various roles to achieve communications goals, keeping problem solving and accessibility in mind for successful final product.

RELEVANT EXPERIENCE:

- » Graphic Designer | SS4A Safety Action Plan | Eagle, CO
- » Graphic Designer | SS4A Safety Action Plan | Box Elder, SD
- » Graphic Designer | Ouray County Master Plan Update | Ouray County, CO



JONATHAN TARR, AICP

COMMUNITY PLANNING
45% Available

Jonathan is an urban planner based in Denver, CO. With more than 14 years of professional experience, he is a big-picture thinker with specialized knowledge of long-range planning, land use policy implementation, and visioning for rural and small-town communities. He has worked with local and state governments, Tribal nations, and regional planning organizations across the western and central United States. As the lead planner on multiple comprehensive

plan updates, Jonathan has developed solutions for local governments in the areas of urban design, strategic infill, physical planning, and housing. He has led housing needs assessments and housing action plans in rural and urban communities. Jonathan is a longtime member of the American Planning Association and is an AICP-certified planner.

RELEVANT EXPERIENCE:

- » Planner | Poncha Springs Parks Master Plan | Poncha Springs, CO
- » Planner | Town of Eagle SS4A Safety Action Plan | Eagle, CO
- » Planner | City of Rifle SS4A Safety Action Plan | Rifle, CO



KAT HERBERT

PLANNING SUPPORT
55% Available

Kat is an urban planner with six years of experience in planning and municipal clerk roles. She has worked across several Western Slope communities and is skilled in development review, long-range planning, and interpreting local land use codes. With a strong foundation in public engagement and GIS, Kat brings strategic insight and regional expertise to planning projects.

RELEVANT EXPERIENCE:

- » Planner/GIS Analyst | Town of Eagle SS4A Action Plan | Eagle, CO
- » Planner | Town of Telluride Capital Planning and Grant Writing | Telluride, CO



GREG OLBERDING, AICP

PLANNING ANALYST/GIS
55% Available

Greg brings six years of experience serving public-sector clients at the intersection of land use and transportation planning. He has led the development of small area and community master plans that integrate mobility strategies with broader land use goals. Greg is well-versed in geospatial analysis and has a firm grasp on regulatory and policy documents critical to the planning process. He has a knack for graphic design and understands the process of creating innovative and unique documents to convey the message of a community's condition. Greg's combination of technical skills and creative savvy will prove indispensable.

RELEVANT EXPERIENCE:

- » GIS and Planning Analyst | Rifle SS4A Safety Action Plan | Rifle, CO
- » GIS and Planning Analyst | Gunnison County Ballot Initiative System Conditions Inventory and CIP/Transportation System Inventory Plan | Gunnison County, CO
- » GIS Analyst | Lawrence County MTP | Lawrence County, SD



ELI POWELL, AICP

PLANNING ANALYST
45% Available

Eli is a transportation planner with experience at the local and regional levels, split between the public and private sectors, focusing on bicycle and pedestrian infrastructure. They specialize in GIS mapping and public engagement, combining these two skills to produce high-quality figures that

are easy for the public to understand and engage with. Eli has been involved in both long-range planning and individual multimodal projects, as well as analysis of multimodal transportation conditions in reference to local guidelines and ordinances.

RELEVANT EXPERIENCE:

- » Transportation Planner/GIS Analyst | Eagle SS4A Safety Action Plan | Eagle, CO
- » Transportation Planner/GIS Analyst | Rifle SS4A Safety Action Plan | Rifle, CO
- » GIS Analyst | Poncha Springs Parks Master Plan | Poncha Springs, CO



KERRY RIBBENS, EIT

TRAFFIC ANALYST
50% Available

Kerry is an engineer-in-training with KLJ working on traffic and transportation projects in Western Colorado. He is a graduate of the University of Colorado-Boulder and has spent his career working on projects in Grand Junction, Mesa County, and Western Colorado. Kerry joined KLJ after working for CDOT, providing analysis on traffic data for signal warrant analysis and analyzing various intersection alternatives. He is fluent in AutoCAD Civil 3D and proficient in technical writing. Kerry has familiarity with CDOT standards, Manual on Uniform Traffic Control Devices (MUTCD), and American Association of State Highway and Transportation Officials (AASHTO). He is located in our Grand Junction office and will provide local knowledge and traffic support for your project.

RELEVANT EXPERIENCE:

- » Traffic Engineer | Town of Eagle SS4A Safety Action Plan | Eagle, CO
- » Traffic Engineer | City of Rifle SS4A Safety Action Plan | Rifle, CO
- » Traffic Analyst | 7th Street Active Corridor Project | Grand Junction, CO



OZ KHAN, PE

ADA SUPPORT
35% Available

Oz is a transportation engineer and planner with experience in traffic operations and safety studies, traffic impact studies, traffic forecasting, traffic modeling and simulation, L RTPs, GIS analysis, speed studies, Americans with Disabilities Act (ADA) compliance, pavement management, context-sensitive solutions, asset management, noise analysis and advanced statistical analysis.

RELEVANT EXPERIENCE:

- » Lead Traffic Engineer | US 212 Safety Action Plan | Rosebud County, MT
- » Traffic/Safety Analysis | SDDOT Meade County Long Range Transportation Plan | Meade County,



KATIE RADAVICH, PE

HYDRAULICS SUPPORT
30% Available

Katie is a project manager and professional engineer with more than 10 years of experience. She is a multi-disciplinary engineer with experience in civil site development, surface water management and modeling, stream restoration, irrigation water management, and renewable energy technologies. Katie deeply understands hydrologic and hydraulic modeling principles, applications, and software. She is familiar with state and local development codes, permitting, and regulations, particularly in Colorado and the Western Slope. Katie also has experience with federal grant funding, research, and public engagement involving work with citizens and community stakeholders.

RELEVANT EXPERIENCE:

- » Hydraulics and Hydrology | Transportation Capacity Improvements | Grand Junction, CO



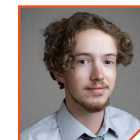
PALOMA WILSON, EIT

PAVEMENT ANALYSIS
35% Available

Paloma is an engineer on KLJ's Transportation team with a background in drainage design. She knows hydrology, hydraulics, water and sanitary sewer design, culvert design, and detention pond design. Paloma has experience writing drainage reports and preparing plans and specifications. She has worked on various projects, which gives her a comprehensive knowledge of overall systems.

RELEVANT EXPERIENCE:

- » Drainage Engineer | County Road (CR) 17 Corbett Creek Crossing Improvements | Ouray County, CO
- » Drainage Engineer | Colorado Avenue Ramp Replacement | Telluride, CO
- » Drainage Engineer | Pine Grove Road Reconstruction | Steamboat Springs, CO



VAUGHN BEESON

PAVEMENT DATA COLLECTION
50% Available

Born on the front range of Colorado, Vaughn has been living in the Grand Junction area for the past five years and has become a part of the engineering community on Colorado's Western Slope. He recently graduated with a BS in Civil Engineering from the University of Colorado-Boulder.

RELEVANT EXPERIENCE:

- » Design Engineer | City of Grand Junction Traffic Capacity Improvements Project | Grand Junction, CO

PROJECT UNDERSTANDING AND APPROACH

✓ PROJECT UNDERSTANDING

One theme across Paonia's policy documents is to grow and progress at the community's own pace: Smaller infill redevelopment is prioritized over large-scale developments, aiming to take care of what we have before adding any more. The town, with industry slowing down, is relying on the organic growth of newer commercial segments like tourism and the arts along with the longstanding agricultural industry. This mix of changes sets the stage for the town's transportation environment.

Paonia sits on West Elk Scenic Byway that guides outdoor enthusiasts up towards Paonia State Park and McClure Pass. Due to the mountainous landscape, Colorado Highway 133 is the primary travel route to nearby towns, constraining highway space for regional pedestrian and bicyclist connections to lodging and popular businesses like Big B's or Orchard Valley Farms. More than an hour's drive from larger population centers like Grand Junction, Montrose, and Glenwood Springs, the town does not have intercity transit like CDOT's Bustang or regional transit like the Roaring Fork Transit Agency (RFTA).

These constraints makes travel in and out of Paonia highly dependent on vehicles. Though much of this rests on collaboration with CDOT, Paonia has many opportunities to improve travel within town: Attract people to live and stay in town and make it easy for them to stick around without using their car further.

Though the town experienced a tragic bicyclist death least year, Paonia has already been taking steps to accomplish a safer transportation vision within town. Their near-complete ADA Transition Plan will chart a path to making their existing pedestrian infrastructure more accessible for people with mobility challenges as well as people who use strollers or people moving freight or deliveries. In 2024, the town lowered

the maximum in-town speed limit 20 mph in the same movement as forward-looking municipal transportation departments like Boulder and Denver. Also in the past year, the intersection of 5th Street and Grand Avenue will be reimagined into a safer place to travel with better walking connections to Paonia K-8 and simplifying the intersection for drivers. These steps are the beginning to cultivating a less car-reliant community.

Completing an SS4A Comprehensive Safety Action Plan will guide the town's investments in projects, policies, and programs over the next 20 years to advance its safety vision.





✓ PROJECT APPROACH

TASK 1: PROJECT MANAGEMENT

Task 1.1: Project Management Team Meetings

Ben Manibog, AICP will be an active participant in technical project work and will communicate these updates through monthly Project Management Team (PMT) meetings throughout the study process. He will be supported by **Jason Reimer, PE**, Client Manager for the town.

Task 1.2: Project Administration

Ben Manibog, AICP will provide monthly invoices and project reports that can include graphics, maps, and exhibits. This task also includes contract administration, finances, project set-up, and client file sharing.

Task 1.3: Quality Management

Wade Kline, PTP will lead KLJ's quality management program and will serve as Deputy Project Manager/Quality Manager. He will provide oversight on planning tasks as well as project management administration. Wade has extensive experience in the areas of community and transportation planning previously working as the former director of an MPO. Ben and Wade will develop a project-specific Quality Management Plan (QMP).

Internal and external reviews will be completed utilizing Adobe Acrobat online, which allows multiple team members, including town staff, to review, collaborate, and address comments simultaneously. These tools allow for comment tracking and logging responses.



TASK 2: PLANNING AND DATA COLLECTION

Task 2.1: Project Initiation

Ben Manibog, AICP will organize an in-person project kick-off with town staff. The meeting will establish the town's expectations and norms, lines and methods of communication, file sharing and requests, and confirm overall project schedule. Ben will be joined by key project staff from the Grand Junction office and other task leads virtually.

Task 2.2: Existing Policy Document Review

Adopted plans from peer agencies and from the State of Colorado in transportation, land use, and related topics are critical foundational documents to inform the Comprehensive Safety Action Plan (CSAP). **Jonathan Tarr, AICP**, supported by **Greg Olberding, AICP** and **Kat Herbert**, will conduct a targeted review of existing plans across the region to assure they are utilized and considered properly. We will focus on understanding historic development patterns, high-growth areas, and long-term mobility goals as listed in these plans. We will identify and document best practices and plans/visions in Paonia and highlight their relevance to the local road network. **Oz Khan, PE**, will review the town's recent ADA Transition Plan, identify connections to other existing policy documents, and will assure the plan's objectives are carried throughout the CSAP.

A summary memorandum will be prepared and sent to the town with two goals: to highlight critical projects and policy efforts that the CSAP should include, and to showcase innovative roadway safety approaches that the town may consider in additional projects/locations.

Task 2.3: Cultural Asset Inventory and Focus Groups

Jonathan Tarr, AICP, supported by **Kat Herbert**, will lead a cultural asset inventory (CAI) for Paonia. The CAI is a qualitative analysis tool that surfaces transportation safety concerns that data collection and analysis may not reveal. This subtask will be crucial to understand the community's needs and concerns for transportation and mobility in a manner that are rarely present in transportation data. To fill this gap, we will rely on targeted conversations with community members to elevate issues and locations of concern identified through the lived experience of residents. Outputs from the CAI may include: safety concerns where near misses have occurred, trips not taken due to safety concerns (e.g., youth living near schools but not walking or biking there), and indirect impacts such as air quality, noise, delay, and inconvenience that are attributable to or exacerbated by the town's roadway network.

The core of the CAI will be small focus group meetings and one-on-one interviews with residents, stakeholders, and leaders that are not represented on the steering committee and have not yet engaged with KLJ. Jonathan will seek the voices of relevant units of government (health districts, fire protection districts/EMS), of engaged residents and of transportation experts including bicycle and pedestrian advocates, collaboratively developing the final participant list with the town.

We will invite each participant to a one-hour facilitated conversation, held in-person or virtually, with the goals of understanding perennial and new safety concerns across Paonia's roadways. The conversations may occur with several stakeholders at once, in a focus group format, or invitees may elect for a one-on-one conversation with a team member, if preferred. All interview notes will be combined and analyzed to understand the most important transportation issues; these concerns will be supplemented by a scan of local and regional media sources over the past two years.

Task 2.4: Transportation Data Collection and Mapping

Joe DeVore, PE, PTOE, RSP2, with support staff, will review local, regional, and national materials to understand context-specific strategies, as well as large-scale shifts in implementation approaches caused by the new 2025 SS4A requirements and in the USDOT's recent final rule adopting additional Public Right-of-Way Accessibility Guidelines (PROWAG) standards for ADA compliance for pedestrian facilities. GIS information will be consolidated into study area graphics for roadway, multimodal, land use, and planned projects. The team will work with Town of Paonia and Delta County police departments to supplement CDOT crash data with local information and knowledge.

Optional: Pavement Condition and Analysis

As a separate add-on, KLJ can drive the Town of Paonia's street network to perform a pavement analysis in partnership with **Vaisala** and their product **RoadAI**. While we understand that some road data was recently collected for the town in 2024, the RoadAI ecosystem will provide the town with more comprehensive documentation, additional asset management, and data that can tie-in directly to the CSAP. RoadAI assesses pavement, sidewalk, and trail conditions through an automated road survey. The assessment is conducted through a mounted smartphone.

Vaughn Beeson, EIT will drive the Town of Paonia's street network twice to perform the assessment to assure proper data quality. KLJ will collect sidewalk data through either walking or biking Paonia's pedestrian network using the same smartphone system.

RoadAI supports ASTM D6433 distress and severity classifications. The system identifies pavement damage types, including transverse cracking, longitudinal cracking, alligator cracking, wheel track cracking, potholes, edge cracking, fretting/raveling, binder bleeding, and subsidence/depression.

RoadAI users can export reports that adhere to this standard for data integration into ASTM D6433-based asset management systems such as StreetSaver and Paver. Additionally, photos of the pavement are available across the entire surveyed area for reference and comparisons to future pavement assessments.

RoadAI also collects the locations of other roadway infrastructure, including road signs, surface markings (turn arrows, crosswalks, etc.), roadway striping (including level of condition), and drains and manhole coverings. The system can identify any sign within the Federal MUTCD. Each asset will also be logged within the same data collection trips as pavement.

Under the direction of **Paloma Wilson, EIT**, with quality assurance/quality control (QA/QC) by **Ryan Sundberg, PE**, our team can validate the automated pavement condition survey outputs and corridor video (RoadAI) to confirm detected distresses and segment-level Pavement Condition Index (PCI) scoring, then extend the review to adjacent sidewalks and curb and gutter using the same video record. **Katie Radavich, PE** will review pavement and other infrastructure condition in relation to irrigation ditches and water resources infrastructure. We will:

1. Verify RoadAI-identified defects and quarter-mile segmentation
2. Confirm/adjust PCI ratings
3. Assess and rate sidewalks (e.g. cracking, settlement, spalling/ponding)
4. Load results and geo-referenced photos into the project's GIS database
5. Tie treatment recommendations to PCI thresholds used in comparable work and scaled by typical section dimensions to produce planning-level costs for each roadway and sidewalk corridor
 - a. Very Poor -> Full-depth reclamation
 - b. Poor -> Mill & overlay
 - c. Fair -> Chip seal
 - d. Good -> Crack seal/fog coat
 - e. Very Good -> No improvement

Task 2.5: Crash Analysis

Joe DeVore, PE, PTOE, RSP2, supported by **Kerry Ribbens, EIT**, will condense crash and safety data from CDOT, Delta County, and the town into one resource in geospatial and spreadsheet formats. Using our experience from previous Colorado SS4A action plans, we will consolidate crash date, crash type, severity, weather/lighting conditions, and contributing factors into a dashboard needed to conduct safety analysis for SS4A action plans and sources. Attention to where recreational injuries and fatalities have occurred will be incorporated into existing crash data to identify high-injury locations and densities. Every fatal or serious injury crash and any crash involving a pedestrian or bicyclist will be reviewed for risk factors.

Low-frequency/high-severity crash locations may seem random, but the contributing factors behind these crashes are predictable and can be addressed. Geospatial analytics will identify common characteristics throughout the study area. A high-injury road

network will highlight road corridors and segments with high crash severity rates and/or locations with frequent pedestrian, bicyclist, micromobility, or motorcycle crashes.

Task 2.6: Multimodal Systems Analysis

Ian Butler-Severson, supported by **Oz Khan, PE** and other staff, will identify infrastructure gaps and high-risk, high-volume pedestrian and bicycle routes and crossings within Paonia to prioritize safety improvements for inclusion in the CSAP. They will develop a high injury network (HIN) of Paonia's road system.

One goal of an HIN is to identify an improvable subset of a community's streets that address most fatal and serious injury (KSI) crashes. To achieve this, KSI collisions are assigned a higher score so they have more "weight" relative to collisions with less tragic outcomes. Targeting infrastructure improvements on HIN streets is the fastest way to address severe crashes across a town's road system.

We will work closely with town staff and local partners to develop the HIN in a way that recognizes roadway management responsibilities and supports realistic implementation depending on context. The network results will be geolocated onto GIS layers that the town can continue to use after the project's completion. The final HIN will be refined through stakeholder feedback and qualitative review.

Joe DeVore, PE, PTOE, RSP2 will lead a video-based multimodal conflict analysis at up to five intersections. The analysis will identify how drivers come into conflict with pedestrians and bicyclists and will provide recommendations in later project phases on how to mitigate these conflicts for increased intersection safety. Below are initially recommended intersections, however the Town will have the opportunity to vet and alter the list:

- » Grand Avenue and 1st Street
- » Grand Avenue and 2nd Street
- » Grand Avenue and 3rd Street
- » Grand Avenue and 4th Street
- » Samuel Wade Road/3rd Street and Niagara Avenue



Task 2.7: Equity Review

Ben Manibog, AICP, with support from **Ian Butler-Severson** and **Greg Olberding, AICP**, will conduct an equity review to assure Paonia's CSAP meaningfully addresses the needs of communities that are disproportionately impacted by transportation safety risks or have historically been underrepresented in planning processes. This task will build upon the existing conditions analysis and Public Involvement Plan (PIP), and will directly inform project prioritization, monitoring metrics, and funding strategies.

The equity review will identify target demographics for engagement and outreach to assure a representative and inclusive planning process. It will also integrate metrics to measure in the project prioritization framework and post-project reporting to show positive outcomes over time, results that will also be used to make the case for implementation project funding. The review will map out federal and state funding opportunities tied to equity, environmental justice, or disadvantaged community status that may support SS4A implementation.

The equity review will be conducted using attributes vetted by Paonia and will be incorporated with updated guidance from the Fiscal Year 2025 SS4A Notice of Funding Opportunity. This assures the analysis aligns with the Underserved Community definition, including Areas of Persistent Poverty, while also applying a robust assessment of additional social vulnerability factors. Each of these attributes will assure KLJ carries out the strongest possible project prioritization for the town. Ben's equity-focused approach to a citywide speed limit evaluation won an American Planning Association (Minnesota Chapter) Innovation in Planning Award.

1.

DATA ANALYSIS

- » Use available demographic, socioeconomic, and mobility data from sources such as the US Census, CDOT, and local datasets.
- » Map populations by factors including income, race/ethnicity, language spoken at home, age, disability status, and vehicle access.
- » Overlay crash history and High Injury/High Risk Networks to identify areas where safety risks intersect with vulnerable populations.



2.

ENGAGEMENT TARGETING

- » Work with the Public Involvement team to develop strategies for reaching identified target populations, including tailored outreach methods, meeting locations, language access, and partnerships with trusted local organizations (e.g., North Fork Valley Creative Coalition, Paonia Senior Center, and Paonia Library).



5.

FUNDING OPPORTUNITIES

- » Identify and summarize federal and state programs that prioritize equity or environmental justice (e.g., USDOT, Rebuilding American Infrastructure with Sustainability and Equity [RAISE]), SS4A, Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation Program [PROTECT], and Colorado's Multimodal Transportation and Mitigation Options Fund).



4.

MONITORING AND REPORTING

- » Recommend equity-related performance measures for inclusion in the annual program evaluations (e.g., reduction in KSI crashes, increased access to safe crossings).



3.

PRIORITIZATION INTEGRATION

- » Develop equity weighting factors for use in the prioritization framework, assuring projects serving high-need populations score higher for implementation funding.



TASK 3: COMMUNITY ENGAGEMENT

Task 3.1: Public Involvement Plan

Sarah Brooks, with support from **Jonathan Tarr, AICP**, will develop a robust, multi-channel PIP. The engagement strategy will specify details of the community's role in advising and shaping the CSAP, outreach methods, and promotional strategies. The PMT will identify effective methods to reach and engage with people across Paonia with additional focus to include underrepresented and vulnerable populations, promotional and educational materials will be available in both English and Spanish. KLJ will coordinate with the town to identify primary stakeholders and community groups to determine the best engagement approaches and communication strategies.

Task 3.2: Project Website

Using the Social Pinpoint platform, **Sarah Brooks**, with support by **Abby Hill**, will develop a dedicated project website that will incorporate multiple opportunities to gather online public feedback such as quick polls, surveys, and mapping tools. With the interactive map, community members can pinpoint locations of concern and share their experiences. Online surveys will be used to gather broader feedback on safety priorities and potential solutions. This site will also house regular project updates, public meetings, notices, and interim project findings. In addition, the site can host the project dashboard and toolkit, providing resources for safety and education. Print materials will include a QR code that will help drive visitors to the website.

Task 3.3: Outreach and Communication Materials

Sarah Brooks will facilitate a clear line of communication, encouraging stakeholders and community members to provide feedback throughout the planning process. Our communication channels will include word-of-mouth from community leaders, social media, and the town's website and text updates. KLJ will coordinate news releases with local media such as High Country News, KVNF Public Radio, and Delta County Independent. Sarah will also coordinate with the town to place coffee cup sleeves, coasters, and posters/flyers in high-traffic parts of the county.

Graphic Designer, **Abby Hill** will create a clear project identity that communicates the importance of the CSAP while staying consistent with Paonia's overall brand. This "sister brand" will carry through all materials, presentations, and digital platforms so the project feels recognizable to the Paonia community.

Sarah and Abby will develop social media content for the project – including text and graphics – and a social media posting guide, to alert the community to project updates and key opportunities for involvement. Social posts will always direct people to the project website, providing URLs or QR codes to assure easy one-click access. Abby will develop quarterly graphic summaries that feature public engagement results and other findings.

Task 3.4: Steering Committee

Sarah Brooks, the project's engagement lead, will coordinate the development of a steering committee. The group will shape the overall goals and direction of the project, shape the methods of community engagement, and review every major project deliverable. Sarah will invite community partners and decision-makers to participate on the steering committee, working with the Town of Paonia to put together a collaborative group who can offer a perspective on safety and built environments along with providing helpful insights that will allow KLJ to make future recommendations that complement the character of the Paonia community.

Some of the recommended stakeholder groups include, but are not limited to:

- » Town of Paonia
- » Paonia Police Department
- » Paonia Fire Department
- » Delta County
- » CDOT
- » Colorado State Patrol
- » Delta Health
- » Bureau of Land Management (BLM)
- » Local bike advocacy groups such as SK Bikes and Paonia Bike Co-Op
- » Blue Sage Center for the Arts
- » North Fork Valley Creative Coalition
- » Paonia Library
- » Paonia Senior Center
- » Colorado Farm and Food Alliance

Our team will engage the steering committee at least five times during key decision points, including project kick-off, goal and objective development, crash analysis results, strategy development, and implementation. Meetings will be held both in-person and virtual: three and two times respectively. The PMT will coordinate with the Town to determine which meetings should be held in-person. We also recommend inviting members of the steering committee to participate in a walk audit, which will provide the project team with valuable perspectives and expertise while directing the steering committee to develop safety-focused solutions for roadway improvements. Further details on the audit are in Task 3.6.

Task 3.5: Community Streets Event

Sarah Brooks, your Safe Routes to School champion, supported by **Jonathan Tarr, AICP**, will coordinate with the Town of Paonia to organize a Community Streets event during the project’s first phase to collect early input and identify community transportation needs. The Community Streets event will close Grand Avenue to vehicles from 1st Street to 3rd Street for four to six hours on a Saturday, encouraging locals and visitors to walk, bike, or roll through the downtown area. This pedestrian friendly event will incorporate engagement opportunities for the CSAP along with bicycle and pedestrian activities. In addition, the event will showcase local organizations and businesses who want to help make Paonia streets safer for all users.

Working in tandem with the Paonia Colorado Safe Routes to School project, the PMT will facilitate walking and biking education during the Community Streets event, incorporate interactive activities to gather information about youth travel patterns to and from school, along with gathering important information from the community related to roadway safety and multimodal improvements. Through the Community Streets event, KLJ aims to help the Town fulfill the education component for Colorado Safe Routes to School grant.

The project team will coordinate with the Town of Paonia to identify community organizations to assist with some of the planning efforts for the Community Streets event, along with recruiting volunteers to help facilitate activities and education the day of the event.



Task 3.6: Community Touchpoints

During the second phase of the project, **Sarah Brooks** will host two in-person sessions to share a summary of what was heard during the first phase along with the existing conditions analysis and future recommendations; these can be facilitated as open-house style meetings or held at popular destinations such as Paonia United Brewing

Company, Blue Sage Center for the Arts, or the Paonia Senior Center. Community members will be asked to weigh in on preliminary projects and recommendations, and the draft planning documents will also be available for comment on the project website.

Each touchpoint will incorporate eye-catching display boards and interactive activities that encourage participation and assure that all voices within the community are welcome. Visuals can incorporate Spanish translation as needed. KLJ will also create a bilingual factsheet to hand out at each in-person event.

Task 3.7: Walk Audit

Sarah Brooks, with support from **Kerry Ribbens, EIT**, will lead a targeted effort to understand how students in Paonia travel to and from school and to identify safety concerns that limit walking and biking. This work will provide insights to Paonia’s next steps in progressing Safe Routes to School topics by identifying remaining gaps to connect students to Paonia K-8 and North Fork School of Integrated Studies.

Sarah will facilitate discussion on how the infrastructure makes people feel and how it could be improved. The task builds on Safe Routes to School-style methods but emphasizes documenting hazards, near-misses, and roadway connections that may inform the CSAP. Kerry will identify school-area safety issues such as unsafe crossings, speeding traffic, limited visibilities, or lack of visibility. The engagement will highlight barriers that discourage safe walking and biking and opportunities for targeted improvements. He will generate safety-focused recommendations for inclusion in the CSAP.

Task 3.8: Paonia Board of Trustees

Ben Manibog, AICP, with support from task leads, will discuss the project at three Board of Trustee meetings. At the first meeting, we will ask the board, after consideration of the crash analysis and engagement, for feedback and direction on the final phase of the project: project identification, prioritization, and implementation. At the second meeting, the board will be informed of the project selection and prioritization process as well as the second phase of engagement. In the final meeting, the board will review the implementation phase and consider the finalized leadership commitment of eliminating roadway deaths and fatalities through a resolution of support.

SS4A Requirements	Meeting 1	Meeting 2	Meeting 3
Leadership Commitment and Goal Setting			✓
Planning Structure	✓		
Safety Analysis	✓		
Engagement and Collaboration	✓		✓
Policy Process Changes		✓	
Strategy and Project Selections		✓	
Progress and Transparency			✓

TASK 4: SAFETY ACTION PLAN DEVELOPMENT

Task 4.1: Project Identification

Ian Butler-Severson and **Jonathan Tarr, AICP** will consult existing documents like the Delta County Recreation and Trails Master Plan and Delta County's Five-Year Road Priority Plan from Task 2.2 and will identify existing or planned projects within the town's roadway system. Examples include Delta County's plan for Pitkin Road and CO-133 and proposed trails connecting the library with Paonia Middle/High School and Paonia River Park.

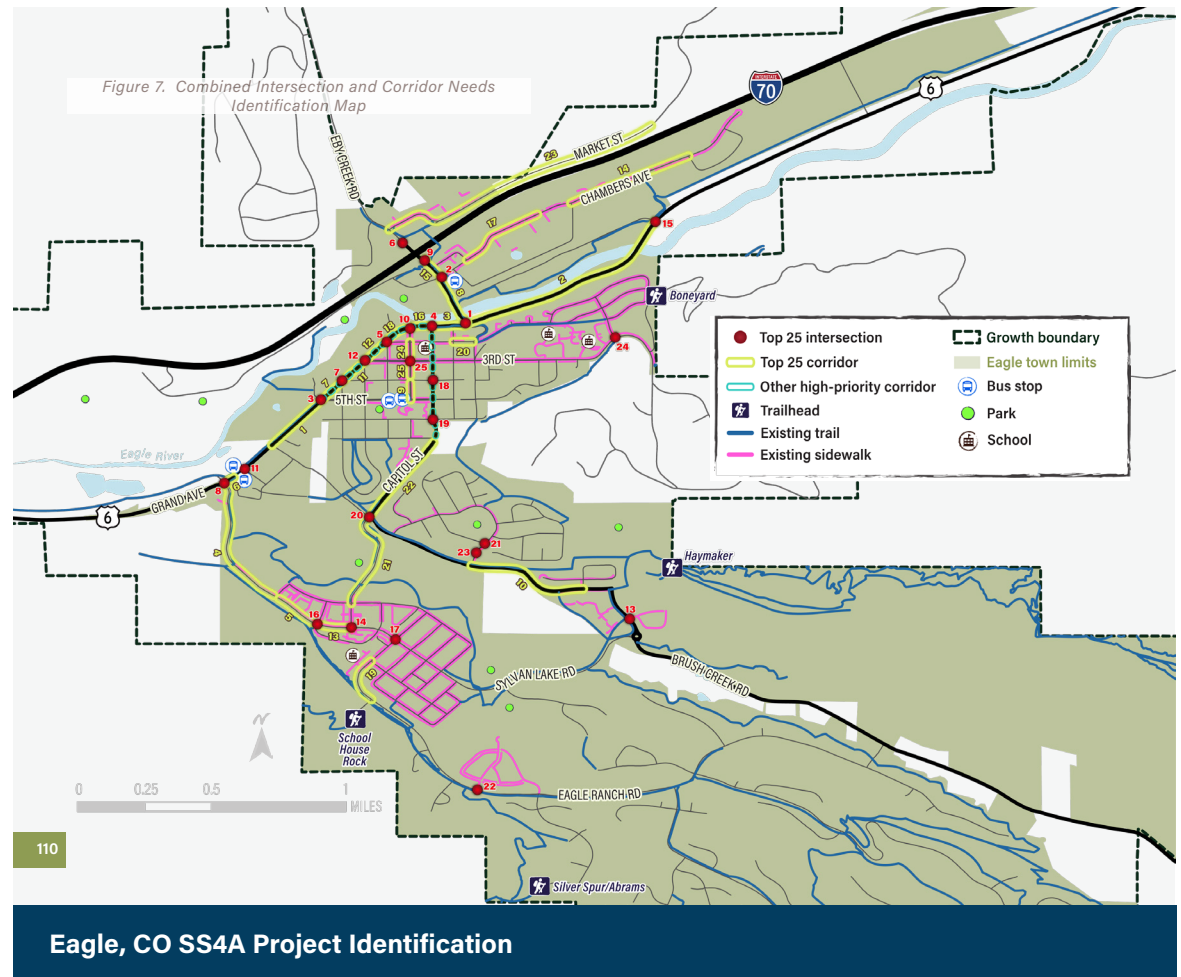
They will begin by performing a qualitative screening of the initial project list. The screening will identify targeted questions including "Can this project be combined with others or with the recommended changes in the ADA Transition Plan?" and "Are there factors that heighten the project's urgency?" The process' results will be approved by the town prior to finalizing the project scoring.

The project identification process will then proceed with conducting a needs analysis. Ian and Jonathan will gather key inputs from the existing and future conditions analyses such as crash rates, length of missing infrastructure, known high-risk locations, town policy priorities, and community inputs. **Katie Radavich, PE** will provide input for water resources-based projects while **Oz Khan, PE** will include ADA-related projects. At the end of the process, each project will have a baseline understanding of infrastructure type, location or extents, benefits, and other considerations.

These will be entered into an evaluation framework, described in Task 4.2, that applies geospatial analysis with weighted scoring of the inputs. Ian and Jonathan will overlay these qualitative and quantitative inputs to produce a ranked preliminary list of the most critical project locations where safety deficiencies present the highest safety risks for network users. This analysis will be conducted systemwide for roadway intersections, corridors, and the pedestrian/bicycle network. From the ranked list of safety need's locations, projects will be prioritized based on their weighted scores, rank, and public and stakeholder review and feedback.

Task 4.2: Project Prioritization

Ian Butler-Severson, with staff support, will rank and group preliminary projects. For example, identified road segments, intersections, and/or sidewalk improvements, may present logical opportunities for bundling multiple preliminary project locations



into one cohesive project, with consideration for cost and the realities of feasible and timely implementation. Project scoring will be conducted through a combination of GIS analysis (performed by **Eli Powell, AICP**), and quantitative and qualitative evaluations from the data gathered from Tasks 2.2 – 2.8.

The team will recommend local site-specific engineering interventions that will improve safety and accessibility in compliance with ADA requirements and PROWAG standards where applicable, similar to projects installed elsewhere in Colorado. Ian will assemble a matrix containing all such recommendations. We will assign projects to short, medium, and long-term horizons that will help guide future resources. The team will also provide and apply general unit cost estimates for project types.

1. EXISTING POLICY DOCUMENT REVIEW

- Consolidate all planned roadway, sidewalk, and trail projects in Paonia



2. CULTURAL ASSET INVENTORY

- Solicit feedback not found in previous community engagement efforts



3. WALK AUDITS

- Document remaining barriers for school-related travel



4. PROJECT IDENTIFICATION

- Outline the project types needed to connect the pedestrian and bicyclist systems as well as prevent fatal and serious injury crashes



5. PROJECT PRIORITIZATION

- Assign weight to projects that achieve the town's transportation vision the soonest and most effectively

6. PRIORITY PROJECT SHEETS

- Dive deeper with the most important projects and make detailed plans for funding and implementation

Task 4.3: Best Practices and Policies Toolbox

Ian Butler-Severson, supported by the project team, will create a suite of infrastructure intervention types identified in Task 4.1 for future reference and use by the town and your agency partners. The team will start with the FHWA's Proven Safety Countermeasures and expand to best practices from across the country. KLJ will use our extensive experience working in rural places to focus this toolbox to Paonia's context. Each countermeasure will be tied to the most common crash types and connected to their best contextual use cases. Example countermeasures include pedestrian refuge islands, crosswalk visibility enhancements, and rectangular rapid flashing beacons (RRFB).

Changes to the roadway infrastructure are not the only effective strategy to reduce fatal and serious injury crashes. In a Safe System Approach, safe roads are only one of the five major areas to improve. Ian will identify actions that the town or its partner agencies can take outside of infrastructure design including town policies and education programs. We will review the list of issues that town residents and stakeholders mentioned in Tasks 2.3 and Task 3 that are not due to roadway design. Processing this list through the Equity Review in Task 2.9 will yield the actions that we recommend to the town.

Task 4.4: Priority Project Sheets

Ian Butler-Severson, supported by task leads and **Abby Hill**, will assemble project sheet content meant to increase the town's ability to receive state and federal funding. The top five ranking projects from Task 4.2, after vetting from town staff, will be analyzed in further detail and presented in project sheets. KLJ, led by **Carrie Kellerby PhD**, will use our experience as grant writers to coordinate effective deliverables that can be used by the town and your stakeholders for future capital improvement planning and to prepare grant funding applications.

Ryan Sundberg, PE, Ian Butler-Severson, and Joe DeVore, PE, PTOE, RSP2, will scope each of the high priority projects to come to a projected cost. The team will use KLJ's extensive engineering experience across Colorado and in rural places across the country to estimate cost and duration of projects.

Each project sheet will house essential data to inform stakeholders in their preparation of budgeting and grant applications as well as elected officials who may seek state and federal funding appropriations. Included on every sheet will be:

- » **Basic project details:** Name, extents, project type, project background, project contacts
- » **Project justification and benefits:** An explanation of the current issues and how the project will solve them
- » **Project alignment:** An explanation of how the project connects to federal and state priorities including USDOT's SS4A program

- » **Project map:** An overview map that shows the project's location and what will be removed or added
- » **Project specifics:** An estimated cost of construction and notable infrastructure required.
- » **Visualization:** A 3D rendering of the completed project on the existing project site



EAGLE AIRPORT INTERCHANGE

PLANNING AND DESIGN PROJECT

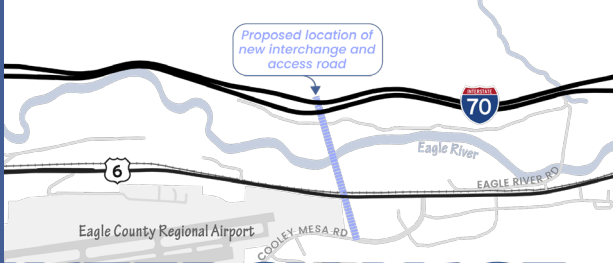
RAISE 2025 Congressional Request

The Town of Gypsum is requesting \$2.5 million for the I-70 Eagle Airport Interchange Planning and Design Project.

For Further Information, Contact:

Jeremy Rietmann
Town Manager
Town of Gypsum
970-524-1730
jeremy@townofgypsum.com





Project Background

The need for an additional interchange along I-70 between Gypsum (Exit 140) and Eagle (Exit 147) is based on projected growth throughout the project area. The Eagle Airport Interchange was originally studied throughout the mid to late 1990s and final design was completed in 2010. Funding has never materialized based on shifting regional and statewide priorities. Regardless, the project is a key component of the I-70 Mountain Corridor Programmatic Environmental Impact Statement (PEIS) and maintains a degree of technical viability. The project is listed as a priority project in the 2045 Intermountain Regional Transportation Plan and hits four Project Benefit areas and two Goals Areas identified by the Colorado Department of Transportation (CDOT), suggesting both statewide and federal relevance. Regional growth along the I-70 Corridor has led to increased issues with congestion, safety, and a lack of system resiliency and redundancy. Existing and projected conditions in the general commuter shed of the proposed Eagle Airport Interchange place significant stress upon the local transportation network.

Project Justification

Since originally designed, Eagle County has seen its population grow by more than 30,000. The Eagle County Regional Airport (EGE) continues to see growth in passenger enplanements, with an annual growth rate of nearly six percent post-Covid. The trajectory for enplanements at EGE is anticipated to hit 250,000 by 2030. Supporting growth and demand at the Eagle County Airport was part of the original purpose and need for the project. **There is currently a seven-mile gap in I-70 access** through the Towns of Gypsum and Eagle. Population growth and commercial and industrial expansion around the airport have significantly increased the freight traffic exiting I-70 in Gypsum and Eagle. Growth in regional transportation demand has resulted in significant impacts to the local transportation network including I-70, Highway 6 and a series of regionally significant local roadways. Continued commercial and industrial growth around the airport has increased truck traffic to nearly 2,000 daily trucks exiting I-70 in Eagle and Gypsum. Based on an initial origin-destination (O-D) scan more than 65 percent (1,250 daily trucks) of this truck traffic would use the proposed Eagle Airport I-70 interchange. This redistribution of freight-related traffic will improve congested roadways and safety on key regional roadways. The proposed Eagle Airport I-70 interchange is a lynch pin to continued growth and economic expansion of the larger Eagle County region. This includes the ability to better manage mobility between housing and employment up and down the valley.

Task 4.5: Visualizations

3D visualizations are visual collateral that help counties, towns, and key community partners understand how the goals of the plan will yield transformed streets. **Ryan Sundberg, PE** and **Ian Butler-Severson** will develop five cross sections and 3D visualizations (one for each project sheet created in Task 4.4), with support from KLJ's visualization specialist **Avi Zohari**. Renderings will be reproducible on the project website and in print during public engagement meetings, allowing people to easily picture the proposed improvements. These images can also be used as cornerstones in future funding applications, generate public input and support, and help tell the story of these projects to outside agencies and elected officials.



Task 4.6: Funding Identification

Carrie Kellerby, PhD will identify and summarize federal, state, and other relevant sources available to the town. She will research funding opportunities, analyze competitiveness and alignment with project goals, and provide a menu of pertinent resources and strategies to support the implementation phases of the Safety Action Plan.

Task 4.7: Draft and Final Report Preparation

Ben Manibog, AICP will coordinate delivery of a draft and final report with support from the project's task leads and **Abby Hill**. The existing conditions report will summarize the findings in Task 2 and the first phase of engagement in Task 3. The report will be used as the starting point of discussion in the first Town Board of Trustees meeting. The final report will encompass and summarize all project tasks.

Summary of major deliverables:

- » Existing Policy Document Summary
- » Cultural Asset Inventory
- » School Safety Summary
- » Public Engagement Summary
- » Draft Report (Existing Conditions)
- » Final Report (Comprehensive Safety Action Plan)
- » Priority project sheets
- » One federal funding application (see Task 5)

For the draft and final reports, the town will have one round of review to confirm report direction, accuracy of information, and overall content. The final report will be optimized for screen readers and will include accessible features, meeting WCAG 2.2 Level AA and federal Section 508 standards, and will utilize plain language and visually compelling graphics to be accessible to a broad public audience.

TASK 5: FEDERAL FUNDING APPLICATION PREPARATION

The federal funding landscape is continually changing, making it unclear whether SS4A implementation funding will be available at the completion of Paonia's CSAP. To prepare for this, **Carrie Kellerby, PhD** will lead the preparation of one federal funding application based on the town's selection from the high priority projects identified in Task 4.4. Carrie and KLJ's team of grant writers have prepared numerous successful federal funding applications for towns, counties, and tribal nations including to programs like Better Utilizing Investments to Leverage Development (**BUILD**), **PROTECT**, Railroad Crossing Elimination (**RCE**) Grant Program, (Rural Surface Transportation (**RSTG**) Grant Program, Rural and Tribal Assistance (**RTA**) Pilot Program, National Scenic Byways Program (**NSBP**), and many others.



Task 5.1: Proposal Coordination

Carrie will help gather all necessary application components and attachments, such as letters of support, budgets, and organizational documents. Since SS4A is designed to encourage agency collaboration, we will already be in regular contact with key stakeholders for letters of support. Carrie and KLJ are experienced in securing support letters from state and federal lawmakers.

Task 5.2: Communications and Research

For the duration of the contract, Carrie will maintain contact with granting agencies and program managers on the town's behalf. She will research previously funded projects and conduct in-depth analysis and calibration of merit criteria for enhanced application competitiveness.

Task 5.3: Grant Writing

Carrie, with the support of **Ian Butler-Severson**, and **Greg Olberding, AICP**, will develop complete and compelling grant narratives, including executive summaries, needs statements, project descriptions, and methodology. This work is made more efficient through the project sheets created in Task 4.4. Because every program is different, this work must be individually tailored to the targeted grant program.

Task 5.4: Graphics Support

Abby Hill will coordinate any additional graphic needs to produce a complete federal application package. Some programs allow applicants to stylize their submissions. Others require site photos. To more efficiently obtain lawmaker support, a condensed information sheet is made for their staffers.

Task 5.5: Budget Development

Although a preliminary cost estimate was generated in Task 4.5, a more detailed estimate will be conducted by **Ryan Sundberg, PE** and **Ian Butler-Severson** to align with the funding program's requirements.

Task 5.6: Benefit Cost Analysis

Many major federal grant applications requires a BCA; **Joe DeVore, PE, PTOE, RSP2** will coordinate that application section.

TASK 6: REPORTING AND DELIVERABLES

Task 6.1: Progress Reports

In addition to the meeting minutes following PMT meetings, **Ben Manibog, AICP** will coordinate quarterly progress reports with support from task leads and **Abby Hill**. Abby will develop quarterly graphic summaries that feature public engagement results, existing conditions findings, and other high-priority information for town and stakeholder leadership.

Task 6.2: Performance Monitoring and Reporting

Ian Butler-Severson, with the support of Kerry Ribbens, EIT and Eli Powell, AICP, will develop a performance monitoring and reporting system tailored to Paonia's multimodal safety context, its SS4A Action Plan objectives, and its commitment to transparency.

The system will:

- » **Track core metrics with consistency:** Define and document a core set of performance measures aligned with USDOT SS4A guidance, including total crashes, fatalities, serious injuries, crash types, and mode splits. For each metric, we will adopt state-standard definitions to assure comparability and longitudinal tracking.
- » **Use impactful and accessible visualizations:** Create templates with trend lines (five-year rolling averages for KSIs), location maps of high-crash corridors, infographics of annual totals, and clear key performance indicators (KPI). This will follow the "data-plus-action" principle, showing both performance outcomes and the recommendations undertaken to address them.
- » **Leverage state and regional data partnerships:** Integrate CDOT crash database feeds and coordinate with local law enforcement to assure a complete, regularly updated dataset.
- » **Public-facing and easy to update:** Design the system for both an internal version (detailed and technical) and a simplified, public-facing version optimized for the town's website. The system will be structured so town staff can refresh data annually with minimal time investment.

The team will then prepare Paonia's first annual SS4A transparency report. This inaugural report will serve as the benchmark for future years, establishing the tone, format, and standard.

The report will include the following content:

- » **Baseline crash and safety trends:** Updated crash analysis for all high priority corridors presented with historic comparisons.
- » **Recommendations implementation status:** A clear table and map of each program, project, and policy from the CSAP, noting implementation stage and responsible agency.
- » **Before and after snapshots:** Where applicable, initial evaluations of completed projects and photos prior to and after implementation.
- » **Narratives on actions taken:** Highlight education campaigns, enforcement actions, infrastructure improvements, and policy changes that directly relate to the trends shown in the data.
- » **Public engagement integration:** Summarize feedback received from residents or stakeholders over the past year, reinforcing transparency and community accountability.

Task 6.3: Final Report Package

Ben Manibog, AICP will coordinate the final project submittal package with support from Eli Powell, AICP and Abby Hill. The package will include the final report (in paper and screen reader-compatible digital format), GIS layers, traffic forecasting spreadsheets, photos, renderings, cross sections, branding templates, and a pre-completed SS4A self-certification eligibility worksheet. The materials, along with Task 5, will set the town and their agency partners to immediately pursue SS4A Implementation or other federal grant funding in the Federal Fiscal Year 2027 cycle.



SCHEDULE AND AVAILABILITY

Timeliness is critical to maintaining project schedules, which in turn, has a direct impact on all project aspects, including financial planning. KLJ is committed to meeting project schedules, including those set forth on the Paonia SS4A project.

Additional Tasks Not Identified in Scope	2025		2026												2027					LEAD / SUPPORT	DELIVERABLES	
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY			
1.0: Project Administration																						
1.1: PMT Meetings																					Ben M. Jason R. Wade K.	Monthly project manager meetings: Coordinate agendas and minutes; Schedule: Monthly task and duration updates; Administration: Monthly invoices
1.2: Project Administration	Ongoing throughout project																					Provide cohesive, comprehensive, and professional deliverables to the county for review and eventual ownership
1.3: Quality Management																						
2.0: Existing Conditions																						
2.1: Project Initiation																					Joe D. Ian S. Jonathan T. Joe D. Oz K. Eli P. Katie R. Greg O. Kerry R. Ben M.	Prepared agenda and meeting minutes
2.2: Existing Policy Document Review																						Summary memorandum of policy documents
2.3: CAI and Focus Groups																						Dedicated section in the reports summarizing community needs not shown in data
2.4: Transportation Data Collection and Mapping																						Collect existing AADT data, crash information from CDOT and local police; GIS-based maps for reports and engagement materials
2.5: Crash Analysis																						Identify crash trends and place-based issues to provide a safety baseline
2.6: Multimodal Systems Analysis																						Identify locations of at-risk pedestrian and bicyclist routes
2.7: Equity Review																						Provide an equity review of the crash analysis, project selection, project prioritization, and reporting metrics
3.0: Public Engagement																						
3.1: PIP																					Sarah B. Jonathan T. Abby H. Kat H. Kerry R. Ben M.	Provide an internal guide to the project's public engagement including identified partners, events, and talking points
3.2: Project Website																						Provide an interactive website that houses project information, surveys, and map-based engagement
3.3: Outreach and Communications Materials																						Develop bilingual project materials including posters, handouts, social media posts, and meeting boards
3.4: Steering Committee																						Presentation materials, agendas, and handouts for steering committee participants
3.5: Community Streets Event																						Development and coordination of a unique community event that changes how people perceive Grand Avenue
3.6: Community Touchpoints																						In-person engagement in small (pop-ups) and large (open houses or events) formats to meet with people unaware of the overall project
3.7: Walk Audits																						Committee members and stakeholders will experience first-hand how walking or biking feels in the warm and cold months, making for better project recommendations. School-based travel information incorporated into the reports
3.8: Paonia Board of Trustees Meetings																						Provide narrative and presentation information for Town Board of Trustees meetings
4.0: Safety Action Plan Development																						
4.1: Project Identification																					Ian S. Ryan S. Jonathan T. Katie R. Oz K. Eli P. Greg O. Carrie K. Avi Z. Abby H. Ben M.	Develop and prioritize list of location-specific and systemic safety solutions; Develop community-supported infrastructure countermeasures list
4.2: Project Prioritization																						Develop concise project sheets that summarize important information for agency partners' capital improvement planning and budget developments and to inform elected officials; 3D rendered visualizations of proposed projects set on the project sites provided in the project sheets and as standalone images
4.3: Best Practices and Policies Toolbox																						Summary of available and competitive federal and state funding sources Paonia is eligible for
4.4: Priority Project Sheets																						Draft and final versions of the existing conditions and final report; Final report provided in digital and paper format
4.5: Visualizations																						
4.6: Funding Identification																						
4.7: Draft and Final Report Preparation																						
5.0: Federal Funding Application Preparation																						
5.1: Proposal Coordination																					Carrie K. Ryan S. Ian S. Eli P. Greg O. Joe D.	Assembled and completed funding application; Collected agency letters of support; Grant narratives and executive summaries BCA; Site photos and condensed legislative summary (if required); Preliminary cost estimate
5.2: Communications and Research																						
5.3: Grant Writing																						
5.4: Graphics Support																						
5.5: Budget Development																						
5.6: BCA																						
6.0: Performance Monitoring and Reporting																						
6.1: Progress Reports																					Ian S. Eli P. Greg O. Abby H. Ben M.	Develop quarterly progress reports to the Town and FHWA including documentation of milestones, community engagement, and performance measures
6.2: Performance Monitoring and Implementation																						Develop crash monitoring and measuring criteria; Develop performance-based mobility indicators; Interactive GIS-based monitoring dashboard
6.3: Performance Reporting																						Deliver final project package including final report, pre-completed SS4A self-certification worksheet, completed funding application, GIS layers, photo and video of road conditions, and other project documentation
6.4: Final Report Package																						

REFERENCES

✓ HUERFANO COUNTY, CO

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719.738.3000 x110

cyoung@huerfano.us

✓ TOWN OF EAGLE, CO

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ryan.johnson@townofeagle.org

✓ CITY OF RIFLE, CO

Craig Spaulding – City Engineer

970.665.6556

cspaulding@rifleco.org

✓ TOWN OF GYPSUM, CO

Matt Figgs, PE – Town Engineer

970.524.1748

mattf@townofgypsum.com

✓ MESA COUNTY, CO

Erik Borschel – Senior Engineer

970.244.1765

erik.borschel@mesacounty.us



OTHER REQUIRED INFORMATION



CERTIFICATE OF LIABILITY INSURANCE

9/13/2025

DATE (MM/DD/YYYY)

8/30/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	Lockton Companies, LLC 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000 kcasu@lockton.com	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL: ADDRESS:
INSURED	KLJ ENGINEERING LLC 1493950 KLJ SOLUTIONS HOLDING COMPANY P.O. BOX 4130 BISMARCK ND 58502	INSURER(S) AFFORDING COVERAGE INSURER A : Zurich American Insurance Company INSURER B : The Travelers Indemnity Company INSURER C : Allied World Surplus Lines Insurance Company INSURER D : INSURER E : INSURER F :

COVERAGES**CERTIFICATE NUMBER:** 17647208**REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☒ LOC OTHER:	Y	Y	GLO7025052	9/13/2024	9/13/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY	Y	Y	BAP7025055	9/13/2024	9/13/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX
B	☒ UMBRELLA LIAB ☒ EXCESS LIAB ☐ OCCUR ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000	Y	Y	SXS 6695075	9/13/2024	9/13/2025	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$ XXXXXXXX
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N ☒ N	N/A	WC7025054	9/13/2024	9/13/2025	☒ PER STATUTE E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	PROFESSIONAL LIABILITY INCL. POLLUTION CLAIMS MADE	N	N	0313-9801	9/13/2024	9/13/2025	\$10,000,000 PER CLAIM \$10,000,000 AGGREGATE

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER IS INCLUDED AS ADDITIONAL INSURED FOR GENERAL, AUTO AND UMBRELLA LIABILITY ON A PRIMARY AND NON-CONTRIBUTORY BASIS IF REQUIRED BY WRITTEN CONTRACT. A WAIVER OF SUBROGATION APPLIES TO THE GENERAL, AUTO, UMBRELLA, PROFESSIONAL AND WORK COMP/EMPLOYER'S LIABILITY WHERE ALLOWED BY STATE LAW AND IF REQUIRED BY WRITTEN CONTRACT. BOTH ARE SUBJECT TO THE TERMS AND CONDITIONS OF THE POLICIES. WORK COMP COVERAGE DOES NOT APPLY TO EMPLOYEES HIRED OR RESIDING IN ND, OH, WA AND WY. EMPLOYERS LIABILITY STOP GAP COVERAGE APPLIES IN ND, OH, WA AND WY. UMBRELLA LIABILITY IS EXCESS OF GENERAL, AUTO AND EMPLOYERS LIABILITY. RE: INSURED'S GENERAL OPERATIONS; THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION FOR BIDDING PURPOSES ONLY. IT CONFERS NO RIGHTS OR PRIVILEGES, UPON ANY HOLDER UNDER ANY POLICY LISTED ABOVE.

CERTIFICATE HOLDER**CANCELLATION** See Attachments

17647208
KLJ ENGINEERING LLC
PO BOX 4130
BISMARCK ND 58502

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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1 Overview

RoadAI uses smartphone-based video capture combined with Vaisala's proprietary computer vision to assess road surface conditions. This automated process analyzes the video data, applies PCI methodology to categorize and report pavement defects, and generates results that can integrate seamlessly with your existing asset management systems.

Data collection can occur at normal driving speeds. Because the analysis is fully automated, results are typically available within hours of uploading the footage. This allows for broad network coverage daily, with far less investment and fewer resources than traditional methods.

Figure 1 – Pavement Condition Heatmap

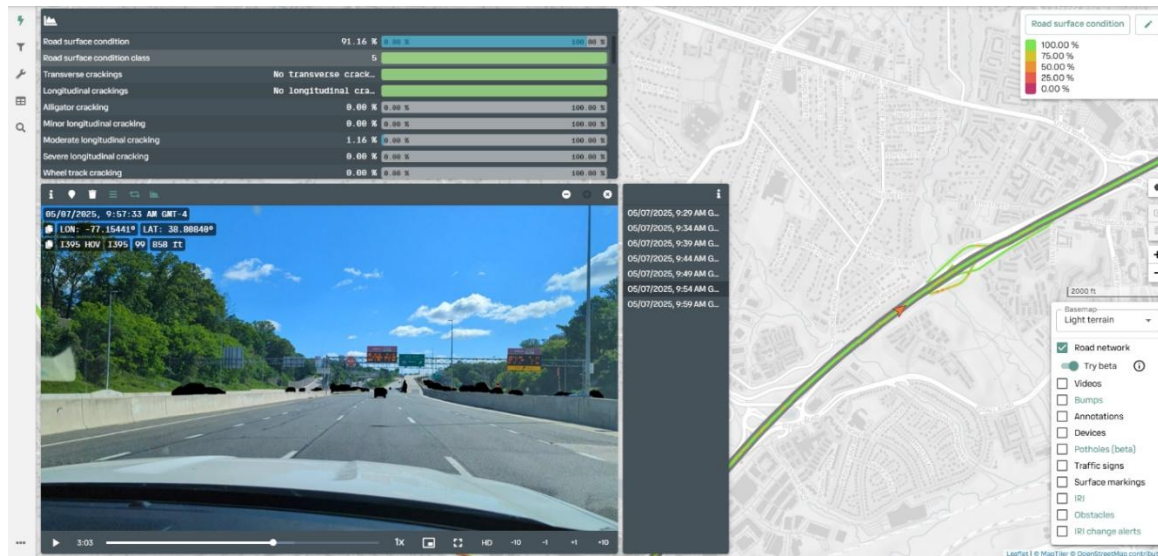
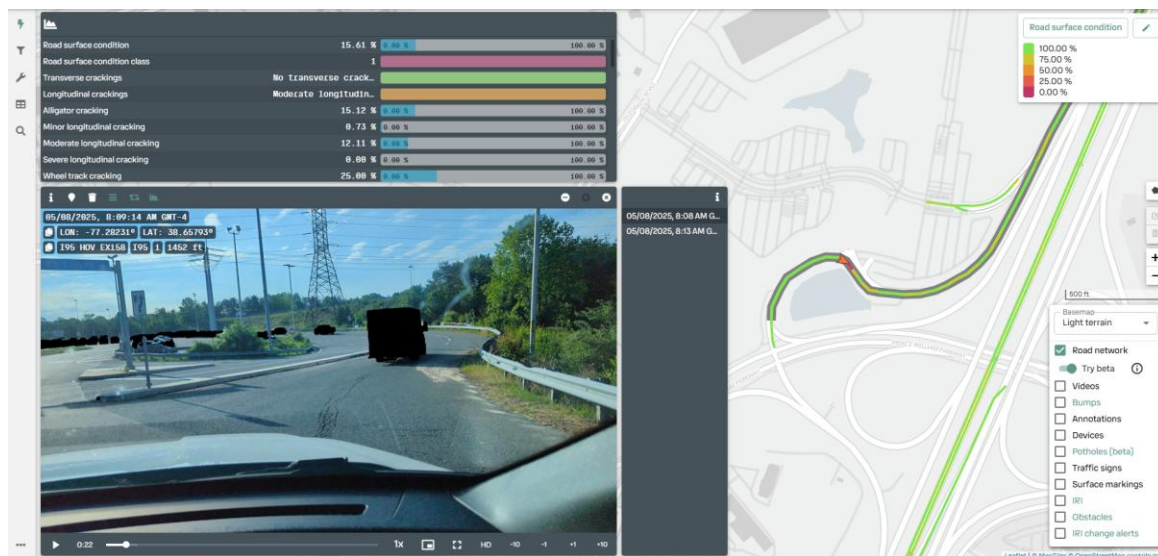


Figure 1.2 – Pavement Condition Heatmap

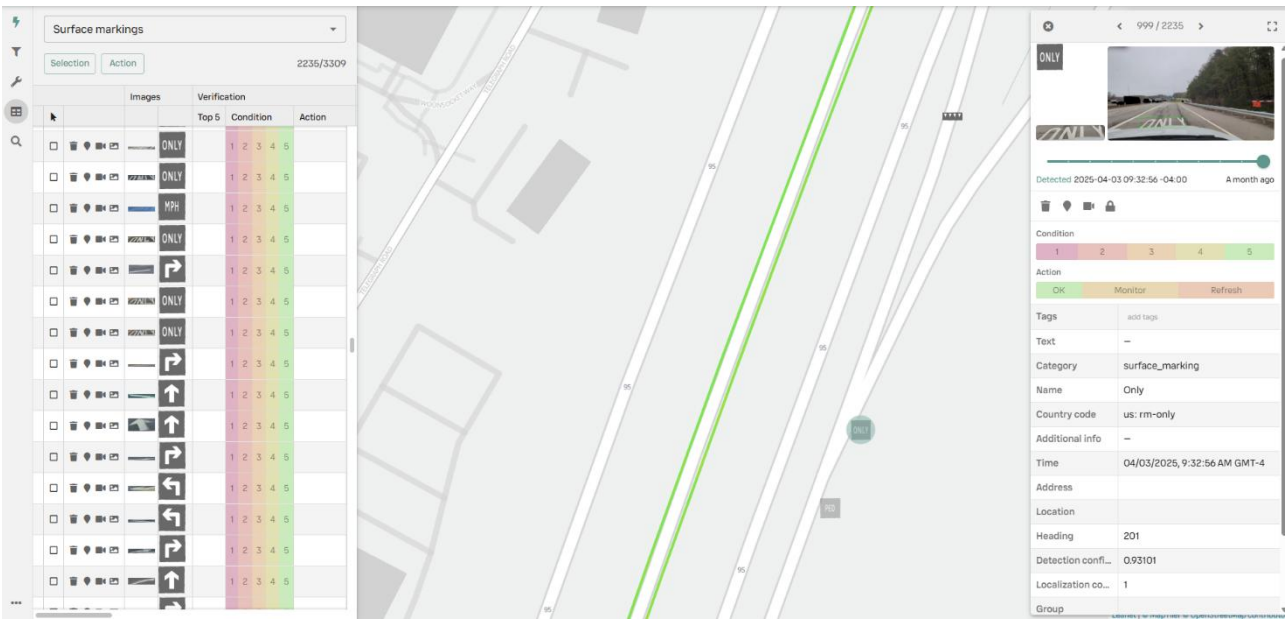


Defects can be exported as Excel file or Shapefile.

2.3.2 Road Surface Markings

Data is analyzed using computer vision process to identify line marking condition based on visible deterioration. Line marking condition data is available to export in Excel or Shapefile format. Road surface markings are automatically detected and created as point objects on the UI map layer. Markings can be extracted in PDF and Excel reports with location data, and URL linking back to UI to view images and video of surface marking location.

Figure 3 – Surface Markings Heatmap



2.3.3 Road Signs

Road signs are automatically detected and created as point objects on the UI map layer. Signs can be extracted in Excel and PDF reports with location and condition data, and URL linking back to UI to view images and video of sign location.

Figure 3.1 – Road Signs

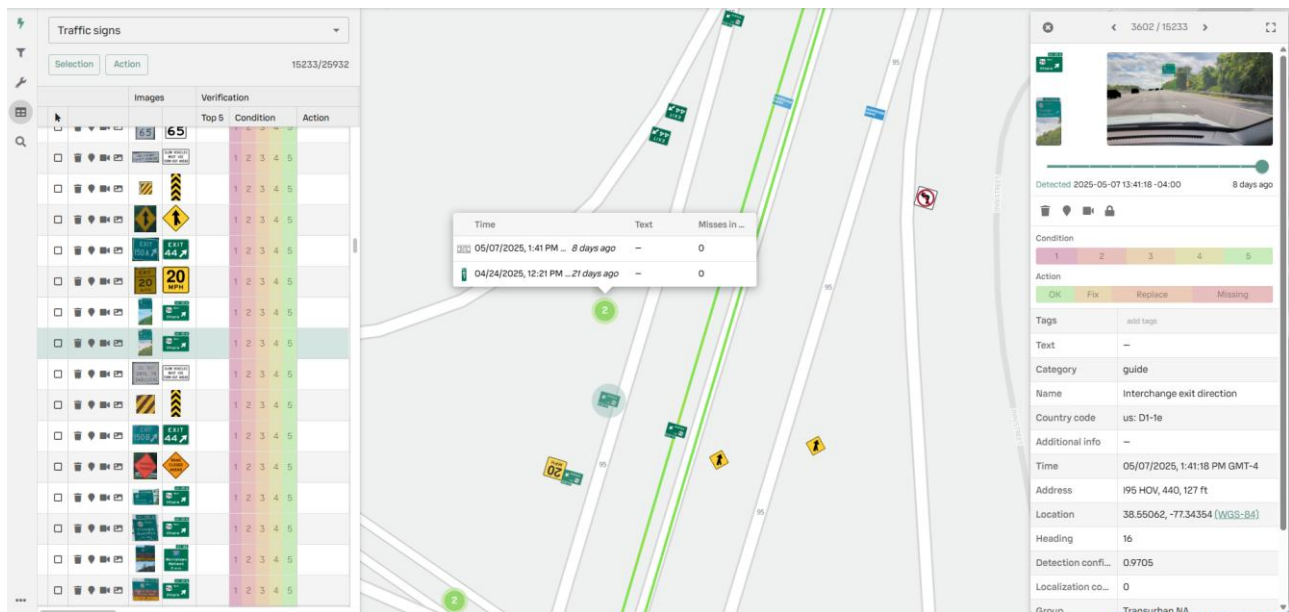
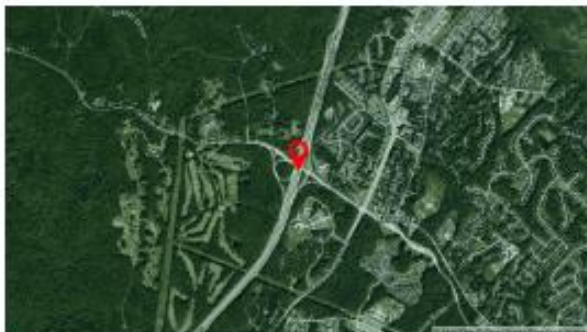


Figure 3.2 – Road Signs - PDF

#1	
Time	5/15/2025, 7:51:50 AM GMT-4
Location	38.54923°, -77.34357°
Address	I95 HOV, 438, 58 ft
Category	guide
Name	Reference location
Country code	us: D10-1/2/3/4
Link	https://map-viewer.usda.gov/datasets/usda/nrt5d6ddc4e-a-log-each-to-the-right-p-s-gpv/can-be-used-for-travel-at-usda/fisheries-building--r1-j-l-water-mgmt/bldg-ru
Condition	--
Action	--
Tags	--
Text	--



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2025

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Safe Streets for All

October 22, 2025

Proposer Submission Checklist

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant

Town of Paonia, Colorado

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: <i>"RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]"</i> . |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

Cover Letter

October 22, 2025

Town of Paonia
PO Box 460
214 Grand Avenue
Paonia, CO 81428

Submitted via Email to paonia@townofpaonia.com and stefenw@townofpaonia.com

Re: Safe Streets for All

Dear Members of the Selection Committee,

At **SCJ Alliance (SCJ)** and **McDowell Engineering (McDowell)**, our commitment to supporting Colorado's mountain communities goes beyond professional work; we live here, too. With staff based in Paonia, Eagle, Silverthorne, and Gunnison, we regularly work near, travel through, and recreate in Paonia. Our core project team understands the rural context, community values, and transportation infrastructure challenges the town faces. We also recognize the pressures and opportunities that come with increased tourism and the importance of safe, multimodal connectivity for both residents and visitors. Our interest in collaborating on Paonia's Comprehensive Safety Action Plan (CSAP) is rooted in a shared investment in the safety and well-being of our neighbors.

We bring a unique and well-rounded blend of expertise to this project. Our transportation planners use data to inform and elevate community conversations, while our community engagement specialists lead creative, inclusive, "go-to-them" outreach strategies that ensure all voices are heard. Our engineers and landscape architects specialize in designing cost-effective, visually appealing, and safe streetscapes that reflect the distinct character and needs of mountain towns like Paonia. With firsthand knowledge of the balance required in mountain town design, our highly collaborative, mountain-based team is well-positioned to develop context-sensitive countermeasures that go beyond paint, asphalt, and concrete to support human-scaled, multimodal mobility and vibrant public spaces.

SCJ and McDowell bring complementary strengths and a successful history of collaboration. SCJ has delivered multiple federally compliant SS4A Action Plans in Washington, while McDowell offers deep experience in Colorado-based transportation planning and rural mobility strategy. Both firms have a strong portfolio of innovative and inclusive community-centered engagement experiences that will ensure meaningful community involvement throughout the planning process.

Thank you for the opportunity to partner with you on this important project. We look forward to the possibility of working with you to develop a CSAP that delivers lasting improvements in safety, accessibility, and quality of life for Paonia.

Sincerely,



Lynette Stauch, PE
Project Manager
lynette.stauch@scjalliance.com



Eric Johnston, PE
Principal-in-Charge
eric.johnston@scjalliance.com



SCJ ALLIANCE
CONSULTING SERVICES

Primary Point of Contact

Lynette Stauch, PE
360.430.3385
lynette.stauch@scjalliance.com

Managing Office Location

560 Adam Avenue, Unit B
Silverthorne, CO 80498
970.641.2499

Firm Qualifications and Experience

SCJ Alliance (SCJ) is a multidisciplinary planning and engineering firm specializing in solving complex issues that challenge developing communities. We provide a broad range of professional services to public- and private-sector clients, including civil engineering, transportation planning and design, land use and environmental review and permitting, outreach facilitation, landscape architecture, and urban design.



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.



Areas of Expertise

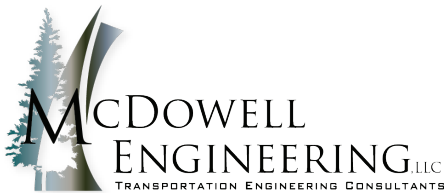
- ♦ Transportation Design
- ♦ Transportation Planning
- ♦ Public Outreach & Facilitation
- ♦ Civil Engineering
- ♦ Community Planning
- ♦ Environmental Engineering & Permitting
- ♦ Land Use Planning & Design
- ♦ Landscape Planning & Design
- ♦ Master Planning
- ♦ Parking & Circulation
- ♦ Recreation & Trails Planning
- ♦ Site Development
- ♦ Specialty Structures
- ♦ Stormwater, Drainage, & Flood Control

560 Adam Avenue, Unit B Silverthorne, CO 80498

Ph: 970.641.2499 | Email: info@scjalliance.com

Staff: 142 | S-Corporation

Our Teaming Partner



McDowell Engineering, LLC (McDowell) was formed in 2008 to provide specialized traffic and transportation engineering to communities in Colorado. McDowell specializes in working with communities in the western slope region of Colorado, where they live, work, and play. They understand many of the unique challenges presented in this region and bring their expertise in transportation and traffic engineering from their perspective. McDowell actively facilitates bridging the gap from transportation planning

to coordination with outside agencies. Through this experience, they also know how to work effectively between departments and agencies to build consensus for transportation investments. McDowell Engineering's practice melds together innovative, multimodal transportation solutions with practical operations expertise.

All work will be performed by a Colorado-licensed professional engineer (PE) and professional traffic operations engineer (PTOE).

Areas of Expertise

- ♦ Transportation Design
- ♦ Transportation Planning
- ♦ Public Involvement
- ♦ Walkable Communities
- ♦ Traffic Systems
- ♦ Support Solutions
- ♦ Transportation Impact Studies
- ♦ Railroad Coordination

McDowell Information

241 Broadway Street Eagle
Eagle, CO 81631

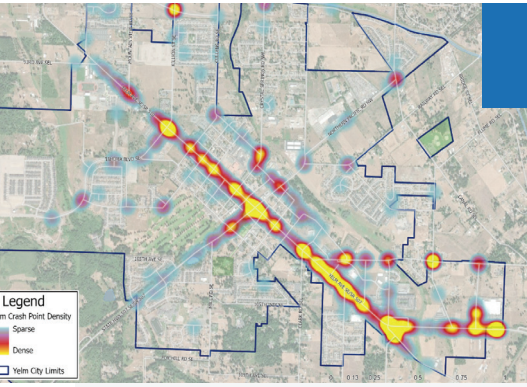
Ph: 970.623.0788

info@mcdowelleng.com

Staff: 4

Limited Liability Company

Successfully Completed Projects



Yelm Safety Action Plan

Yelm, WA

SCJ prepared a safety action plan for the City of Yelm. The primary focus of this effort was to identify existing locations with a high incidence of severe and active transportation crashes and develop and prioritize both spot and systemic improvements for the City. Most severe crashes in the City consisted of angle crashes from minor streets onto the primary state route through town. The plan highlighted improvement options at each spot location and highlighted systemic improvements on roadway segments that saw an incidence of angle crashes with inadequate street lighting (which was identified as a key risk factor). Services provided include data analysis with GIS mapping to characterize the location and nature of the

crashes, research and identification of countermeasures, refinement and prioritization of improvement recommendations in consultation with the City, preparation of interim and final project reports, and a public presentation of issues, findings, and recommendations. Cost estimates for each recommended improvement were also prepared.

Dates: 2022 – 2023



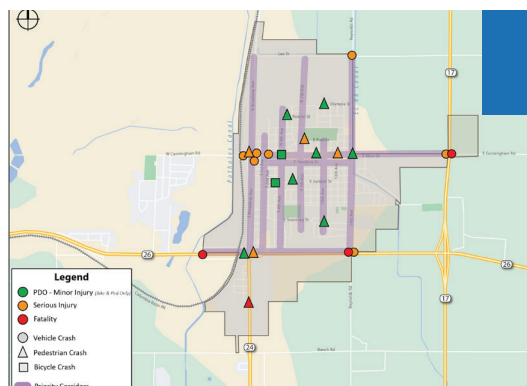
North Lewis County Industrial Access Road Corridor Study

Lewis County, WA

SCJ managed this multi-phased study to assess the need for improvements to serve current and potential future industrial development in the northern portion of Lewis County. This study included developing an extensive list of options to enhance multimodal access to industrial properties, including local street improvements, modified or expanded access to I-5, and active transportation improvements to reduce truck impacts on the local bicycle and pedestrian circulation. A multi-step process was implemented to evaluate these options that actively engaged local and

state elected officials, local businesses and freight movers, local agency staff, special interest groups, and the general public. The study also evaluated improvements at existing rail/street crossings near Reynolds Avenue at Blakeslee Junction to reduce train delays to the motoring public.

Dates: 2015 – 2021



Othello Active Transportation Plan

Othello, WA

SCJ worked with the City of Othello to develop a long-range plan to better connect the City's active transportation facilities. This process involved extensive spatial analysis to identify major destinations throughout the community that were more likely to attract bicycle and pedestrian trips (such as schools, parks, and commercial centers). Additionally, through the public outreach process, we found that the public supported major efforts to improve the walkability and bikeability of Othello. With few existing bike paths and lanes and many gaps in the sidewalk network, SCJ identified the current gaps, proposed new facility types, and included detailed strategies for implementing short-term and long-term projects.

Dates: 2021 – 2023



Beaver Creek Boulevard Blue Zones/ Streetscape Reconstruction

Avon, CO

McDowell was the traffic engineer for the Town of Avon's reconstruction of Beaver Creek Boulevard from Lake Street to Beaver Creek Place. This project aimed to bring pedestrian scale and economic vitality to the corridor. The team implemented a trial 'pop-up' configuration with protected bike lanes. The community had great feedback. Some of the suggestions were implemented immediately, and others led to modifications in the final design. This project implemented Dan Burden's Blue Zones work.

Dates: 2018



Blue Zones/Multimodal Improvements

Edgewater, CO

McDowell had the opportunity to team with the legendary Dan Burden, Blue Zones Walkability Expert, to engage the Edgewater community in a series of workshops. These work sessions led to the development of a conceptual walkability plan installation by McDowell. The plans included festival streets, roundabouts, neighborhood traffic circles, traffic calming, and sidewalk/pedestrian safety improvements. The flagship project is the 25th Avenue One-Way, which consists of two blocks of 25th Avenue that were converted into a one-way configuration with a dedicated bikeway, resulting in traffic calming, increased vitality, and bicycling and pedestrian friendliness.

Dates: 2019



Transportation Plan

Bayfield, CO

McDowell provided transportation planning and engineering services for the Town of Bayfield. The study looked at current traffic and street network characteristics, as well as several growth scenarios for buildout. McDowell attended several public meetings with Town staff and project stakeholders. This information was used to determine recommended street infrastructure and gateway improvements for the Town's future growth.

Dates: 2023

Experience with Federally Funded Planning Projects



Montesano Safety Action Plan Montesano, WA

The City of Montesano pursued improvements to reduce crashes and enhance safety for its multimodal transportation system by developing a safety action plan to meet the requirements of the SS4A federal funding program. As an interim deliverable, the plan included an LRSP that followed the risk-based, data-driven analytical procedures outlined in guidance provided by the Washington State Department of Transportation (WSDOT). This plan aimed to improve safety for different modes of transportation along city streets by analyzing crash data, identifying and prioritizing risk factors that impacted safety, and establishing and prioritizing engineering countermeasures and strategies that reduced the number and severity of crashes. A unique element of this

plan was the inclusion of findings from a concurrent ADA Compliance Plan, which highlighted the most critical areas requiring systemic pedestrian system improvements. **Dates:** 2023 – 2024



This project was Federally Funded



Comprehensive Safety Action Plans for Northeast Washington Counties Stevens, Ferry, and Pend Oreille Counties, WA

SCJ prepared an SS4A Safety Action Plan for the three-county Northeast Washington Regional Transportation Planning Organization (NEW RTPPO). The plan identified existing locations with a high incidence of severe crashes and those involving vulnerable users such as bicyclists and pedestrians. Based on existing data analysis, we identified the need for spot improvements and systemic improvements to the rural and urban roadway systems with a high risk of contributing to potential crashes. Our services included data analysis with GIS mapping to characterize the location

and nature of the crashes, research and identification of countermeasures, and refinement and prioritization of improvement recommendations in consultation with each jurisdiction. A unique feature of this effort was robust public engagement, ensuring an equitable representation of analysis and projects throughout urban and rural portions of the study area.

Dates: 2023 – 2025



This project was Federally Funded



Eric Johnston, PE¹
Principal-in-Charge

Lynette Stauch, PE¹
Project Manager

The SS4A Analysis Team

Anne Sylvester, PTE¹
Safety Analysis

Zach Gubran¹
Analysis

Ryan Shea, PTP¹
Safety Analysis

Paonia Solutions Team

Ryan Shea, PTP¹
Solutions

Sam Goater, PE¹
Engineer/Public Outreach

Jeffrey Levy, LEED AP¹
Planning/Public Outreach

Greg Schroeder, PE²
Traffic Engineer/Public Outreach

Hillary Kirby¹
Graphic Designer

Kari J. McDowell, PE, PTOE²
Traffic Engineer/Solutions

Team Member	% Availability
Eric Johnston ¹ – Principal-in-Charge	45%
Lynette Stauch ¹ – Project Manager	60%
Anne Sylvester ¹ – Safety Analysis	40%
Zach Gubran ¹ – Analysis	60%
Ryan Shea ¹ – Safety Analysis/Solutions	30%
Sam Goater ¹ – Engineer/Public Outreach	40%
Jeffrey Levy ¹ – Planning/Public Outreach	40%
Greg Schroeder ² – Traffic Engineer/Public Outreach	30%
Kari J. McDowell ² – Traffic Engineer/Solutions	30%

Key

1 – SCJ Alliance

2 – McDowell Engineering



Lynette Stauch, PE

Project Manager

Based in Silverthorne, Colorado, Lynette brings over 25 years of experience managing complex engineering projects and a personal commitment to preserving the unique balance of community, tourism, and the natural environment that defines Colorado's mountain towns. As project manager, she will serve as the local point of contact, ensuring clear communication, logistical responsiveness, and on-the-ground coordination with Town staff. Known for her collaborative and strategic approach, Lynette excels at aligning diverse stakeholders, mitigating project risks, and delivering sustainable infrastructure solutions. Her leadership will be instrumental in developing a Safety Action Plan that targets the Town's most significant traffic-related incidents, addresses community safety concerns, responds to the region's unique terrain, enhances multimodal connectivity, and meets the technical standards of the SS4A program.

Education

BCE, Civil Engineering,
Georgia Institute of
Technology

Qualifications

Professional Engineer,
CO #0040650

Project Experience

- ♦ Master Plan Update – Florence, CO
- ♦ Asset Management and Capital Improvements Plan – Lake City, CO
- ♦ Multimodal Path Design – Park County, CO
- ♦ Pioneer Park Planning and Design – Frisco, CO
- ♦ Gypsum Creek Confluence Pump Station – Gypsum, CO



Eric Johnston, PE

Principal-in-Charge

Eric is a seasoned transportation planner and engineer with over 30 years of experience leading multimodal safety, mobility, and infrastructure projects. As principal-in-charge, he brings strategic oversight, a collaborative leadership style, and deep familiarity with SS4A requirements. Eric has successfully guided planning efforts in complex geographic and political environments, including mountain communities with significant snow storage considerations and tourism-driven economies. His expertise spans public engagement, agency coordination, and the development of phased, grant-aligned implementation strategies. Eric excels in facilitating stakeholder dialogue, delivering presentations to elected officials and planning commissions, and creating creative, data-driven solutions tailored to local contexts and goals.

Education

BS, Environmental
Engineering, University of
California, Riverside

Qualifications

Professional Engineer,
CO #PE.0059928

Project Experience

- ♦ Safety Action Plan – Montesano, WA
- ♦ Comprehensive Plan Transportation Element Update – Bonney Lake, WA
- ♦ Transportation Plan Update – Lacey, WA
- ♦ Transportation Plan Update – Arlington, WA
- ♦ Downtown Transportation Strategies – Yelm, WA
- ♦ Downtown Streetscapes – Centralia, WA
- ♦ Local Road Safety Plan – Shelton, WA
- ♦ Local Road Safety Plan – Othello, WA
- ♦ Milton Sidewalks – Milton, WA



Anne Sylvester, PTE

Safety Analysis

Anne has over 40 years of experience in transportation planning and traffic engineering. Her experience includes various multimodal planning and engineering activities, including management of Safety Action Plans, safe routes to school plans, streetscape and complete street conceptual design and safety analysis, and transit facility safety studies. Many of Anne's community transportation planning projects have focused on identifying and developing solutions to challenging safety problems and integrating safer active transportation facilities into the multimodal system. Anne served on the City of Portland's Traffic Safety Commission for several years, advising the City on transportation safety protocols and lobbying the Oregon legislature for transportation safety enhancements.

Project Experience

- ♦ Safety Action Plan – Bonney Lake, WA
- ♦ Safety Action Plan – Montesano, WA
- ♦ Local Road Safety Plan/Safety Action Plan – Yelm, WA
- ♦ Comprehensive Safety Action Plan – Stevens, Pend Oreille, and Ferry Counties, WA
- ♦ Local Road Safety Plan – Othello, WA
- ♦ Local Road Safety Plan – Shelton, WA

Education

BA, Economics, University of the Pacific

Qualifications

Professional Traffic Engineer, OR #0016PTE



Zach Gubran

Analysis

Zach combines practical solutions with innovative approaches to help communities address complex challenges, especially projects on walkability, connectivity, and safety. He uses strong data and GIS skills to simplify complex information and make it clear.

His passion is applying GIS and CAD expertise to visualize data and create products that clarify project goals. He sources information from diverse origins to build a full picture for each project. His experience includes work with local municipalities, federal agencies, and national nonprofits, providing problem-solving, local insights, and unique GIS applications. As a Gunnison Valley resident, Zach understands the transportation safety needs of a growing rural community.

His background, including work on Apple's mapping team, prepared him to generate transportation and connectivity maps crucial for improving safety. He effectively uses both municipal and open-source data. His CAD design experience in civil engineering projects gave him a strong grasp of transportation concepts and design criteria, invaluable for analyzing transportation and pedestrian infrastructure. A firm believer in GIS, Zach is dedicated to helping communities deliver high-quality mapping services, bridging data gaps, and fostering safer communities.

Project Experience

- ♦ Sawtooth Housing Development Phase II Civil Site Design – Gunnison, CO
- ♦ Master Plan Update – Montrose County, CO
- ♦ Master Plan Update – Morgan County, CO
- ♦ Parks, Recreation, and Open Space (PROS) Plan – Sumner, WA
- ♦ Parks, Recreation, Open Space, and Trails (PROST) Plan Update – Normandy Park, WA
- ♦ Parks, Recreation, and Open Space (PROS) Plan – Auburn, WA

Education

BA, Geography, University of West Georgia

Qualifications

Geographic Information Systems (GIS) Certificate, University of West Georgia



Sam Goater, PE

Engineer/Public Outreach

Sam has over 15 years of diverse experience spanning civil design, transportation engineering, and placemaking. He specializes in designing safer streets that promote walkability and bikeability while balancing infrastructure needs with vibrant public spaces. Sam has managed a wide range of projects, from multimodal network planning and tactical urbanism to drainage design and bridge inspection, for towns, cities, and states across the United States.

Sam's approach is both practical and creative. He integrates community input, tactical demonstrations, and rapid-build strategies to visualize and implement solutions grounded in real-world conditions. He has developed Quick Build Design Guides, led large-scale outreach initiatives, and co-directed North America's largest active transportation conference, WalkBikePlaces. His technical expertise spans site civil engineering, stormwater systems, shared space and roundabout design, and complete streets planning. With a passion for healthy, human-scaled design, Sam brings a collaborative mindset and a strong visual communication skillset, leveraging tools like AutoCAD, GIS, and Adobe, to support inclusive, data-driven safety plans.

Project Experience

- ♦ Bicycle Network Master Plans – Jersey City, NJ, and Waldorf, MD
- ♦ Tactical Urbanism Placemaking and Safety Demonstrations – Providence, RI
- ♦ Quick Build Design Guide – Burlington, VT
- ♦ Congestion Mitigation Plan for Western Connecticut Council of Governments – Sandy Hook, CT

Education

BS, Civil Engineering,
Southampton University

Qualifications

Professional Engineer
CT #002981



Jeffrey Levy, LEED AP

Planning/Public Outreach

Jeffrey is a planner and urban designer with a focus on public engagement, bringing nearly 20 years of experience to help communities translate complex planning and transportation issues into clear, actionable choices. In Cary, NC (West Chatham Street Corridor Vision), he worked with the city to develop options that transformed a high-speed arterial into a pedestrian- and bicycle-friendly "main street." In Edmonds, WA (Landmark 99 Vision and Concept), he helped establish a public-private partnership to reimagine a site along Highway 99 as a gateway into the city, a local gathering place, and a regional destination. In Shelton, WA (Comprehensive Plan & EIS), he created accessible materials that enabled residents to meaningfully weigh in on technical analysis. Across these projects, Jeffrey has demonstrated the ability to design engagement processes that include underrepresented voices, clarify tradeoffs, and ensure public priorities shape the planning process. These skills will directly relate to Paonia's Safe Streets for All Action Plan.

Project Experience

- ♦ Landmark 99 Vision and Concept – Edmonds, WA
- ♦ West Chatham Street Corridor Vision – Cary, NC
- ♦ Comprehensive Plan & EIS – Shelton, WA
- ♦ 2025 Comprehensive Plan Update – Woodland, WA
- ♦ 2025 Comprehensive Plan Update – Port Angeles, WA

Education

MA, MArch II, Architecture
with emphasis in Urban
Design Syracuse

BArch, Architecture
California Polytechnic
University-Pomona

Qualifications

LEED Accredited
Professional

Architecture, CA #C36319
and MA #951890



Hillary Kirby

Graphic Designer

As the graphic designer on this project, Hillary will design clear, visually compelling materials that make traffic safety concepts understandable and engaging for residents. She is driven by a passion for connecting communities to the planning process through visuals that inspire participation and build trust. Proficient in Adobe Creative Suite and Microsoft Office, she specializes in creating infographics, maps, and outreach tools, with a focus on accessibility and Spanish translation to ensure a broad reach. With over 13 years of experience, including seven with the SCJ planning team, Hillary has produced outreach materials for projects across the Mountain West and Pacific Northwest, consistently delivering high-quality results that strengthen public engagement.

Project Experience

- ♦ Safety Action Plan – Montesano, WA
- ♦ Stadium Way at S 4th Street Traffic Analysis – Tacoma, WA
- ♦ Local Road Safety Plan – Othello, WA
- ♦ 2025 Comprehensive Plan Transportation Element Update – Yelm, WA
- ♦ US 2 Active Transportation Improvements – Airway Heights, WA
- ♦ 20th Street E Multimodal Corridor Improvements – Fife, WA
- ♦ Master Plan Update – Montrose County, CO

Education

BA, Visual Communications (Minor Spanish), University of Washington

Qualifications

Remote Drone Pilot License #4292415



Ryan Shea, PTP

Safety Analysis/Solutions

Ryan has more than 18 years of experience dedicated to roadway safety planning and traffic operations analysis. Ryan's expertise lies in identifying crash trends, evaluating systemic risk factors, and applying predictive crash analysis to create strategies that measurably reduce serious injuries and fatalities.

He has successfully led multiple Comprehensive Safety Action Plans and Local Road Safety Plans, guiding jurisdictions through the entire process, from analyzing existing conditions and community engagement to prioritizing projects that secure federal SS4A implementation funding. Ryan is particularly skilled in making complex technical analysis accessible, drawing on his background as a math tutor to translate highly technical crash data and modeling into clear, actionable strategies for local leaders, stakeholders, and the public. For Ryan, safety planning is not just part of his portfolio; it is his professional passion and specialty. He thrives on collaborating with communities to uncover root causes of crashes, integrate multimodal needs, and develop targeted, prioritized countermeasures that address the safety of all roadway users.

Project Experience

- ♦ Comprehensive Safety Action Plan – Stevens, Pend Oreille, and Ferry Counties, WA
- ♦ Safety Action Plan – Montesano, WA
- ♦ Local Road Safety Plan – Othello, WA
- ♦ Local Road Safety Plan – Shelton, WA
- ♦ Local Road Safety Plan – Yelm, WA
- ♦ Farnham at SR 97 Alternate Safety Evaluation – Chelan, WA

Education

BA, Mathematics
Saint Martin's University

Qualifications

Professional Transportation Planner, WA #550



Kari J. McDowell, PE, PTOE

Traffic Engineer/Solutions

Kari has 26 years of experience in transportation engineering, specializing in project management, traffic safety analysis, and the design of roadway/intersection improvements. Kari's previous experience includes many projects with CDOT Region 3 staff, access permitting, ROW coordination, and NTP construction plan coordination.

Project Experience

- ♦ Park Avenue (SH 9) and Village Road Roundabout Design Analysis – Breckenridge, CO
- ♦ US 6 Access Management Plan – Eagle, CO
- ♦ Transportation Master Plan – Silverthorne, CO
- ♦ Traffic Engineering Consultant – Delta County, CO
- ♦ US 50 Passing Zone Safety Improvements – Hotchkiss, CO
- ♦ Delta County Fairgrounds Traffic Study and State Highway Access Permits – Hotchkiss, CO
- ♦ Tour of the Moon Safety Assessment – Grand Junction, CO
- ♦ North Portal (US 40) Multimodal Corridor Improvements – Winter Park, CO
- ♦ Grand Avenue Corridor Plan – Eagle, CO
- ♦ Speed and Safety Studies: Ames, Benton, 24th, 25th, 26th Avenue – Edgewater, CO
- ♦ US 40 Pedestrian Crossing Analysis – Winter Park, CO
- ♦ Cordillera Traffic Calming – Eagle County, CO

Education

BSCE, Iowa State University

Qualifications

Professional Engineer, CO #37320

Professional Traffic Operations Engineer

CDOT Pre-Qualified Engineer



Greg Schroeder, PE

Traffic Engineer/Public Outreach

Greg has over 25 years of experience in civil engineering and transportation, including civil design, transportation planning, traffic safety analysis, construction management, project management, and development review. Greg has experience with numerous projects ranging from small development reviews to large civil site designs and construction projects. He currently specializes in transportation impact analysis for heavy vehicles, microsimulation, and public presentations.

Project Experience

- ♦ Beaver Creek Boulevard Streetscape Improvements – Avon, CO
- ♦ Eagle Ranch Road and Sylvan Lake Road Striping and Intersection Improvements – Eagle, CO
- ♦ Grand Avenue Corridor Plan – Eagle, CO
- ♦ US 6 Access Management Plan – Eagle, CO
- ♦ Cordillera Valley Club Traffic Calming Plan – Edwards, CO
- ♦ Cordillera Traffic Calming – Eagle County, CO
- ♦ Meadowood Subdivision Traffic Calming Assessment – Pitkin County, CO
- ♦ Grand Junction Tour of the Moon Safety Assessment – Grand Junction, CO
- ♦ Transportation Master Plan – Silverthorne, CO
- ♦ Multimodal Improvements – Edgewater, CO

Education

BS Engineering, Colorado School of Mines

Qualifications

Professional Engineer, CO #33410

Project Understanding and Approach

Project Understanding

The SCJ-McDowell team will prepare a Comprehensive Safety Action Plan (CSAP) to identify and address key safety risks in Paonia’s transportation network. Based on our experience and review of the preliminary scope and available budget, our project team believes sufficient funding exists to expand the Paonia Safe Streets for All (SS4A) project beyond baseline objectives. We estimate that completing the core SS4A components outlined in the RFQ will cost approximately half of Paonia’s stated budget of \$367,468.

To maximize the project’s value and build on the baseline scope, we propose the following additional elements for the Town’s consideration:

- ♦ Add a 4th community engagement event to deepen public engagement that will include transportation demonstration(s) to gather feedback on proposed countermeasures (Phase 2, Task 2, 2.2)
- ♦ Increase “go-to-them” engagement events to reach a broader cross-section of the community (Phase 2, Task 2, 2.3)
- ♦ Provide supplemental planning and ADA design development for Paonia’s SS4A Priorities (Phase 3, Task 4)
- ♦ Create a simplified score sheet for tracking progress and sharing updates with the community (Phase 3, Task 5, 5.1)

SCJ recommends allocating approximately 30% of the Town’s budget to supplemental planning and ADA design development to further advance the proposed countermeasures into implementable solutions, including grant-ready concepts and cost estimates where appropriate. While we believe this expanded scope will offer meaningful value, we also recognize the importance of finalizing the approach in close coordination with Town staff, local stakeholders, and through a review of findings from Mile High Accessibility Consultants, Inc.

Based in Delta, Eagle, Summit, and Gunnison counties, our project team is comprised of people who live, work, and recreate in Paonia. We bring first-hand knowledge of the infrastructure challenges described in the Town’s CSAP RFQ, including the limited pedestrian and bicycle facilities,

inadequate ADA accessibility, and aging roadway and stormwater solutions. As residents of Colorado’s mountain towns, we are deeply committed to helping our neighbors address these issues and build a safer, more accessible transportation network.

Our CSAP will deliver grant-ready design concepts tailored to Paonia’s rural context and infrastructure gaps. These include outdated or non-ADA-compliant sidewalks, limited multimodal connections, and the absence of safe routes for people walking or biking. A cyclist’s fatality last year tragically underscored these challenges and highlighted the urgent need for a proactive, community-driven safety plan.

Phase 1: Planning and Data Collection

This tphase will launch the planning process by establishing a collaborative structure, confirming local leadership commitment, and developing a baseline understanding of Paonia’s existing transportation conditions through data collection and safety analysis.

Task 1: Project Initiation

1.1 Kickoff Meeting

The project will begin with a virtual kickoff meeting that brings together Town of Paonia staff, elected officials, identified stakeholders, and the SCJ-McDowell team. This meeting will set the tone for a collaborative and transparent planning process by confirming the project scope, establishing a detailed schedule, and setting expectations for communication protocols and decision-making processes. A critical component of the SS4A Action Plan is the demonstrated commitment of local leadership to prioritize roadway safety as a top policy objective.

1.2 Leadership Commitment and Goal Setting

A critical component of the SS4A Action Plan is the demonstrated commitment of local leadership to prioritize roadway safety as a top policy objective. As part of this planning effort, the project team will work closely with Town leadership to establish the goals and timeline for eliminating roadway fatalities and serious injuries.

1.3 Planning Structure

We will collaborate with the Town to identify stakeholders and establish an Action Plan Committee to oversee the preparation of the CSAP. Identification and engagement with stakeholders, and the Action Plan Committee, are described in Phase 3. The members and responsibilities of the Action Plan Committee will be documented in the Planning Structure Memo.

Task 2: Data Collection

Accurate information about current transportation facilities and safety concerns forms the foundation of effective planning. The SCJ-McDowell team will conduct a comprehensive data collection effort to support the development of the Paonia CSAP.

Phase 1: Planning and Data Collection

Phase 2: Community and Stakeholder Engagement

Phase 3: Development of the Comprehensive Safety Action Plan

Phase 4: Reporting and Deliverables

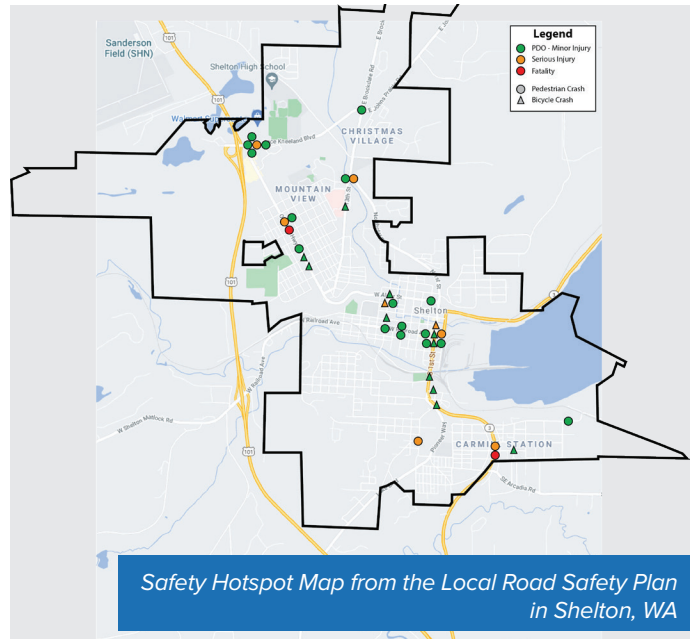
- ♦ **Facility Inventory:** We will complete a detailed field and desktop inventory of existing roads, sidewalks, crossings, bicycle facilities, and ADA elements. Local records will be supplemented with field walks, site photos, and GIS mapping to ensure accurate and up-to-date documentation of the transportation network.
- ♦ **Crash and Risk Data:** The team will gather available collision, injury, and near-miss data from CDOT, the Town, and local law enforcement, emphasizing incidents involving vulnerable road users, including people walking, biking, those with disabilities, and school-aged children. A five-year dataset will be used to support trend identification and risk assessment.
- ♦ **Policies, Goals, and Plans:** Reviewing existing plans and policies, such as Paonia's nearly completed ADA Self-Evaluation and Transition Plan, is critical to the SS4A analysis.
- ♦ **Community Context:** We will document safety issues specific to Paonia's rural setting, including conflicts with irrigation ditches, deteriorated roadway edges, and informal pedestrian paths. Using the Colorado Department of Transportation (CDOT) Roadway Design Guide, SCJ will evaluate key sites and corridors through the lens of CDOT's context classification system (C1–C6). These classifications guide appropriate design speeds, safety treatments, and multimodal accommodations based on land use and community scale. This approach ensures all recommendations align with CDOT standards while supporting Paonia's vision for safe, people-centered streets.

Task 3: Safety Analysis

This task includes a comprehensive evaluation of Paonia's existing transportation conditions to identify multimodal safety concerns and infrastructure gaps. Building on the data collected in Phase 1 Task 2, the team will analyze crash history, roadway characteristics, and observed risk factors to assess existing safety issues and areas with potential for future concern. Special attention will be given to locations near schools, businesses, neighborhoods, and community destinations.

The analysis will combine reactive methods (e.g., crash history) with proactive techniques (e.g., identifying risk-prone roadway features) to help prioritize locations for improvement. All findings will be synthesized into baseline maps and data visualizations to inform targeted safety strategies and support future funding applications.

- ♦ **Crash Data Review:** The team will analyze five years of crash data from CDOT, the Town, and law enforcement. The analysis will focus on serious and fatal crashes, especially those involving vulnerable road users, and will highlight trends across locations and crash types.



- ♦ **Roadway and Multimodal Gap Assessment:** Roadway characteristics will be reviewed to identify gaps in infrastructure, including missing sidewalks, inadequate lighting, lack of intersection control, absence of ADA-compliant elements, and limited or unsafe bicycle facilities.
- ♦ **Safety Hotspot Identification:** Identification will draw on both quantitative and qualitative data. Based on crash trends, infrastructure gaps, community feedback, and field observations, the team will identify specific corridors and intersections that pose elevated safety risks, even if limited crash data is available.
- ♦ **Plan and Policy Review:** The project team will review the goals, policies, and strategies of existing community plans and guidelines to determine if they adequately commit to Target Zero and outline a strategic path toward implementing the necessary improvements to enhance transportation safety in Paonia. Policies, including the ADA Self-Assessment and Transition Plan, will also be reviewed to ensure equitable and inclusive considerations. As noted in the RFQ, we understand the importance of the Transition Plan as a critical reference for the SS4A planning effort.
- ♦ **Baseline Mapping:** All findings, including Paonia's unique rural safety hazards, will be compiled into baseline maps and visualized in data. These will visually highlight priority safety issues and serve as core inputs to the Plan's recommendations.

Phase 1 Deliverables:

- ♦ Project initiation meeting minutes
- ♦ Leadership Commitment and Goal Setting Memo
- ♦ Planning Structure Memo
- ♦ Data Collection and Analysis summary
- ♦ Baseline maps

Phase 2: Community and Stakeholder Engagement

At SCJ, we recognize that “The Community is the Expert” when it comes to issues related to the safety of the streets and sidewalks they use daily. Extensive and meaningful engagement is central to the plan’s success. Our engagement approach focuses on informing and empowering Paonia residents to create the future they envision.

Task 1: Public Involvement Plan (PIP)

In collaboration with the Town, we will finalize our approach and prepare a PIP that:

- ◆ Ensures equitable access and robust participation across all community segments.
- ◆ Incorporates diverse outreach methods, including online, in-person, and print formats, to maximize accessibility.
- ◆ Identifies language requirements for publicly disseminated materials.
- ◆ Develops a project brand or logo for all engagement materials and documents to help raise public awareness, understanding, and appreciation.
- ◆ Establishes community advocates, stakeholder groups, and the Action Plan Committee members, and engagement expectations.

Task 2: Engagement Activities

Our community engagement strategy is a listening campaign designed to maximize community involvement through a blend of public meetings, interactive workshops, pop-up “go-to-them” events, and digital engagement tools. We envision a continuous cycle of dialogue with residents and stakeholders, ensuring meaningful participation that extends well beyond traditional milestones, such as workshops or draft reviews. This approach fosters ongoing collaboration and keeps community voices at the center of the planning process.

2.1 Interactive Online Mapping and Surveys

Our team will develop a dedicated project website featuring GIS-based interactive mapping tools to foster meaningful community involvement. This platform will serve as a centralized hub for ongoing public input, project updates, and community engagement throughout the initiative. All community engagement materials will include a QR code linking to the project website.

Key features of the project website include:

- ◆ **Interactive Mapping:** Residents can pinpoint specific locations to highlight transportation safety concerns or suggest real-time improvements.
- ◆ **Engage in Community Dialogue:** Users can view and comment on ideas shared by others, fostering a collaborative, community-driven record of issues and potential solutions.

- ◆ **Community Surveys:** SCJ will launch an initial survey two weeks before the first workshop to gather feedback on transportation safety priorities. Before the second community workshop, we will review the collected feedback with the Town and Action Committee to assess the potential benefit of additional “micro-surveys.” These brief, targeted surveys will solicit early input on proposed countermeasures before advanced concepts and cost estimates are developed. All surveys will be available both online and in hard copy.

This approach ensures a transparent and inclusive process that elevates local voices and priorities, while thoughtfully managing the project budget to deliver effective, grant-ready transportation safety improvements efficiently under the SS4A program.

2.2 Public Meetings and Workshops

Our team will work closely with the Towns to plan attendance at community events and facilitate workshops in conjunction with the Comprehensive Plan update.

Three workshops will be designed to be interactive and accessible, ensuring community voices help shape each phase of the plan.

- ◆ **Workshop 1:** Gather community input on safety concerns, experiences, and priorities.
- ◆ **Workshop 2:** Present crash data trends and analysis, share a draft list of prioritized projects, including preliminary concepts for the top locations, and invite public feedback to refine recommendations.
- ◆ **Workshop 3 and Demonstration Project (Supplemental):** SCJ recommends adding this additional workshop to coincide with advanced planning and concept development under Phase 3, Task 2. This will allow the community to experience potential safety improvements through temporary demonstrations at one or more of the priority locations. By gathering real-time feedback, we can inform final designs before developing grant-ready project packages.
- ◆ **Workshop 4:** Present final recommendations, incorporating input from previous meetings, to build consensus and support for the Safe Streets and Roads for All (SS4A) Action Plan. This final workshop is generally aligned with a Town Council session.



Open House Event Lead by Outreach Planner Jeffrey

2.3 “Go-To Them” Community Engagement

While traditional public meetings and workshops remain important tools for gathering community input, they often attract a limited and self-selecting group. To reach a broader cross-section of the community, including those who may not have the time, resources, or awareness to attend formal events, we embrace a “go-to-them” approach. This means supplementing the scheduled workshops with more accessible, community-embedded outreach efforts such as pop-up events, informal gatherings, and creative engagement tools like “meetings in a box.”

Our team will work with the Town to finalize these supplemental “go-to-them” events. We currently recommend the following events as part of the baseline approach:

- ♦ Aligning the first workshop with a pop-up event at the Paonia Holiday Art Fair. We would engage directly with community members to inform them of the SS4A planning process and solicit their input on traffic and safety concerns in the Town.
- ♦ Aligning the second workshop with either a walk-audit, a bike-audit, or a demonstration project.
- ♦ Hosting a youth-centric event at Paonia K-8 to solicit feedback from the Town’s youth on when they feel least and most safe biking or walking in Paonia.

Community events and opportunities for targeted outreach:

- ♦ Paonia Holiday Art Fair (December 6, 2025)
- ♦ KVN Community Radio (Advertisement)
- ♦ Arbol Winter Farmers Market (November to April, third Thursday of the month)
- ♦ Coordinated “Pop-Up” events or “Meetings in a Box” with the Learning Council, Paonia Books, Paradise Theatre, Blue Sage, Paonia Clayworks, and the Paonia Public Library).

As part of the supplemental engagement activities, SCJ recommends adding 2–3 additional “go-to-them” opportunities to engage the community where they naturally gather. Building on our recent success with community engagement in Frisco, CO, we suggest incorporating a graffiti wall featuring a revolving question to capture input. This interactive tool allows community members to provide feedback on their own time, based on their availability, interest, and the relevance of the posed question.

2.4 Broad Accessibility and Outreach

All public engagement and outreach efforts will be completed in coordination with Town staff. Together, we will ensure all engagement activities are accessible through:

- ♦ Online participation options for meetings and tools
- ♦ Hard-copy alternatives for surveys and materials
- ♦ Multilingual support, as needed, from SCJ’s in-house staff

Supplemental Outreach Options

Meeting in a Box. We will prepare materials and empower community advocates to workshop ideas in small groups, increasing local engagement and ownership of Plan concepts.

Micro-Surveys. We may employ micro-surveys as needed to solicit additional feedback regarding specific areas of concern or underrepresented populations.

Paonia K-8. A youth-focused engagement in which we collaborate with school administration to host a high-impact event to get direct feedback from the Town’s youth who routinely walk or bike throughout Paonia.

Walk-Audits or Bike-Audits. Community members join SCJ to walk or bike through key concern areas, gathering on-the-ground insights, encouraging dialogue, and ensuring the community is heard and involved in shaping solutions.

Demonstration Project. A temporary crosswalk or bike lane to help build awareness and support, provide a hands-on way to engage the community directly in the street, and gather valuable feedback.

Task 3: Regional Coordination

Regional coordination will include collaborative discussions with Delta County, CDOT, Delta County Public Schools, and the Paonia Fire District to ensure alignment of priorities across jurisdictions and agencies, as outlined in the RFQ. Additional stakeholders may include local police departments, biking organizations, and other community groups. We anticipate eight to ten stakeholder meetings, delivered through a mix of in-person and virtual formats, to ensure broad accessibility and input.

We will collaborate with the Town to establish the CSAP Committee, comprised of representatives from Town staff, public works, police, and the school district, to oversee the development and implementation of the plan. This committee will play a key role in ensuring sustained regional coordination.

Task 4: Documentation

Our documentation of community engagement efforts aligns with the Safe Streets and Roads for All (SS4A) program’s emphasis on transparency, accountability, and equitable participation. We will maintain detailed records of all community engagement activities, including meeting notes, participant feedback, attendance lists, and translated materials, where applicable.

Phase 2 Deliverables:

- ◆ Public Involvement Plan (PIP)
- ◆ Materials for public engagement activities
- ◆ Documentation of:
 - Stakeholder engagement
 - Community engagement events
 - Compiled survey data

Phase 3: Development of the Comprehensive Safety Action Plan

This phase focuses on synthesizing all previous efforts into a cohesive, actionable plan that positions the Town to make measurable improvements in transportation safety. We aim to deliver a comprehensive framework of strategies and projects that align with community priorities and are designed to enhance overall transportation safety throughout the Town.

Phase 3 represents a critical step beyond the baseline requirements of the SS4A program, providing the Town with comprehensive, grant-ready planning and design deliverables. This phase focuses on translating community-identified priorities into actionable, high-level strategies and detailed designs that address the most urgent transportation safety needs.

By advancing the project through this enhanced scope, the Town will be equipped with robust, data-driven solutions that support future funding opportunities and implementation efforts, ensuring lasting safety improvements aligned with the highest community priorities.

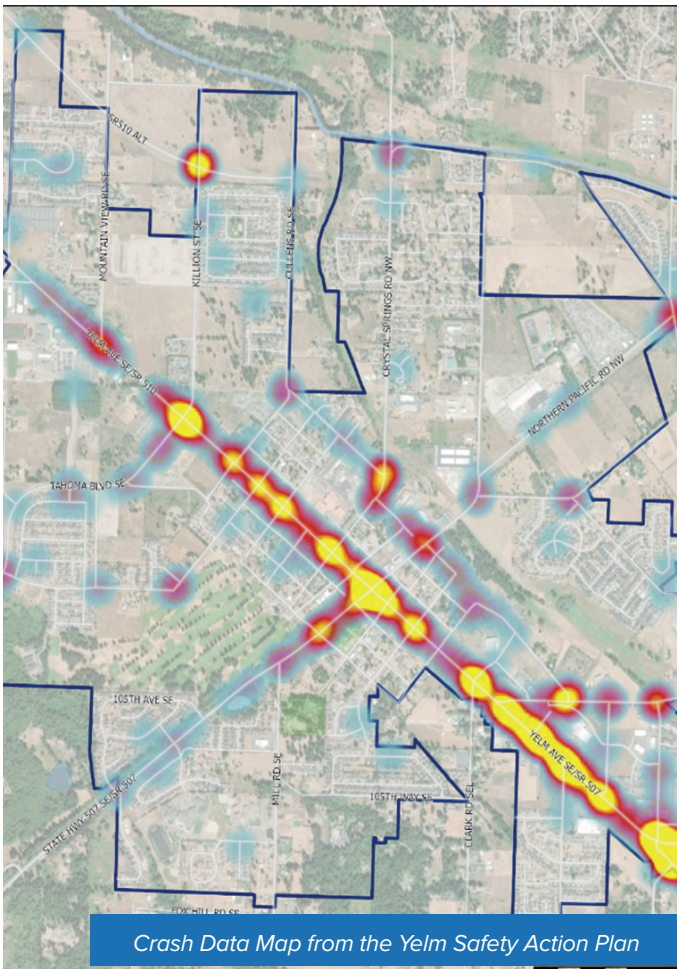
Task 1: Identification of Strategies and Projects

High-priority locations for safety improvements will be identified and context-sensitive countermeasures developed through a transparent, data-informed, and community-driven process that incorporates crash analysis, equity considerations, regional coordination, and local input.

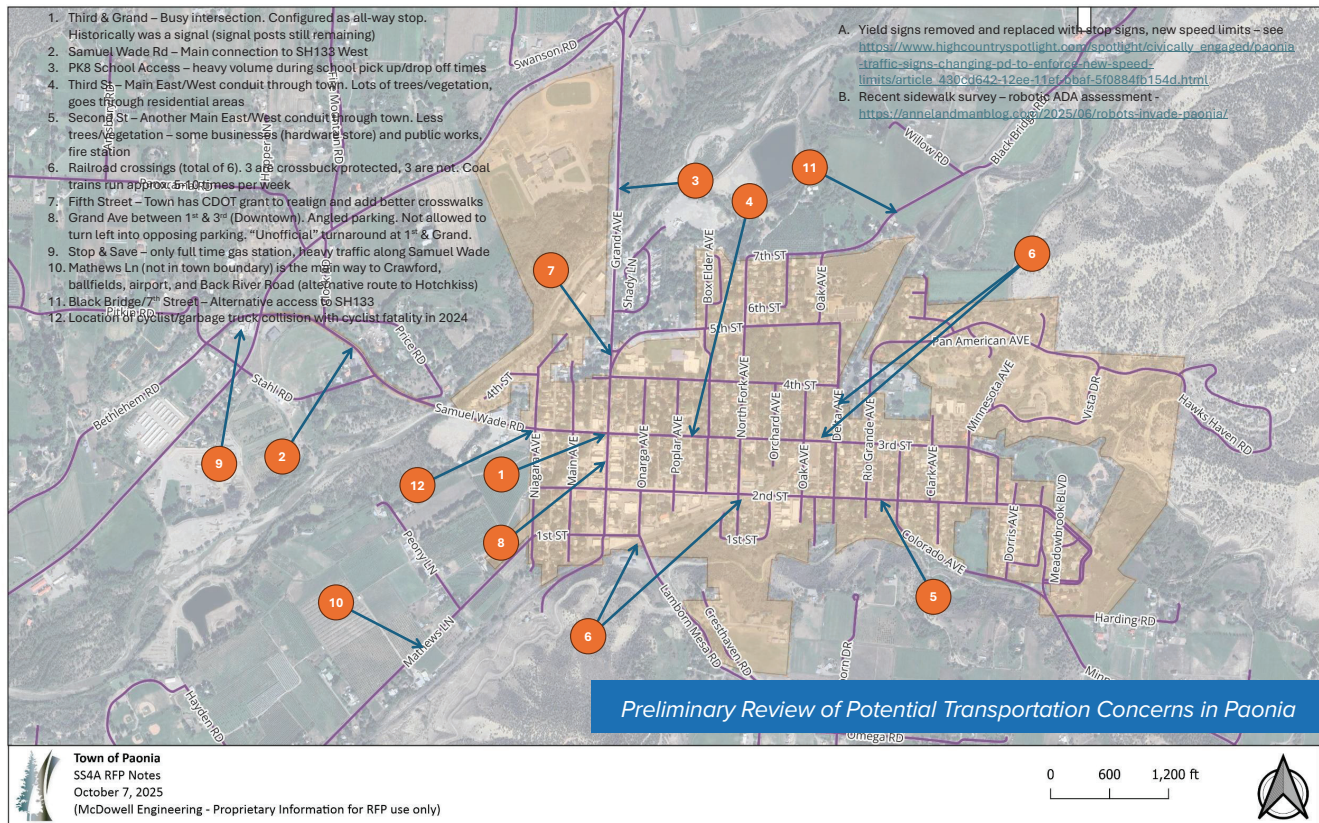
1.1 Priority Location Identification

The identification of priority locations for safety improvements will follow a transparent, data-informed, and community-driven process aligned with the objectives of the Safe Streets and Roads for All (SS4A) program. This process ensures a comprehensive understanding of safety concerns and community priorities by combining technical analysis, local insight, and public engagement. Priority locations will be identified based on the following:

- ◆ **Initial Review & Local Insight:** A preliminary review of roadway conditions and infrastructure, combined with firsthand knowledge from local stakeholders, was used to develop the figure below. This serves as a foundation for initial community discussions.



- ◆ **Data-Driven Analysis:** High-priority locations will be identified by integrating site-specific crash data with key contextual factors, including roadway design characteristics, user behavior patterns, and the surrounding land use context, to pinpoint areas with the greatest need and opportunity for safety improvements.
- ◆ **Community Context:** The prioritization process will reflect principles of equity, inclusion, and accessibility in alignment with the Americans with Disabilities Act (ADA). Emphasis will be placed on identifying and addressing the needs of underserved populations, including individuals with disabilities, older adults, low-income households, and those with limited access to safe and reliable transportation.
- ◆ **Regional Context:** The SCJ-McDowell team will coordinate with CDOT and regional stakeholders to understand the broader transportation context, including planned projects and improvements in Paonia and throughout Delta County, ensuring consistency and leveraging complementary efforts.
- ◆ **Community Engagement:** Information collected from the community engagement process will be used to validate and supplement technical findings, ensuring countermeasures are in alignment with local values, priorities, and lived experience.



A draft prioritization list will be shared with Town staff and the Action Plan Committee for feedback before the recommendations are finalized. The final priority locations will be documented in a Safety Analysis Technical Memorandum, which will include:

- ♦ Identification of high-crash locations and system-wide risk factors.
- ♦ A summary of public input related to safety concerns.
- ♦ A prioritized list of locations for potential safety improvements.

1.2 Develop Countermeasures

Effective safety solutions require understanding the community and stakeholders’ concerns and motivations, evaluating feasible interventions, and aligning them with regional goals and proven safety outcomes. The project team will use the following methodology to develop countermeasures:

- ♦ **Research Countermeasure Options:** Identify a range of roadway and intersection treatments that address the root causes of crashes at priority locations. Sources will include, but are not limited to, the Highway Safety Manual and the Crash Modification Factor Clearinghouse.
- ♦ **Location-Specific Evaluations:** Identify context-sensitive countermeasures tailored to each priority location, taking into account existing conditions, infrastructure, and the unique character and constraints of Paonia.

Potential treatments may range from low-cost improvements (e.g., signage, pavement markings, landscaping, and stormwater management best practices) to capital projects (e.g., mini-roundabouts, new sidewalks and crossings, protected bike lanes, and traffic calming).

- ♦ **Integrate Public input:** Review community feedback alongside crash data and engineering analysis to refine and prioritize recommended countermeasures.
- ♦ **Customization to Paonia:** All countermeasures will be adapted to the unique needs and constraints of Paonia and Delta County, including limited right of way, existing infrastructure conditions, and resource availability.
- ♦ **Conceptual Cost Estimates:** Planning-level cost estimates will be prepared to support prioritization and potential funding of recommended safety strategies and projects.
- ♦ **Potential for Impact:** Countermeasures will be evaluated based on the expected effectiveness, feasibility of implementation, and alignment with the town’s and regional transportation and safety goals.

All proposed projects will be evaluated through the lens of Complete Streets, with design solutions tailored to accommodate the full range of users in Paonia’s rural context. This includes traffic calming measures, pedestrian-friendly infrastructure, safe pedestrian crossings, and accessible multimodal facilities.

Task 2: Prioritization

We will develop and apply a structured prioritization process to rank proposed projects based on the following evaluation criteria:

- ♦ Level of risk associated with priority locations
- ♦ Safety benefits, including anticipated impacts of countermeasures
- ♦ Equity considerations (e.g., impacts to vulnerable or underserved populations)
- ♦ Technical feasibility
- ♦ Political feasibility
- ♦ Cost effectiveness
- ♦ Consistency with regional transportation and safety objectives
- ♦ Consistency with federal and state transportation safety objectives
- ♦ Future visioning near the priority locations (e.g., already planned projects and anticipated growth and development near identified locations)

To support transparent and repeatable decision-making, the scoring tool will evaluate these criteria and assign appropriate weights to reflect priorities identified during project visioning. Stakeholder input will be solicited during the development and refinement of the resulting ranked list to ensure alignment with community goals and policy directives.

Task 3: Best Practices

Our team will ensure that all recommended strategies and countermeasures incorporate nationally recognized best practices in roadway safety and inclusive design, focusing on proven, low-cost, and high-impact interventions appropriate for rural communities. Emphasis will be placed on integrating the principles of Complete Streets, ADA-compliant design standards, and other relevant guidance to ensure that all roadway users are considered, including pedestrians, bicyclists, persons with disabilities, older adults, and other vulnerable populations.

Task 4: Supplemental Planning and Design Development (Enhanced Scope of Work)

To ensure the SS4A Action Plan delivers actionable and implementation-ready outcomes, the project team will work within the available budget (SCJ e-McDowell estimate approximately 30% of the Town's budget) to advance concept planning and design-level detail for the top ten community-identified priorities. Rather than predefining a fixed number of sites, we will collaborate closely with the Town of Paonia and the Action Plan Committee to determine the appropriate level of effort for each priority location, balancing need, complexity, and feasibility. This approach

ensures consulting resources are focused where they will have the greatest impact in helping the Town move projects toward construction and funding-readiness.

For example, if a top-ranked location requires minimal planning or cost estimation to move forward, SCJ will reallocate effort toward the next-highest priority that would benefit more from design advancement. This adaptive strategy allows the Town to make the most of available resources while ensuring that a larger number of projects are positioned for near-term implementation. If the Town has already identified specific corridors or locations of concern, these can be incorporated into this prioritization process to align technical analysis with local knowledge and expedite progress.

With this approach, SCJ also recommends addition of community engagement efforts including temporary demonstration project(s) to test design concepts, engage the public, and build support for long-term improvements.

Deliverables may include concept-level site plans, budget-level cost estimates, phasing recommendations, and maintenance guidance as needed to support future funding applications and capital planning.

Task 5: Draft and Final Plan Preparation

5.1 Progress and Transparency Plan

In collaboration with the Town and the Action Plan Committee, SCJ will develop a practical process and accompanying tools for monitoring, reporting, and updating progress toward reducing roadway fatalities and serious injuries. This process will be designed to ensure public transparency and accountability. As part of the supplemental scope recommendations, we also recommend creating a simplified score sheet (similar to the example image provided) that can be used to track key performance metrics clearly and efficiently. SCJ will also support the Town, as needed, in publicly posting the Action Plan online. The Progress and Transparency Plan will be documented in a standalone memo and incorporated into the CSAP.

STRATEGY	ACTION	COST	TIMING		STATUS	KEY ENTITIES										2018 TARGET (Begin)
			2018-2019	2020-2022		Leavenworth	Thurston County	Centralia	Blacksburg	Chimney Fork	Leavenworth	WDFW	WDFW	WDFW	WDFW	
CORE PRACTICES	1. Minimize incompatible land use encroachment on industrial lands	a. Ensure local Comprehensive Plans support industrial uses b. Ensure zoning policies prevent encroachment on industrial lands c. Relocate Ford-Peoria School, reorienting it away from Harrison/Reynolds intersection	\$	\$	\$55	•	•	•	•	•	•	•	•	•	•	•
	2. Ensure freight corridors support all modes of travel	a. Update development standards for freight routes to better support loading and unloading b. Develop a retrofit plan for Harrison Avenue / Old Highway 99, Reynolds Avenue, and Pearl Street to improve biking and walking	\$	\$	\$	•	•	•	•	•	•	•	•	•	•	•
	3. Maximize efficiencies of the existing transportation system	a. Maintain optimal signal timing and coordination b. Develop an I-5 Corridor Access Management Plan for Centralia c. Pursue truck switching in the vicinity of Blakeslee Junction d. Improve railroad crossings on key streets and roads	\$	\$	\$	•	•	•	•	•	•	•	•	•	•	•
	4. Maintain interagency coordination and collaboration	a. Update NCTA Partnership agreement to support implementation activities b. Convene NCTA annually to assess progress and set goals c. Include priority NCTA projects in long-range regional transportation plans	\$	\$	\$	•	•	•	•	•	•	•	•	•	•	•
	5. Use practical solutions to address needs and keep costs as low as possible	a. Incorporate a multimodal multi-agency multidisciplinary approach to project analysis and stakeholder engagement b. Ensure consistency with existing plans and programs	\$	\$	\$	•	•	•	•	•	•	•	•	•	•	•
	6. Increase north-south connectivity to improve circulation and route choice	a. Improve Ecker Road with sidewalks and planter strips, and extend it to Reynolds Avenue b. Extend Ford Road south to Scheuber Road, and improve Scheuber Road to Russell Road and Russell Road to Harrison Avenue with sidewalks and planter strips	\$55	\$5	\$55	•	•	•	•	•	•	•	•	•	•	•
	7. Increase access to the Industrial Park at TransAlta	a. Extend Reynolds Avenue east to connect with Big Horn Road in the vicinity of Blue Road	\$55	\$5	\$55	•	•	•	•	•	•	•	•	•	•	•
	8. Extend the collector-distributor north past Reynolds Avenue	a. Conduct interchange feasibility study, complete assumptions documents, and compile other supporting documentation, data, and analytical tools needed for the IIR b. Conduct an environmental review of the proposed project c. Complete an Interchange Justification Report (IIR) d. Construct an extension of the collector-distributor in one or more phases, \$50.5 Million available 2022-2030	\$5	\$5	\$5	•	•	•	•	•	•	•	•	•	•	•

Example Monitoring and Progress Reporting Tool

5.2 Draft CSAP Preparation

Our team will develop a draft CSAP that adheres to the U.S. DOT guidelines for a successful CSAP and addresses the requirements outlined in the Town's RFQ. The draft will combine findings, data, summaries, and deliverables from all preceding tasks and include data-driven tables and illustrative graphics. It will also include clear action item lists, conceptual graphics, rough order-of-magnitude (ROM) cost estimates, identification of responsible parties, and implementation timelines. Cost estimates for the top ten priority sites will be advanced to planning-level, grant-ready estimates.

The document will be submitted in a print-ready electronic format for review and comment by the Town and the Action Plan Committee. As part of the public engagement process, our team will present the draft CSAP at the public meeting identified in Phase 2 Task 2.2 (Workshop 3), allowing elected officials and community members to review and offer input before finalization.

5.3 Final CSAP Preparation

The final CSAP will present prioritized projects and actionable implementation strategies informed by data analysis, community input, and regional context. It will establish clear frameworks for capital improvement prioritization, funding, and compliance with national transportation safety standards. The report will fully comply with federal SS4A and County requirements, positioning the Town for future funding opportunities. The top ten priority projects will be outlined with conceptual plans, planning-level cost estimates, and sufficient detail to support inclusion in final design and/or implementation grant applications.

SCJ will present the completed plan for review and adoption, ensuring it serves as a comprehensive, actionable roadmap for improving transportation safety throughout the community.

Phase 3 Deliverables:

- ◆ Safety Analysis Technical Memo
- ◆ Progress and Transparency Memo
- ◆ Draft CSAP
- ◆ Final CSAP

Phase 4: Reporting and Deliverables

Through regular progress updates, coordination meetings, and quality-controlled deliverables, we will ensure compliance with SS4A requirements and timely submission of the final Comprehensive Safety Action Plan.

Task 1: Progress Reports

A detailed meeting and progress reporting schedule will be finalized during the project kick-off. We anticipate holding 12 project management coordination meetings with Town staff to review project progress, upcoming deliverables, and schedule adherence. Additionally, we will prepare monthly progress reports that summarize the work completed during each billing period, to be submitted alongside the monthly invoices. The project team will provide regular progress updates to the Town and FHWA in full compliance with SS4A grant requirements. These updates will include documentation of key milestones, community engagement activities, and performance metrics.

Task 2: Final Deliverables

We will provide the final CSAP in both print-ready and digital formats. The digital version will be optimized for online viewing and sharing, while the print-ready version will meet professional production standards for hard copy dissemination.

Task 3: Compliance

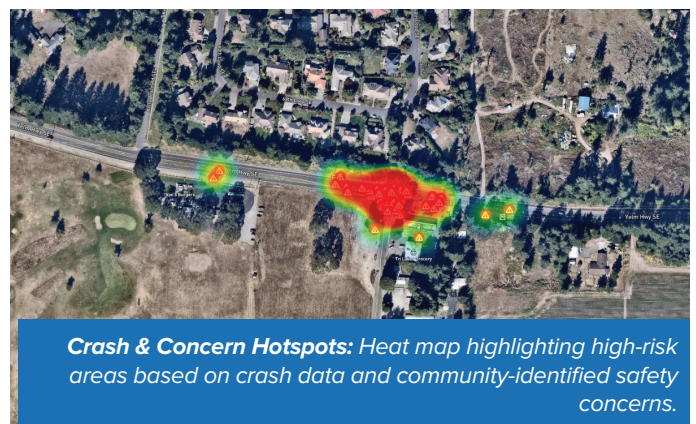
As part of our internal quality assurance process, both our project manager and the principal-in-charge will conduct a comprehensive review of the final plan to ensure accuracy, completeness, and alignment with SS4A compliance standards before submission.

Task 4: Final Deadlines (No Labor Associated with this Subtask)

We affirm that the project team will meet all final deadlines as outlined in the RFQ. The Comprehensive Safety Action Plan will be made publicly available no later than May 8, 2027, and the final SS4A report will be submitted to FHWA by June 1, 2027, in full compliance with program requirements.

Phase 4 Deliverables:

- ◆ Project Coordination Meeting Minutes
- ◆ Progress Reports
- ◆ Final CSAP deliverable in print-ready and digital formats



Federal Highway Administration SS4A Program Requirements

Compliance with the SS4A Program requires that the Action Plan include eight components. Our team will lay out the Action Plan with a similar structure, ensuring that each of the following sections is completed:

✓ **Leadership Commitment & Goal Setting**

A public formal commitment (by a high-level official or governing body) toward eliminating roadway fatalities/serious injuries. This should include a target date (or a quantitative reduction target) for reaching zero or reducing severe crash outcomes.

✓ **Planning Structure**

The establishment of an oversight or coordinating body (e.g., a committee, task force, implementation group) charged with development, oversight, monitoring, and implementation of the Action Plan.

✓ **Safety Analysis**

A data-driven analysis of existing and historical crash conditions, including spatial identification of high-risk locations, contributing factors, crash severity, trends, systemic risks, etc.

✓ **Engagement & Collaboration**

Meaningful stakeholder and public engagement, including inclusion of the input into the plan, plus coordination across government agencies and entities.

✓ **Equity Considerations**

Identification of underserved communities via data, use of inclusive and representative processes, and assessment of equity impacts of proposed strategies/projects.

✓ **Policy & Process Changes**

Assessment of existing policies, standards, guidelines, and processes to find opportunities for change, and identification of new or revised policy or process improvements to prioritize safety.

✓ **Strategy & Project Selection**

A robust set of proposed projects and strategies (multi-modal, multidisciplinary) that respond to the identified safety problems, prioritization criteria, and schedule or phasing information.

✓ **Progress Reporting & Transparency**

A framework for measuring and reporting progress over time (with outcome metrics), and making the plan and updates publicly accessible (e.g., online).

Americans with Disabilities Act (ADA) and Public Right of Way Accessibility Guidelines (PROWAG)

Compliance with the Americans with Disabilities Act (ADA) is mandatory on all projects and will apply to both sidewalk grades and signage design. These requirements are outlined in documents such as the Public Right of Way Accessibility Guidelines (PROWAG) and the Manual on Uniform Traffic Control Devices (MUTCD). Our team utilizes in-house tools to help designers visualize and flag when sidewalk cross slopes or running grades approach ADA limits, ensuring proactive design adjustments are made. We also ensure that all signage meets ADA requirements, including proper mounting heights, lateral and vertical clearances, visibility, and tactile or Braille components when required.

PROWAG sets design standards so that pedestrian facilities in the public right of way, such as sidewalks, crosswalks, curb ramps, pedestrian signals, on-street parking, and transit stops, are usable by individuals with disabilities, including people who use wheelchairs, have limited mobility, are blind or have low vision, or are deaf or hard of hearing. Our team has decades of experience in designing pedestrian facilities and is well-versed in the PROWAG guidelines.

Peer Reviews

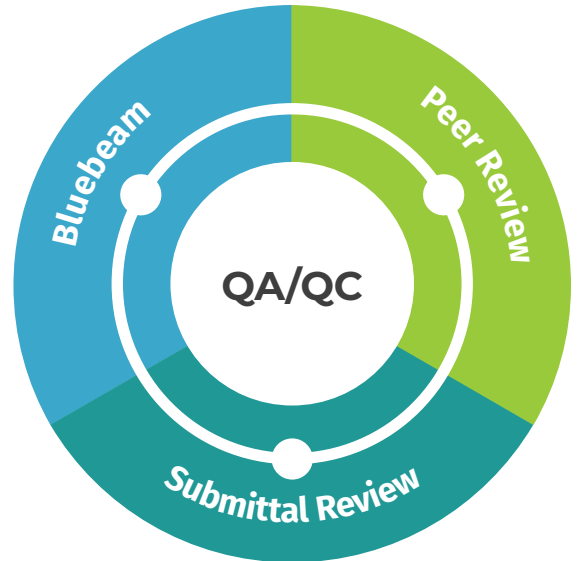
We purposefully peer review all deliverables throughout the process. As the team completes its calculations, it finds a peer to perform a detailed review of their work. These peer reviews are vital given the interdependent nature of our work. We purposefully build a budget and schedule for peer reviews into the project work plan.

Senior Reviews

Because peer reviews for accuracy have occurred throughout the process, our submittal reviews are big-picture evaluations by senior staff. They look for clarity in the documents and consistency among the elements, ensuring consistency with client expectations and best practices. We purposefully build a budget and schedule for senior reviews into the project work plan.

Bluebeam Revu

SCJ's QA/QC process is based on collaboration through the contract documents and Bluebeam Revu. SCJ uses a unique profile to manage reviews and track the life of comments, ensuring everything is addressed and having a backup for verification and transparency. We can also use Bluebeam Studio to create sessions and projects that include project partners, such as the Town or other stakeholders, to ensure that their comments and voices are heard and addressed.



Public Outreach Across Colorado

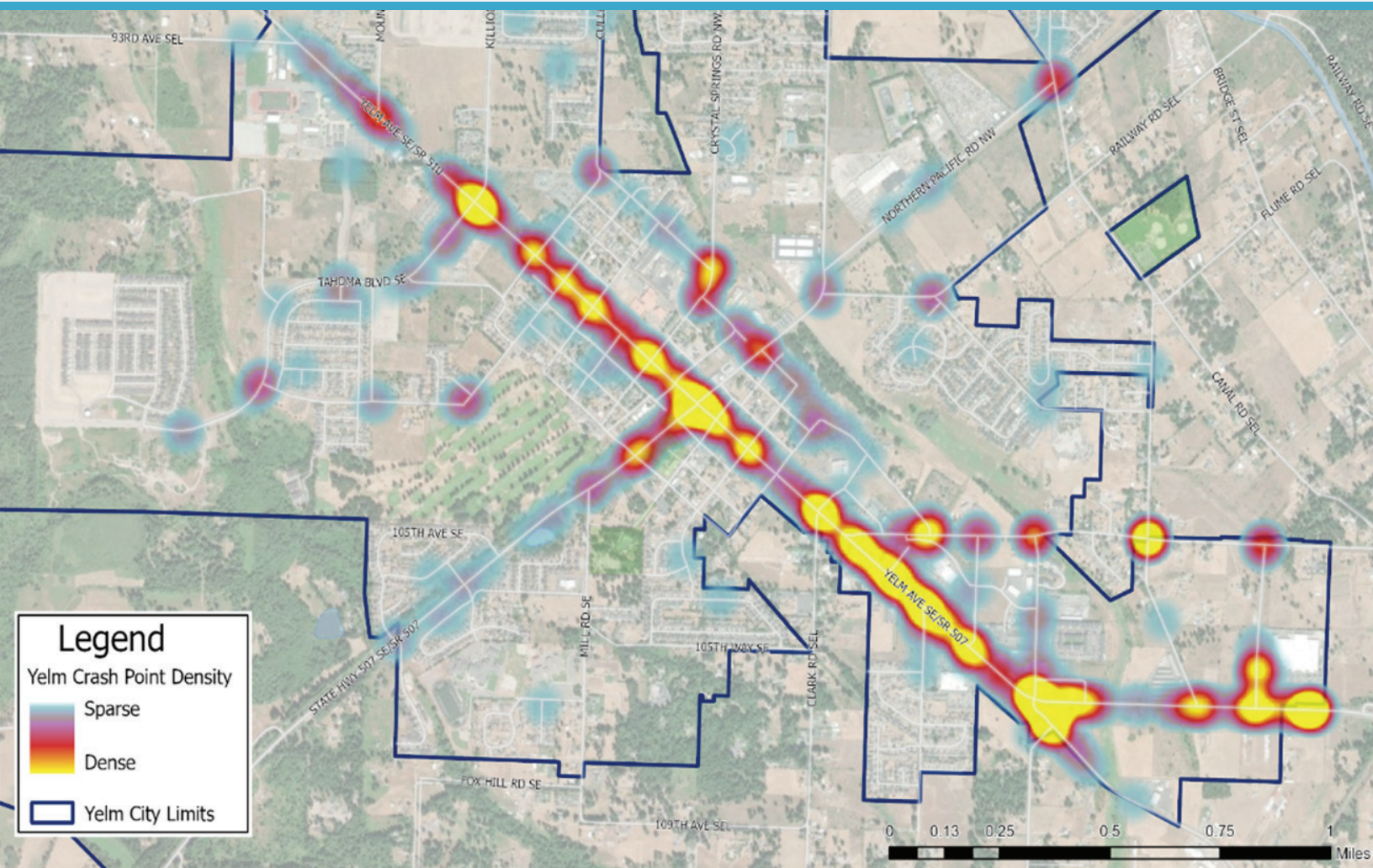
Schedule and Availability

		2025		2026						
Phase & Task No.	Phase & Task Title	Nov	Dec	Jan	Feb	Mar	Apr	May		
PHASE 1	PLANNING AND DATA COLLECTION									
Task 1	Project Initiation									
1.1	Project Kickoff									
1.2	Leadership Commitment and Goal Setting		X							
1.3	Planning Structure		X							
Task 2	Data Collection									
Task 3	Safety Analysis									
PHASE 2	COMMUNITY AND STAKEHOLDER ENGAGEMENT									
Task 1	Public Involvement Plan		X							
Task 2	Engagement Activities									
2.1	Interactive Online Mapping and Surveys									
2.2	Public Meetings and Workshops									
2.3	Go-To-Them" Community Engagement									
2.4	Broad Accessibility and Outreach									
Task 3	Regional Coordination									
Task 4	Documentation				X		X			
PHASE 3	DEVELOPMENT OF THE COMPREHENSIVE SAFETY ACTION PLAN									
Task 1	Identification of Strategies and Projects									
Task 2	Prioritization									
Task 3	Best Practices									
Task 4	Supplemental Planning and ADA Design Development					X				
Task 5	Draft and Final Plan Preparation									
5.1	Progress and Transparency Plan				X					
5.2	Simplified Scoresheet for Progress Tracking				X					
5.3	Draft CSAP Plan					X				
5.4	Final CSAP Plan						X			
PHASE 4	REPORTING AND DELIVERABLES									
Task 1	Progress Reports	X	X	X	X	X	X	X		
Task 2	Final Deliverables							X		
Task 3	Compliance							X		
Task 4	Final Deadlines									

X = Deliverables

● = SCJ-proposed scope elements above baseline RFQ and SS4A requirements

References



Yelm

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City Engineer
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Bonney Lake

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Montesano

Mike Olden
Director of Public Works &
Commercial Development
360.249.3021
molden@montesano.us

Other Required Information

Proof of Insurance



SCJALLI-01

MLACYMCCCLINTOCK

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
6/16/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0C36861 Seattle-Alliant Insurance Services, Inc. 401 Union Street, 31st Floor Seattle, WA 98101	CONTACT NAME: Melanie Kelly PHONE (A/C, No, Ext): E-MAIL ADDRESS: melanie.kelly@alliant.com FAX (A/C, No):
INSURER(S) AFFORDING COVERAGE	
INSURER A : Travelers Indemnity Company of America	NAIC # 25666
INSURER B : Travelers Casualty Insurance Company of America	NAIC # 19046
INSURER C : Travelers Property Casualty Company of America	NAIC # 25674
INSURER D : Travelers Indemnity Company	NAIC # 25658
INSURER E : Continental Casualty Company	NAIC # 20443
INSURER F :	

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☒ LOC OTHER:			680-3S28842A	6/15/2025	6/15/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
B	AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			BA-3S293103	6/15/2025	6/15/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$			CUP-3S296295	6/15/2025	6/15/2026	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☒ N	N / A	UB-3S295329	6/15/2025	6/15/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Prof/Pollution Liab			AEH591920345	6/15/2025	6/15/2026	Each Claim \$ 5,000,000
E	Prof/Pollution Liab			AEH591920345	6/15/2025	6/15/2026	Aggregate \$ 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Evidence of Insurance

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03)

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SCJ ALLIANCE
CONSULTING SERVICES



TOWN OF PAONIA, COLORADO

Safe Streets For All Consultant

RFQ 2025-07

Prepared by: Consor North America, Inc. (Conсор)

October 22, 2025

Letter of Transmittal

Stefen Wynn, M.P.A

October 22, 2025

Town of Paonia

214 Grand Ave.

Paonia, CO 81428

RE: Safe Streets for All Consultant | RFQ 2025-07

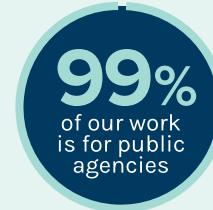
Dear Selection Committee Members,

On behalf of Consor, we are excited about this opportunity to help the Town of Paonia (Town) move towards your goal of zero transportation-related fatalities or serious injuries. You are embarking on a commitment to improving transportation safety alongside nearly 1,500 other communities nationwide, all funded by a Safe Streets for All (SS4A) grant for Comprehensive Safety Action Plan (CSAP) development. As a beloved mountain community known for its agricultural and artistic offerings and festivals, this CSAP pursuit offers the Town additional momentum in tandem with the soon-to-be-completed ADA Self-Evaluation and Transition Plan to envision a safer, more accessible transportation system for all users. We acknowledge the urgency that traffic incidents, such as the Town's first fatal vehicle-bicyclist crash in 2024, ignite. We would be honored to partner with you and have intentionally assembled a dedicated team with local representatives to support this important planning initiative.

Jenny Godwin, AICP will serve as project manager for this effort and will be responsible for the day-to-day management of all project tasks, serving as the Town's direct point of contact. Jenny's extensive experience leading safety planning projects ranges from CSAP development for a peer Western Slope community ([City of Glenwood Springs](#)), to Vision Zero recommendation vetting with multi-agency involvement on a complex CDOT roadway ([Sheridan Corridor Safety Study](#)), to Action Plan development, safety strategies prioritization, and multiple successful grant pursuits for [Miami-Dade County, Florida](#). Additionally, **Josh Mehlem, LEED AP** will serve as Principal-in-Charge and Quality Control Manager, overseeing all aspects of the project, and bringing more than 20 years of transportation planning and safety experience to the team. Developing a CSAP is a highly technical process, and our team recognizes the importance of communicating findings to stakeholders and the public in a way that is easily digestible, but also forward-thinking, innovative, and technically sound.

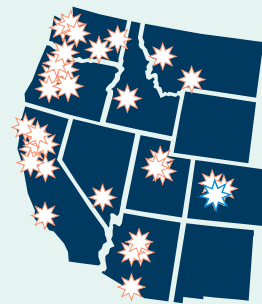
Consor's expertise integrates smoothly with our teaming partners, **Alta Planning + Design (Alta)**, **GBSM**, and **SGM**, all of whom have a local presence on the Western Slope and are positioned to provide hands-on engagement and design support with Town staff throughout the project. Our teams have a history of collaborating together, including the recently completed Glenwood Springs CSAP (adopted in August 2025) and the Willits Lane Connectivity and Wayfinding Study in Basalt, Colorado. Our team's unique expertise offers you several benefits for this project:

- **We have experience in developing Safety Action Plans, Vision Zero projects, and safety studies, and understand the U.S. Department of Transportation (USDOT)'s CSAP requirements.** We have an extensive list of project experience in Colorado and nationwide that includes Vision Zero planning, safety studies, and design and implementation of safety recommendations (more than 75 such projects, as shown on page 7). We will partner with you to move your existing plans forward, develop recommendations, and prepare you for pursuing design and construction funding. As engagement lead, Alta staff brings extensive experience organizing equitable, inclusive outreach strategies to explore existing conditions outside of what the crash data picture tells us. GBSM's expertise in strategic communications complements Alta's approach seamlessly, offering tailored strategies to engage with boards/commissions and gain consensus on project goals and objectives among stakeholder groups.



NEAREST OFFICE LOCATION

Consor North America, Inc.
1675 Larimer Street, Suite 400
Denver, Colorado 80202



- **Our project team has diverse, unmatched knowledge and expertise.** Safety outcomes are better when the best minds come together to diagnose problems and prescribe solutions. Our team includes a mix of planners and engineers who have a strong and diverse technical background. The strength of this team confirms that this plan will result in meaningful outcomes and that you will be advised and supported through the Board of Trustees plan adoption.
- **We intimately understand Paonia's needs and are familiar with staff expectations and preferences.** SGM staff have been providing staff augmentation engineering support for Paonia since 2013, offering a full suite of transportation services from inception to completion. SGM is a trusted Town partner and will build upon this local knowledge to develop plan-level (10% design) project sheets with cost estimates for all high-priority projects and concept-level design graphics for a handful of the highest-priority locations identified during CSAP development.

We will effectively and efficiently engage the public throughout the CSAP development. We are proposing a unique public engagement strategy that relies on a combination of virtual and in-person engagement to allow stakeholders and community members to learn about the goal of Vision Zero in Paonia, provide input at multiple times throughout the process, and see how their input has informed the final recommendations. We appreciate the opportunity to propose on the Town of Paonia Safe Streets for All Consultant RFQ. **Please contact Jenny Godwin at jenny.godwin@consoreng.com or 720.420.4421 should you need any additional information while reviewing our qualifications.** We have reviewed the Specifications and Scope of Work and have no exceptions. We acknowledge Addendum #1 released October 13, 2025.

Sincerely,



Jenny Godwin, AICP | *Project Manager / Main Point-of-Contact*
jenny.godwin@consoreng.com | 720.420.4421



Josh Mehlem, LEED AP | *Principal-in-Charge*
josh.mehlem@consoreng.com | 720.326.5045

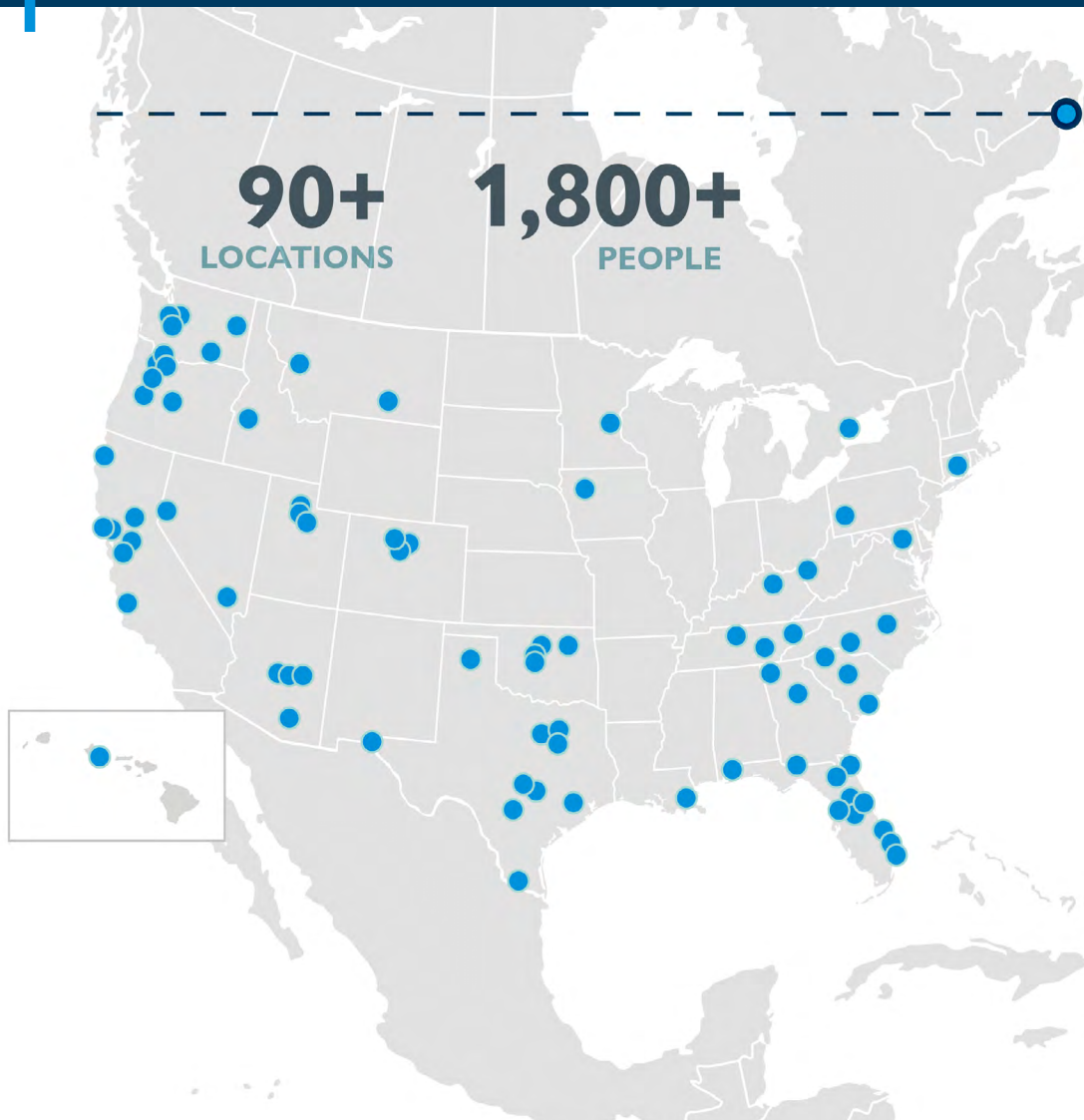
Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant **Town of Paonia, Colorado**

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: " <i>RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]</i> ". |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

Firm Qualifications and Experience



LOCAL FAMILIARITY

Conсор's Colorado presence, launched in 2006, includes offices in Denver, Golden, and Louisville. Collectively in business for more than 40 years, we offer 75+ local teammates delivering planning, engineering, and construction management on transportation and water infrastructure projects on the Western Slope and throughout the state. **These local resources are backed by the full complement of Conсор's 1,800+ professionals nationwide, who specialize in planning, engineering design, structural assessment, water resources, drainage, green infrastructure, utility planning and engineering, and construction management services.** With access to our resources, you can have confidence in our ability to meet demands as they arise.



PLANNING

- ✓ Safety & Vision Zero
- ✓ Multimodal Planning and Design
- ✓ Transit Planning
- ✓ Complete Street Studies
- ✓ Transportation Master Plans
- ✓ Corridor Studies

- ✓ Curbside and Parking Studies
- ✓ Traffic and Multimodal Data Collection
- ✓ Traffic Impact Analysis
- ✓ Traffic Calming Studies
- ✓ Public and Stakeholder Outreach
- ✓ Active Transportation Studies

17+
Years Presence
in Colorado

75+ Local Professionals including:

- + 35 Professional Engineers
- + 6 Construction Managers/Inspectors
- + 4 AICPs
- + 3 PTOEs
- + 2 RSPs
- + 1 Envision ENV SP Professional





Subconsultant Spotlight

Alta is a sustainable transportation consulting firm dedicated to creating active, healthy communities through planning, landscape architecture, engineering, and education/encouragement programs. Alta's work is centered on people, regardless of the way they move, providing their clients with specialized expertise to create effective safety action plans.

They guide their clients through the planning process, creating momentum for and a culture of prioritizing safer streets and roadways for all. They set up leadership systems to see that partners, stakeholders, and the public are engaged throughout the development of the plan and beyond. They elevate equity as a primary element of opportunity and develop comprehensive safe systems recommendations that consider policy, programs, and design, recognizing that it takes an "all in" approach to achieve true systemic safety.

Alta has more than 25 years of experience working in historic, recreation-based mountain communities; they are familiar with the unique needs of these communities and tailor their plans and facility designs to specifically address these needs. Working in communities centered around recreational and nature-based tourism requires a balanced approach that expands opportunities for health and economic growth, while respecting the natural surroundings and historical character.



Subconsultant Spotlight

GBSM is a public affairs, strategic communications, and management consulting firm. For nearly 40 years, GBSM has helped public agencies, government entities, businesses, and nonprofits effectively engage stakeholders in large-scale projects of all kinds. GBSM is highly experienced at working in urban, rural, and mountain communities with diverse stakeholder groups, elected officials, and public agencies to build consensus and find solutions to complex and controversial issues. Municipalities, counties, transportation agencies, and water utilities are just a few of the clients on Colorado's Western Slope that benefit from services provided by GBSM's Ridgway office, which include multi-agency facilitation, coalition building, crisis management, and large-scale infrastructure project support.

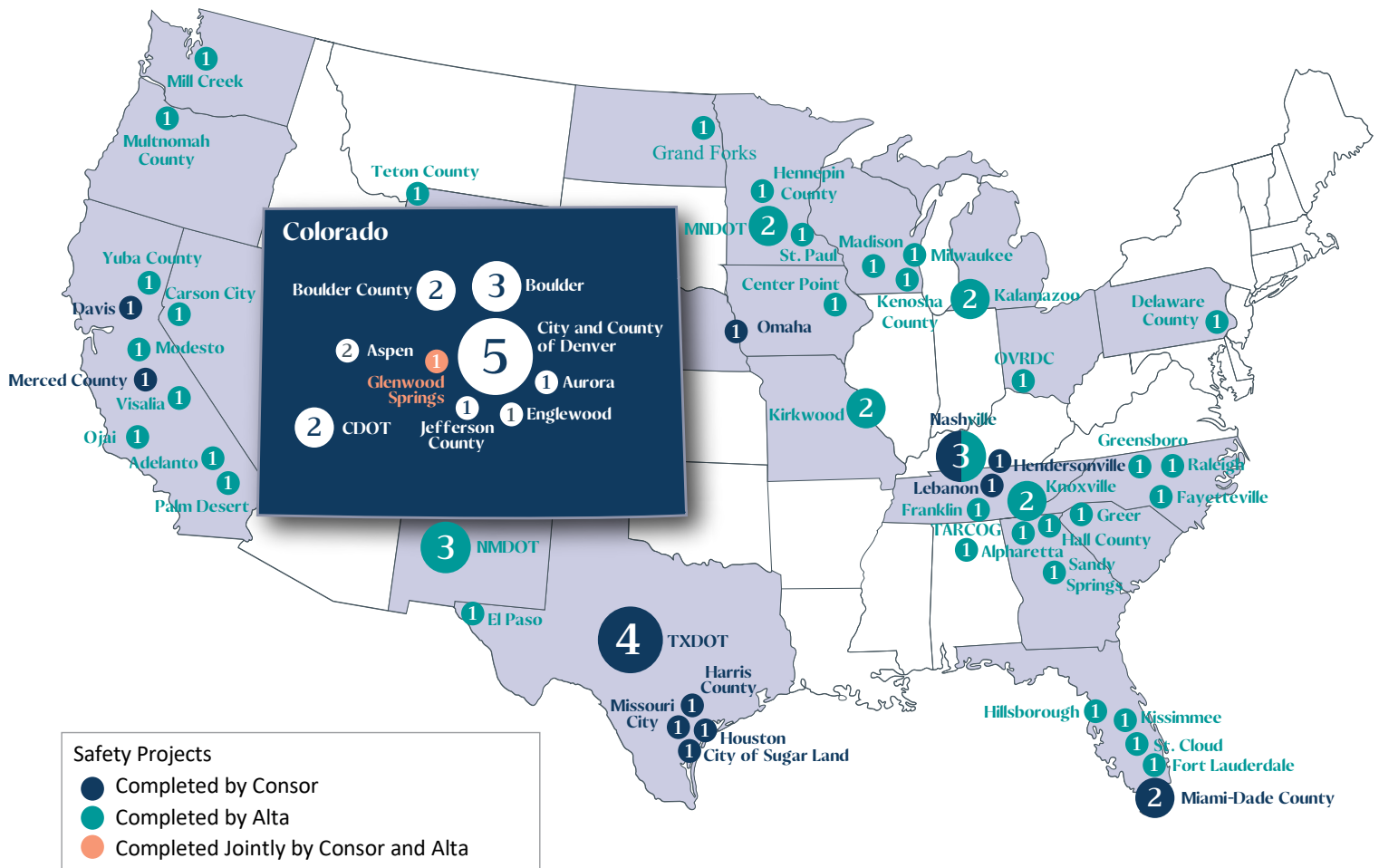


Subconsultant Spotlight

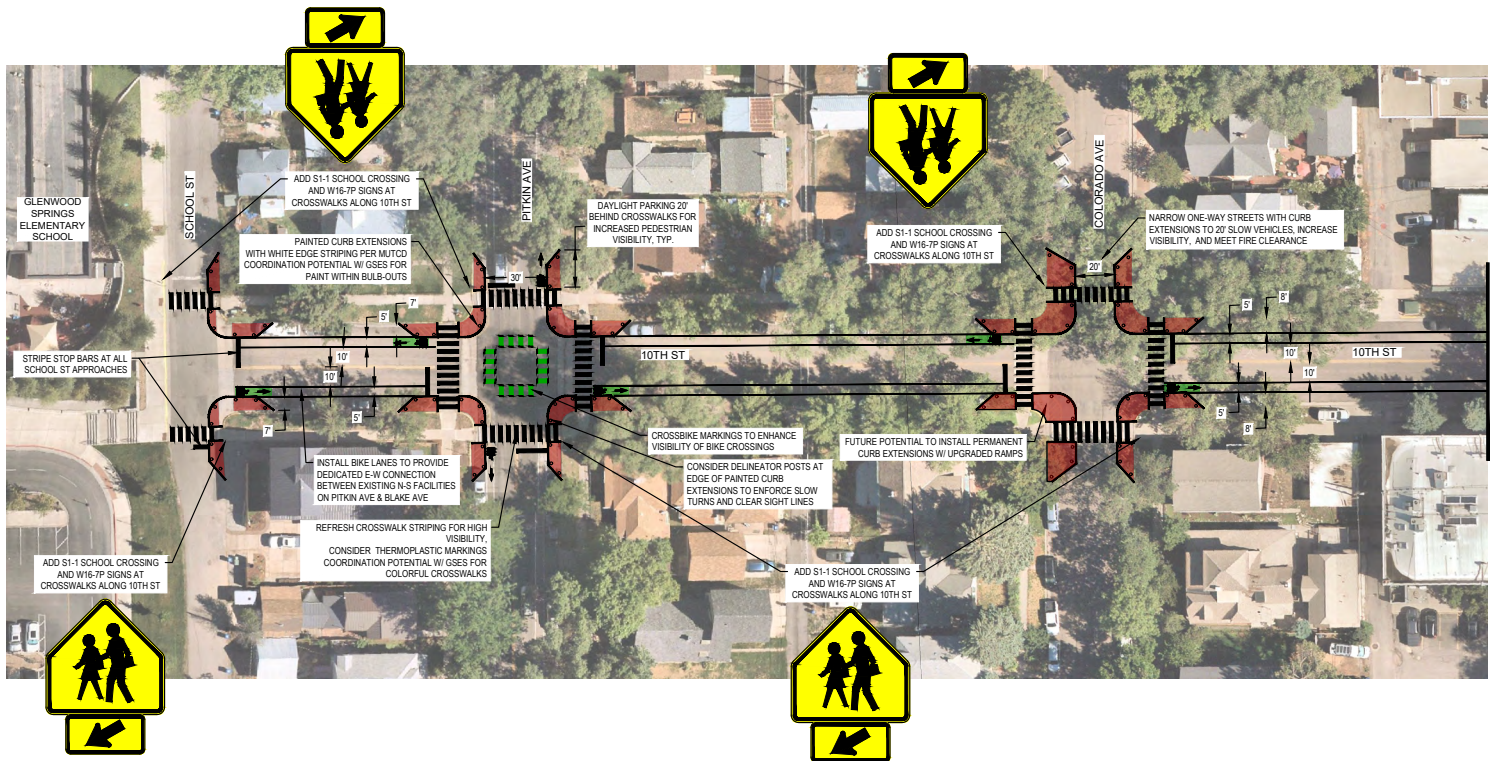
SGM, a multidisciplinary engineering, surveying, and consulting firm, was founded in 1986. For more than 39 years, SGM employees have lived and raised families in the Western Slope communities they have helped build. SGM's services are delivered with unparalleled authenticity and pride with attention to quality and detail. As a result of SGM's commitment to quality service and long-term client relationships, SGM has grown to more than 125 employees – the largest full-service engineering, consulting, and surveying firm in Western Colorado. In addition to their headquarters in Glenwood Springs, SGM has offices in Grand Junction, Aspen, Durango, Gunnison, Meeker, and Salida to provide local and timely service to their clients. SGM has been serving as a partner to municipal and county clients for decades. Their ability to maintain strong client relationships over such extended time periods demonstrates the success of an approach based on listening, building trusted relationships, maintaining integrity, always upholding the client's and community's interests, and providing real value.

Project Team Safety Experience

Together, Consor and Alta have completed more than 75 Safety Action Plans, Vision Zero Plans, Local Road Safety Plans, and Safety Studies. The map below showcases the geographies where we have performed safety analyses. As a result, our team brings Paonia a strong blend of expert engineers and planners to deliver a high-quality, data-driven, and community-informed Action Plan.



COMPREHENSIVE SAFETY ACTION PLAN | Glenwood Springs, CO



Conсор and Alta Planning & Design supported the City of Glenwood Springs in developing its Safe Streets and Roads for All (SS4A) funded CSAP. Conсор spearheaded analyzing crash data locations/trends to identify hotspots and ultimately develop a High-Injury Network (HIN) and High-Risk Network (HRN). In tandem, Alta conducted a Vulnerable Road User (VRU) and Transit Crash Analysis, leveraging CDOT crash data (2019–2023), Roaring Fork Transportation Authority (RFTA) records, and field observations to identify high-risk locations and crash contributing factors.

The CSAP process was accompanied by a robust online/in-person engagement effort led by Alta, including surveys, online comment maps, and in-person meetings, to gather community input on pedestrian, bicycle, and transit safety concerns. Outreach included special focus on hearing from the local school community and Spanish-speaking residents.

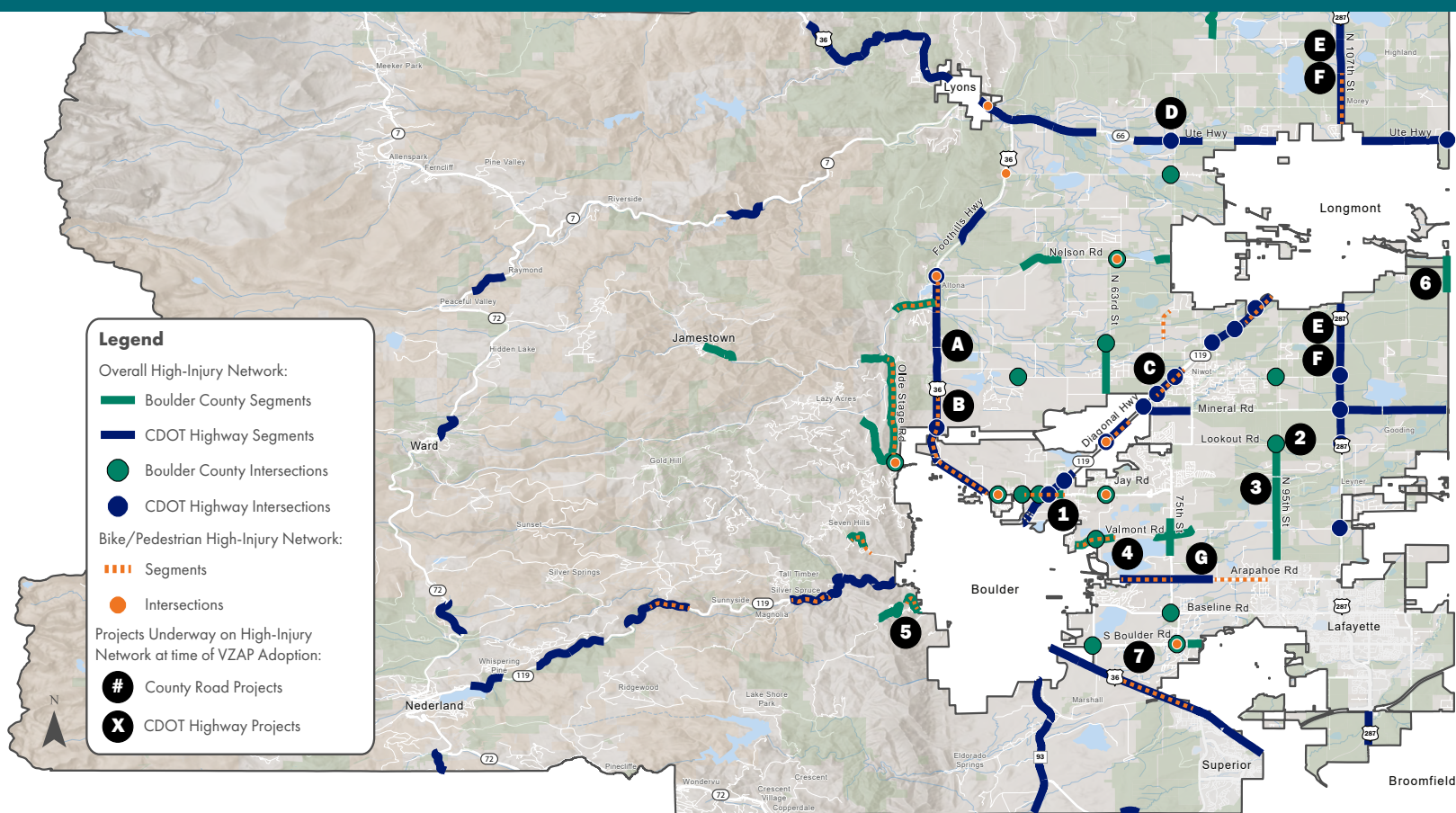
The Glenwood Springs Comprehensive Safety Action Plan was adopted in August 2025, complete with a Western Slope mountain community-tailored countermeasures toolbox and a suite of focus area projects/strategies (including preliminary design concepts and cost estimates co-produced by Conсор and Alta) to position City staff for a future funding pursuit.

RELEVANCE TO PAONIA CSAP

- ✓ Jenny Godwin was the project manager, fostering safety recommendations conversations between Glenwood Springs, CDOT, Roaring Fork School District, and the broader community. This multi-tiered engagement process ultimately led to an actionable CSAP, complete with a countermeasures toolbox, a suite of strategies and actions grouped into implementation years informed by priority level and timeline, and paired with initial concepts/cost estimates for focus area projects.

REFERENCE

Lee Barger
Transportation Engineer
Glenwood Springs, CO
P: 970.384.6448
E: lee.barger@cogs.us



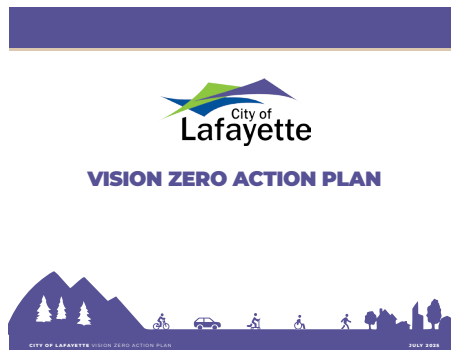
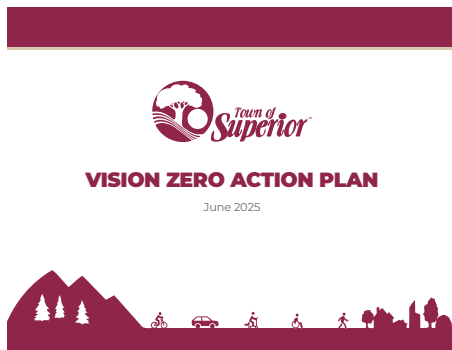
Conсор developed three independent Vision Zero Action Plans for Boulder County, the Town of Superior, and the City of Lafayette. The project included data collection, review, and analysis, including crash data cleaning, location-specific analysis, systemic safety analysis, and High Injury Network (HIN) and High Risk Network (HRN) development. The project also featured extensive community engagement in each of the jurisdictions, including community outreach meetings, digital outreach (developing website content and an online feedback map/survey), and robust stakeholder outreach. The final plans included a toolbox of engineering and non-engineering countermeasures, a project prioritization framework, a toolkit of program and policy tools, phased Actions and Strategies, and location-specific recommendations. All three Action Plans were adopted in summer 2025.

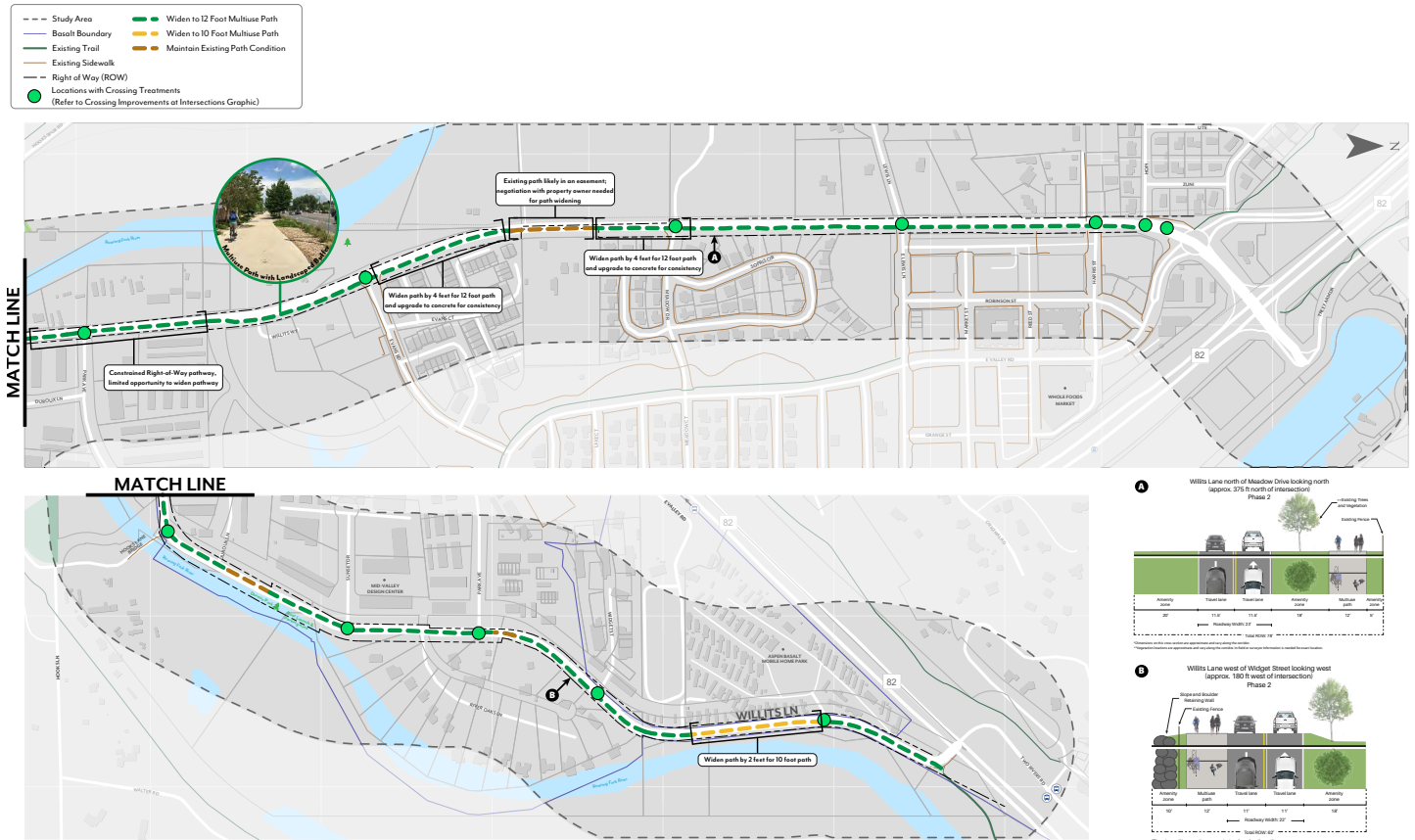
RELEVANCE TO PAONIA CSAP

✓ Emma Knisley led the project's detailed safety analysis, developed the data-driven HINs and HRNs, supported project prioritization, and facilitated a robust community engagement process. Drawing upon her expertise with Geographic Information Systems (GIS) and visual communications, Emma played an instrumental role in identifying high-priority locations, developing detailed safety recommendations and communicating each step of the process with community members and stakeholders.

REFERENCE

Liviana Lewin, PE
Vision Zero Program Manager
Boulder County, CO
P: 720.564.2292
E: llewin@bouldercounty.gov





Consor and Alta Planning & Design supported the Town of Basalt, CO, in reenvisioning a 1.5-mile segment of a minor arterial that serves as a parallel facility to SH-82. Willits Lane hosts residential, commercial, and industrial land uses, and is also a connection to regional multi-use trails as well as an access point for rafters traveling the Roaring Fork River. Willits Lane also supports a variety of transportation needs, from pedestrians and bicyclists utilizing the shared use pathway along the corridor to heavy trucks accessing an industrial park. Consor led an effort to develop alternatives for the corridor to better accommodate all users through adding traffic calming elements that are context sensitive, increasing the share of right-of-way dedicated to active users, and enhancing intersections to reduce conflicts between vehicles, bicyclists, and pedestrians. In addition, Consor collaborated with the wider project team to add wayfinding and other amenities to Willits Lane in order to transform the roadway into a regional connector while maintaining its rural character.

RELEVANCE TO PAONIA CSAP

- ✓ As project manager, Alta's Chloe Ward acted as an extension of Town staff to coordinate closely with project stakeholders and community partners to deliver a plan suited to a sustainable and inclusive vision for the corridor. Her familiarity with working in mountain communities positioned the project team to deliver a design suited to the unique balance of visitor and residential demands, seasonality of traffic, and desire for safe travel for all modes.

REFERENCE

Michelle Bonfils Thibeault, AICP
Planner Director
Town of Basalt, CO
P: 970.927.4701
E: michelle.thibeault@basalt.net

US 287 VISION ZERO AND MOBILITY STUDY | Boulder and Broomfield Counties, CO

Conсор collaborated with Boulder County to complete a Vision Zero Safety and Multimodal Mobility Study along the US 287 corridor from Broomfield to Longmont to improve safety for all modes. Conсор performed an extensive safety analysis using DiExSys Vision Zero Suite to identify crash trends and identify project recommendations for mitigation, with an emphasis on mitigating severe injury and fatal crashes.

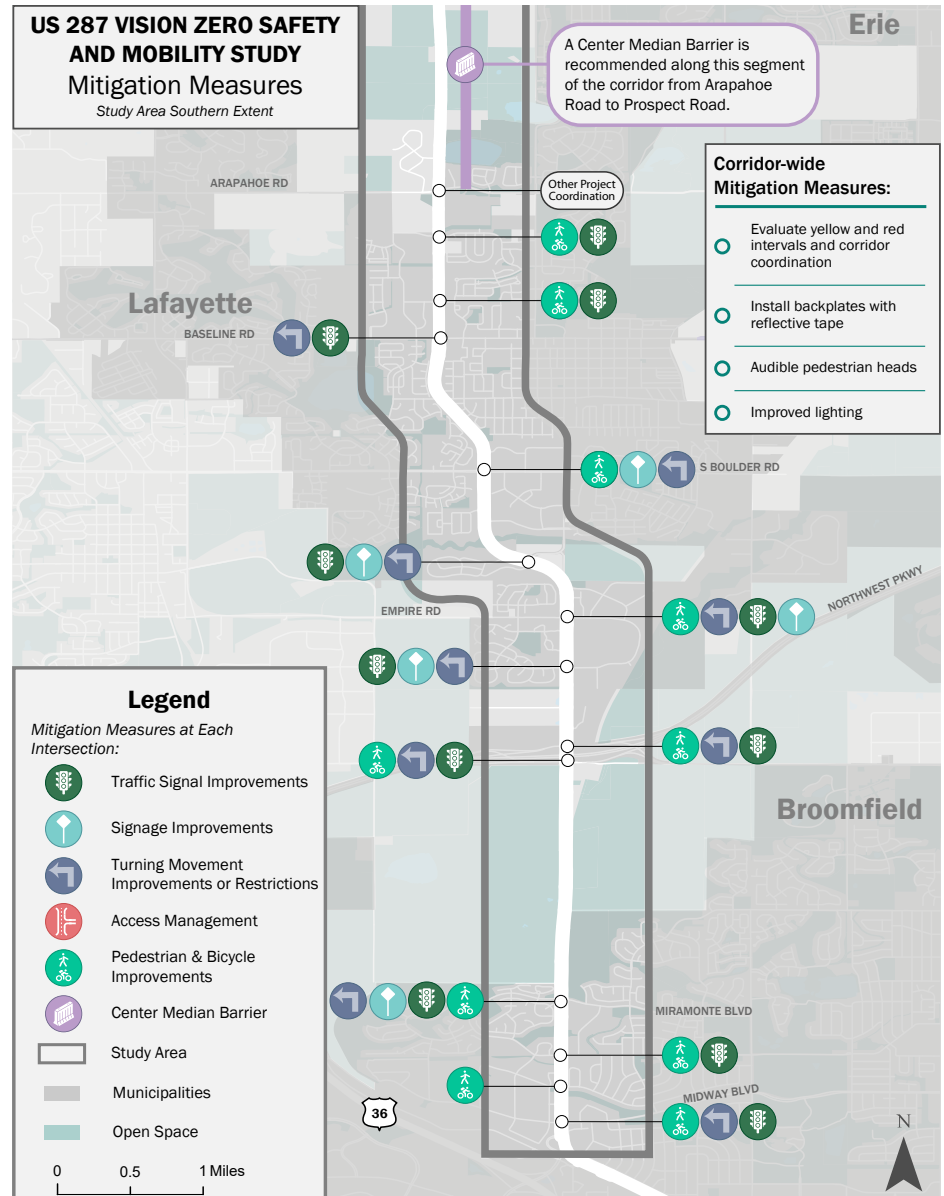
Our team also determined the feasibility of an off-street bicycle facility along the alignment of US 287. The project required an extensive amount of coordination between key stakeholders, including Boulder County, CDOT, City of Longmont, Town of Erie, City of Lafayette, and City and County of Broomfield to make sure recommendations align with the future projects and vision along the corridor. The final report was completed in December 2023.

RELEVANCE TO PAONIA CSAP

- ✓ Nikki Riemer was the project manager, and her experience leading the data analysis and countermeasure development included developing context-sensitive safety recommendations that balanced Boulder County, local municipality, and CDOT priorities and goals on US 287. Frequent coordination with CDOT will be critical to develop successful countermeasures at intersection junctions with SH 133.

REFERENCE

Landon Hilliard, AICP
Senior Transportation Planner
Boulder County, Colorado
P: 720.564.2294
E: lhilliard@bouldercounty.gov



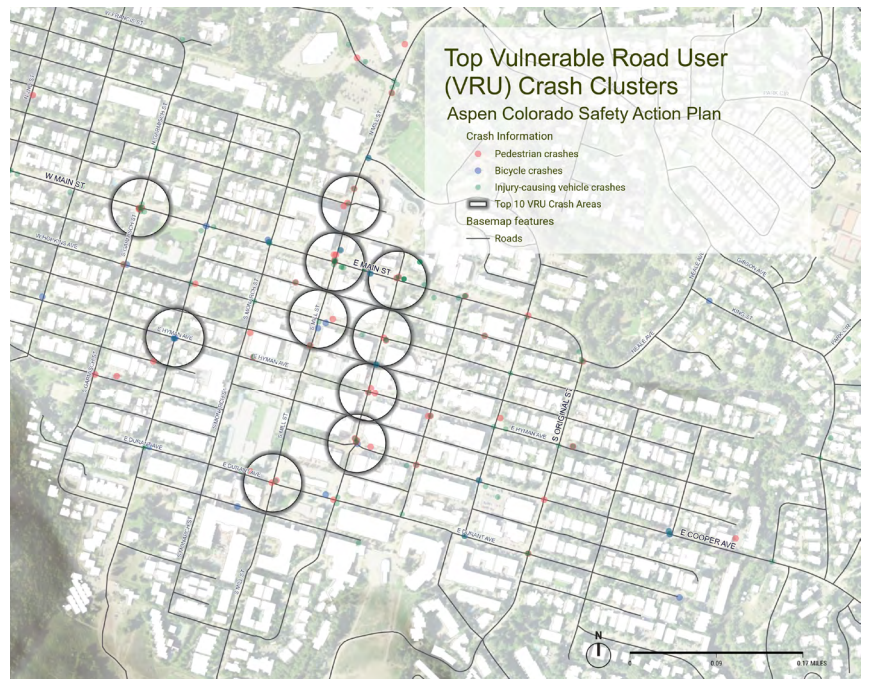
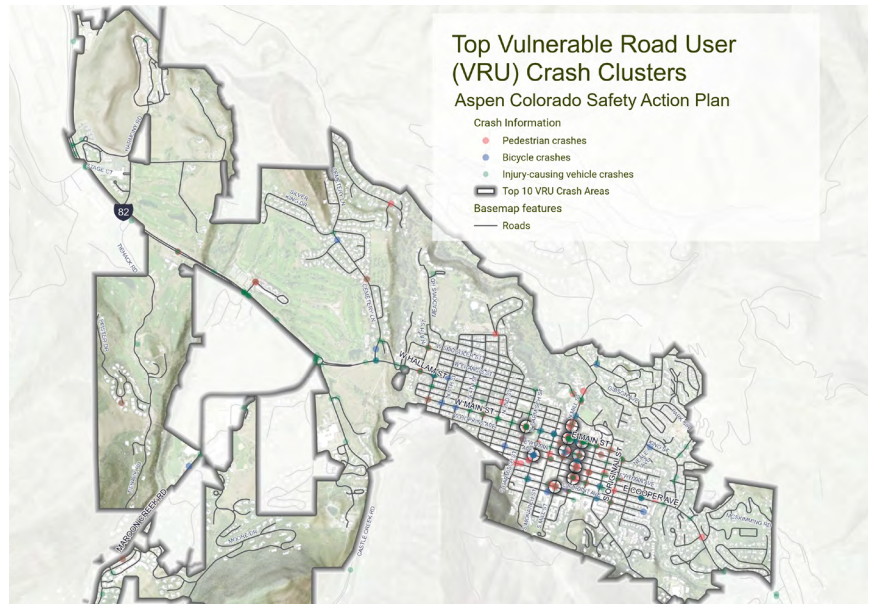
Alta led the development of a Safety Action Plan for the City of Aspen. The project involved a safety and crash analysis that identified themes and contextual factors for the City’s top ten safety locations, especially for those walking, bicycling, and taking transit in Aspen. Common factors guided the development of a Safety Countermeasure Toolkit, which will be applied based on various behavioral and environmental factors to improve safety throughout the City.

RELEVANCE TO PAONIA CSAP

- ✓ In her role as project manager, Chloe Ward built upon her previous project experience with the City of Aspen (including developing conceptual designs to prioritize multimodal users in the downtown core) to provide tailored transportation engineering recommendations focused on bicycle and pedestrian safety and suited to Aspen’s needs.

REFERENCE

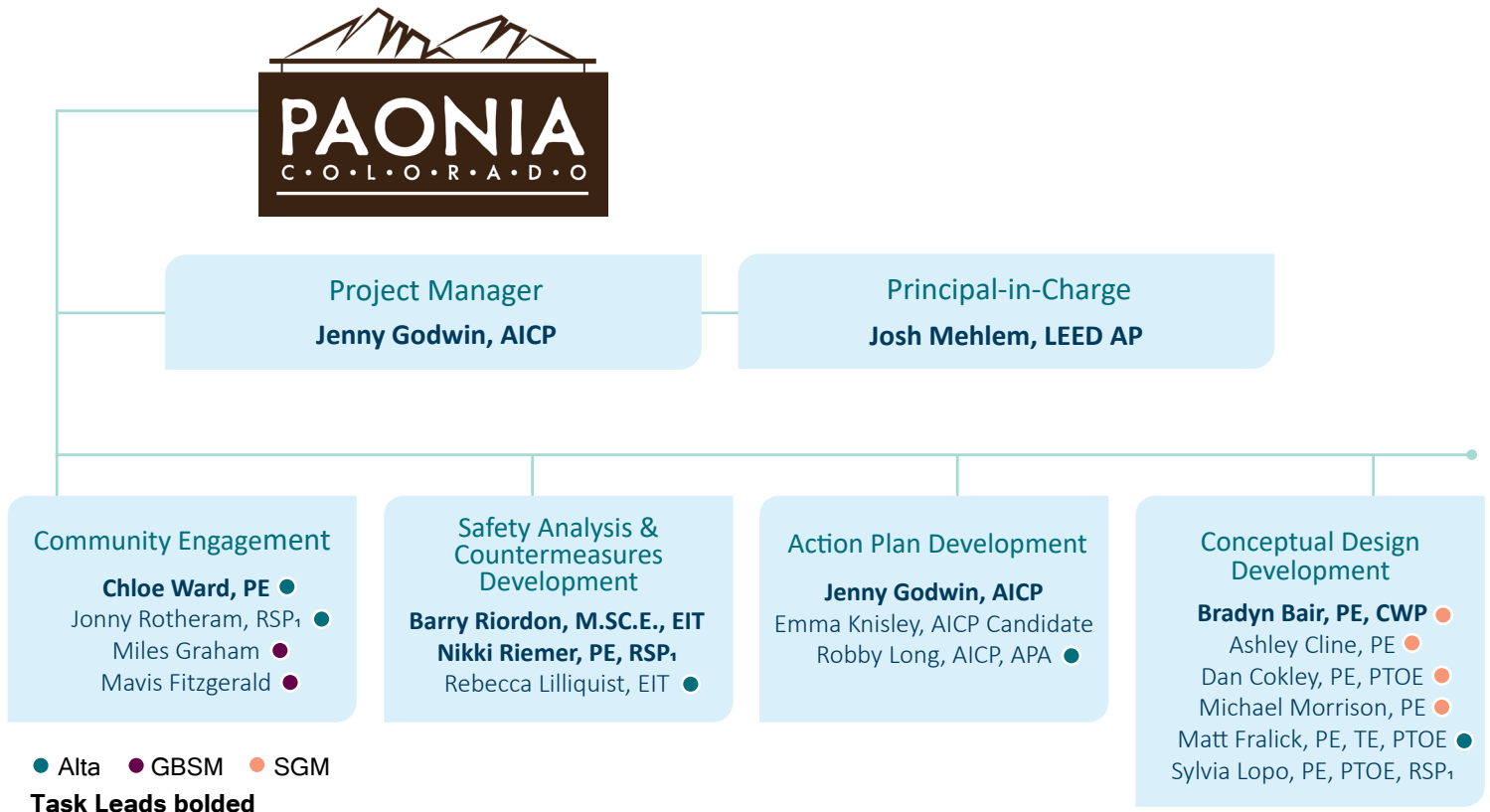
PJ Murray
Project Manager
City of Aspen, CO
P: 970.920.5055
E: pj.murray@aspen.gov



Project Team



The Consor team is in a great position to serve you. We pride ourselves on our availability and responsiveness to you. Consor's Denver office has few long-term commitments; we select our projects carefully so that we can continue to be available to your needs, and we are intentional about maintaining staff capacity. Our Colorado team coordinates workload of our employees weekly to meet the needs of our clients. Full team member resumes are included in the appendix.



Our Project Manager

JENNY GODWIN, AICP | *Project Manager/Primary Point-of-Contact*

Jenny is a transportation planner with experience working on Vision Zero projects, Comprehensive Safety Action Plans, multimodal safety assessments, and corridor plans. Her safety planning experience spans the country, from supporting Miami-Dade County's Vision Zero Program and Vision Zero Action Plan development, to leading the recently adopted Glenwood Springs CSAP. She specializes in designing accessible, equitable outreach strategies to engage with diverse stakeholder groups. She has developed successful grant applications for clients, securing over \$16.4 million in funding for safety and safe routes to school transportation improvements. Jenny is committed to working with clients and stakeholders to design opportunities for people of all ages and abilities to navigate safely.

RELEVANT PROJECT EXPERIENCE

- Comprehensive Safety Action Plan; City of Glenwood Springs, CO
- Sheridan Corridor Safety Study; Denver Regional Council Of Governments, CO
- Miami-Dade Vision Zero Program; Miami-Dade County, FL
- US 287 Vision Zero Safety and Multimodal Model Mobility; Boulder County, CO



EXPERIENCE

- 6 years

EDUCATION

- MS, University of Colorado - Denver, Urban and Regional Planning
- BA, Western Washington University, Urban Planning and Environmental Policy

Availability

50%

Meet the Consor Team



JOSH MEHLEM, LEED AP
Principal-in-Charge

Availability
25%

Josh's professional experience includes the development of mobility and safety plans and studies across Colorado and the Western US. Josh has a strong understanding of the complexities associated with developing and implementing mobility plans and projects that are safety and community-driven. He has managed more than 80 projects where he focuses on data-driven solutions that include traffic, safety, and non-motorized information, so that the needs of all users are being considered. As a LEED Accredited Professional, he integrates sustainable ideas and complete streets practices into each of his projects.



NIKKI RIEMER, PE, RSP
Countermeasure Development Lead

Availability
30%

Nikki is a transportation engineer and certified Road Safety Professional who brings a civil engineering background to complex planning and design projects. She has experience with Vision Zero and safety studies, road safety audits, traffic operations analysis, signing/ striping design, and traffic signal design. Nikki has a drive toward creating innovative, feasible, and cost-effective solutions to achieve transportation goals that benefit the community. Her previous work experience as a construction manager brings a unique implementation-focused perspective to projects whether they are to be implemented in the near-term or long-term.



SYLVIA LOPO, PE, PTOE, RSP
Quality Control for Conceptual Design Development

Availability
30%

Sylvia has more than eight years of experience in traffic and transportation engineering. She has supported and managed a broad range of local and federally funded transportation planning and engineering projects, including traffic impact studies, transportation plans and corridor studies, signal timing, traffic and roadway design, intelligent transportation systems (ITS) design, and construction management. Sylvia has supported several clients in a staff augmentation capacity, overseeing development review, capital improvement program planning, and serving as a subject matter expert. Sylvia will leverage her local agency experience leading CDOT oversight projects with her knowledge of traffic operations and design to identify the best solutions that increase efficiency and safety for all modes of travel.



BARRY RIORDON, M.Sc.E., EIT
Safety Analysis Lead

Availability
35%

Barry is a transportation-focused civil engineering professional with a Master's degree in Traffic and Transportation from the University of New Brunswick. He has led and supported diverse projects across Atlantic Canada, specializing in traffic operations, road safety, and sustainable mobility planning. With a data-driven and community-focused mindset, he combines technical expertise with a passion for creating efficient, sustainable transportation solutions. His experience also includes teaching a university-level transportation course and contributing research to national conferences, equipping him to make a meaningful impact on future transportation initiatives.



EMMA KNISLEY, AICP CANDIDATE
GIS/Mapping & Graphics Support for Action Plan Development

Availability
35%

Emma's professional experience focuses on the creation of safe, efficient, and comfortable multimodal networks that facilitate a shift towards a built environment that promotes accessibility, sustainability, and resiliency. Emma's experience in environmental planning, geospatial technologies, and graphic design allows her to evaluate community and environmental needs as they relate to transportation and to convey innovative and comprehensive solutions that can be understood by the public and decision-makers alike.

Our Subconsultants



CHLOE WARD, PE

Alta Project Manager & Community Engagement Lead

Availability

35%

Chloe joined Alta after discovering that her passion for active transportation could be translated into her career as an engineer. With 10 years of transportation engineering experience, Chloe is an expert in bicycle and pedestrian design, ranging from small mountain towns to dense urban areas. She works on a range of projects, including on-street bicycle and pedestrian facilities, multiuse pathways and trails, and design guidelines. Chloe has led two rounds of multi-year trainings on bicycle and pedestrian facility design for the CDOT. She also developed and facilitated trainings on Pedestrian and Bicycle Facility Design Course through the National Highway Institute (NHI) of the FHWA. She has provided similar trainings for MPOs, DOTs, and city staff across the country.



JONNY ROTHERAM, RSP₁*

Community Engagement Support

Availability

40%

Jonny has over 17 years of experience in transportation planning, community outreach, and influencing travel behavior change. Jonny specializes in multimodal planning; managing projects from initial data collection through to prioritization of specific improvements and plan adoption. His experience also spans developing TDM (Transportation Demand Management) programs to complement infrastructure improvements with an eye on equity impacts. Jonny has experience leading research, design, and development of multimodal access to transit, the creation of mobility hubs, Vision Zero plans, and first and last mile solutions.



REBECCA LILLQUIST, EIT

Safety Analysis & Countermeasure Development Support

Availability

55%

Rebecca is a transportation engineer based in Phoenix. She is passionate about multimodal transportation systems and the role that they play in sustainable urban growth and connecting communities. Rebecca offers experience managing and leading design for public sector transportation projects, including pathways, bikeways, and roadways, as well as experience with Road Safety Assessments. She has developed PS&E for a variety of transportation projects, and provided construction support. Rebecca is skilled with design, alternatives analysis, inter-departmental coordination, and public outreach and engagement.



MATT FRALICK, PE, TE, PTOE

Conceptual Design Development Support

Availability

25%

Matt is a civil engineer with 13 years of experience in the transportation sector. He specializes in traffic signal design and operations, operational analysis, safety analysis, signing and striping, traffic studies, and ITS design, with extensive hands-on experience managing and maintaining traffic signals and ITS components. Matt regularly develops PS&E packages for projects in Colorado. He works closely with clients and contractors on design-build projects for multimodal improvements that enhance the safety and comfort of all modes.



ROBBY LONG, AICP, APA

Action Plan Development Support

Availability

60%

Robby Long is a planner bringing more than nine years of experience helping clients use TDM strategies to achieve trip reduction, climate, and long-range planning goals. Robby's experience ranges from TDM/TMO planning to implementation. He is practiced in leading TMO feasibility studies, helping launch TMOs, identifying funding and writing grants, and implementing TDM measures vetted by robust market analysis, public engagement, and local policy. He brings his expertise in survey design and analysis, GIS analysis, grant writing, non-profit management, and other planning services to support his projects.

Our Subconsultants

GBSM



MILES GRAHAM

Community Engagement Support

Availability

20%

Miles Graham is a senior communications strategist specializing in community engagement, coalition building, facilitation, issues management, crisis response, and campaign strategy. Throughout his career, Miles has advised many public, private, governmental, and non-profit entities on complex multi-dimensional situations. His extensive background in strategic planning, organizational management, and community visioning has shaped some of the most recognizable projects in the Rocky Mountain West.

GBSM



MAVIS FITZGERALD

GBSM Project Manager & Community Engagement Support

Availability

30%

Mavis Fitzgerald is a strategic communications expert with more than 15 years of experience, particularly addressing mobility, growth, and development issues in the Rocky Mountain West's rural areas. She takes a creative approach to problem solving and execution of project communications. Mavis has developed and implemented numerous multifaceted marketing and outreach programs for private, public, and non-profit clients. Mavis has managed strategic planning, communications, and outreach efforts for public infrastructure, transportation, and community growth projects in the state's western region.

SGM



BRANDYN BAIR, PE, CWP

Conceptual Design Development Lead

Availability

10%

Brandyn is the Wastewater Treatment Team Leader and a Senior Engineer II at SGM, where he has worked since 2003. He has extensive experience in the design and construction of water and wastewater treatment facilities, pump stations, water storage tanks, water and sewer line reconstructions, road reconstruction, roundabout design, and drainage projects. He leads the team providing the Town of Paonia's engineering services since 2013. In this role, Brandyn is familiar with the Town's existing infrastructure conditions, needs, and focus areas of interest. Brandyn's team is well-positioned to lead context-sensitive conceptual design development for the Paonia CSAP.

SGM



ASHLEY CLINE, PE

SGM Project Manager & Conceptual Design Development Support

Availability

30%

Ashley, SGM's Transportation Team Leader, has worked for SGM since 2015 and has been involved with the design of large public infrastructure projects. She has been focused primarily on road and bridge projects but has also worked on numerous trail projects throughout the Western Slope. Ashley has a well-rounded background with AutoCAD Civil3D and has applicable project experience in roadway design, sidewalk, bike lane, multi-use path, intersection, utility design, roundabout, trail, site grading, drainage, waterline, and sewerline design.

SGM



DAN COKLEY, PE, PTOE

Conceptual Design Development Support

Availability

10%

Dan is an SGM Principal with 35 years of experience providing traffic and transportation engineering, civil engineering, and project management for Western Slope public sector projects. Dan regularly serves as a Principal-in-Charge for various projects, ensuring overall corporate support and client satisfaction for the project, as well as providing analysis and recommendations when needed. He is a proven project manager and design engineer for a variety of projects, including state/county/municipal roadway design, district and municipal infrastructure improvements, resort, and subdivision development, and dam/water resources permitting. Dan brings his well-rounded management and team leadership expertise to all SGM clients and projects.

SGM



MICHAEL MORRISON, PE

Conceptual Design Development Support

Availability

50%

Michael is a Colorado licensed Professional Engineer on the Transportation team and has been involved with the design of large public infrastructure projects. His focus has been primarily on road and bridge projects, but he has also worked on trail projects. Michael has a well-rounded background with AutoCAD Civil 3D, Site Design, and project experience in utility design, site grading, and drainage. Michael joined SGM in 2021.

Project Understanding & Approach

Project Understanding



Our team's approach is rooted in sound engineering practices and our experience developing Safety Action Plans, performing numerous safety analyses, and executing multimodal planning, design, and outreach projects in CDOT Region 3, throughout Colorado, and elsewhere throughout the United States. The Paonia Action Plan will center on prioritizing projects and strategies to eliminate fatalities and serious injuries within Town boundaries. The Plan will also include a focus on countermeasures appropriate to roadways that provide access to and intersect with SH 133, as well as along the state highway adjacent to Town boundaries. Our team is familiar with proven strategies to engage CDOT staff often and early to gain buy-in on local initiatives within their right-of-way. We understand your Town needs to meet Federal Highway Administration (FHWA) grant requirements through a data and community-driven process. We are prepared to develop tailored implementation strategies to move from an initial crash data snapshot to an actionable plan and safety-first roadmap infused with local character, driven by community feedback, and responsive to Paonia's particular conditions and strengths.

We are well-versed in the unique conditions afforded to project work in rural, mountain communities. Small towns may face hurdles in terms of available tax base to fund multimodal infrastructure and meet accessibility needs and must address the transportation safety challenges of seasonal weather conditions and tourism-driven traffic influxes. Limited bicycle and pedestrian infrastructure introduces greater possibilities for interactions between vehicles and Vulnerable Road Users (VRUs), and narrow roadway widths may make installation of dedicated bike facilities infeasible. We intend to meet you where you are and advance meaningful safety outcomes within an appropriate context for the Town of Paonia.

An initial analysis of crashes in the Town of Paonia (conducted via DiExSys) shows 44 crashes within Town boundaries in the past 10 years (2015-2024 data; 2024 data is still preliminary), five of which resulted in injuries. Furthermore, an additional 27 crashes (three of which resulted in injuries) occurred immediately adjacent to Town boundaries, with a majority of these at the intersections with SH 133 and local roadways.

In our experience, communities engaging in Comprehensive Safety Action Plan (CSAP) initiatives typically develop robust High Injury Networks (HINs); the Consor team goes further by delivering a CSAP that involves a data-driven approach to safety analysis and an equitable approach to community engagement. We are also committed to confirming that all recommendations, resources, and next steps for implementation are identified and approved by key stakeholders and the community.

We have developed a tailored project approach and assembled a team with strong ties to the area and awareness of local needs in order to maximize the efficacy of this plan for reducing and/or eliminating transportation fatalities and serious injuries. We will perform all of the scope, tasks, and deliverables outlined in the Request for Qualifications (RFQ). The following proposed approach to the scope of work provides additional details about how we will complete the tasks.

10 YEARS OF PAONIA CRASH DATA

(Jan 2015 to Dec 2024)

44



Total Crashes
(within Town boundary)

89%



of crashes resulted in property damage only

14%



of crashes occurred at dawn/dusk or in unit conditions

5
(11%)



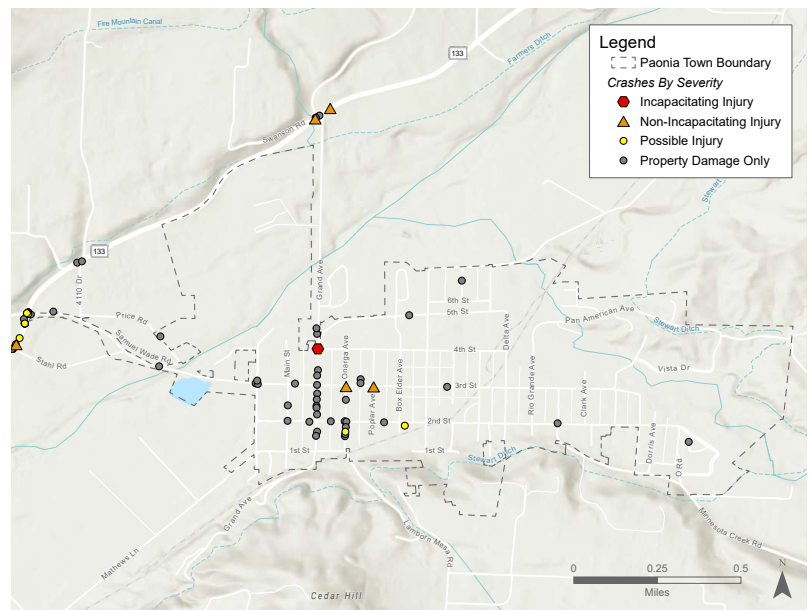
Injury Crashes

3
(7%)



Crashes Involving Bicyclists or Pedestrians

Paonia Crashes Infographic.



Town of Paonia Crashes (2015-2024).

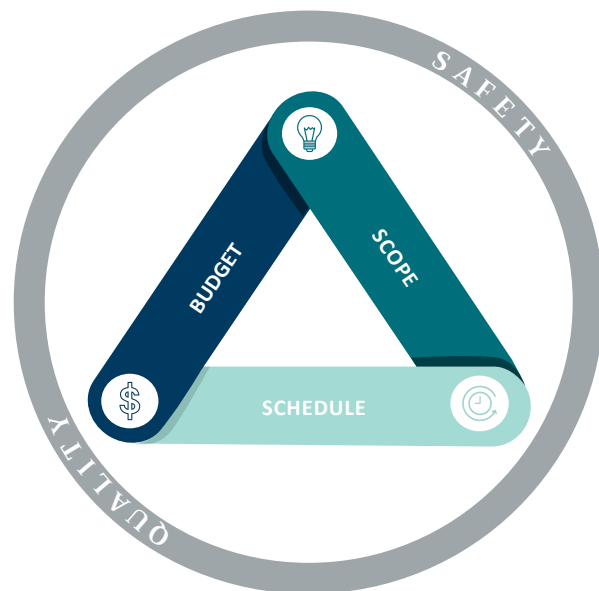
Task 0

Project Management

0.1 Ongoing Project Management & Quality Control

At project kick-off (outlined further in Task 1.1 below), the project team will come prepared with a draft Project Management Plan (PMP), which will act as an integral document to maintain accountability, establish communication protocol, identify the schedule of project meetings, and outline proposed roles and responsibilities.

Conсор will implement our proven project management process that will result in successful delivery. We will prepare monthly invoices and progress reports. Furthermore, the quality plan is an integral part of the PMP and is defined by Conсор's Quality Management Procedures Manual. Further details on our proven approach are outlined in the Quality Assurance and Compliance section shown after the scope of work.



0.2 Project Meetings

Project Management Team (PMT): The PMT will serve as a critical, regular touch point to foster collaboration, align priorities, and gain consensus. It is anticipated that PMTs will be held bi-weekly, with the option to adjust the frequency to be monthly once the project is well underway, if desired. The project team will share updates on the project status, current challenges, and opportunities. We anticipate the PMT will consist of representatives from the Town of Paonia, Delta County, CDOT, and Delta County Public Schools.

Our team will prepare agendas in preparation for each meeting and record notes and action items after each meeting. Action items and assignments will be reviewed during each meeting to maintain accountability from the consultant team and PMT members, helping to keep the project on task and on schedule. Furthermore, the PMT will offer local knowledge to vet communications and outreach materials for engagement events prior to distribution.

Task 0 Deliverables

- Kick-off meeting agenda, meeting notes, and handouts.
- Project Management Plan (PMP), to be regularly updated throughout project duration.
- Bi-weekly PMT meetings. Agendas, meeting notes summarizing action items, and any relevant handouts will be distributed.
- Monthly invoices, including progress reports.

Task 1

Planning and Data Collection

1.1 Project Initiation

The consultant team will facilitate a project kick-off meeting with Town of Paonia staff/elected officials, and key stakeholders. The goal of the kick-off meeting will be to establish and agree on communication protocols, roles, and responsibilities, and gather values-driven input to identify community goals, priorities, and core outcomes the team would like to see emerge from this project. Invitees will include, but not be limited to CDOT Region 3 staff, Delta County staff (including Delta County Sheriff's Office & Dispatch), Paonia Fire Protection District, and the Delta County School District. Our team will come prepared with a draft PMP, including a proposed project schedule (shown at the end of this scope of work), work plan, data request, and proposed roles and responsibilities that will foster a collaborative team environment and set expectations for the duration of the project.

1.2 Data Collection

At project kick-off, our team will compile a formal data request to submit to the Town. The project team assumes we will acquire the most recent ten years of available crash data from CDOT as a baseline. Understanding that a lag often exists in

reported crash data, and given the size of the Town, we will work with Delta County PD/Town of Paonia PD to cross-check CDOT crash data and incorporate more recent crash information, such as the tragic 2024 bicyclist-involved fatal crash, where possible. The list below summarizes an initial inventory of data features based on past project experiences and requests within the RFQ. These factors may help us further understand why crashes may be occurring and proactively identify locations for mitigating systemic risks.

We will work with the Town to identify potential GIS databases of contextual and roadway data for the purpose of identifying potential risk factors, including those safety hazards unique to Paonia, such as irrigation ditch conflicts and roadway edge deterioration. High-quality data collection is critical to a successful safety analysis and identifying crash risk factors. As needed, our team will collaborate with Town staff to right-size an adequate data collection plan. For information not readily available, we will conduct fieldwork. Our methodology is to develop ArcGIS desktop maps using RealMap and Google StreetView data and then quality control (QC) review and update the maps in tandem with field work using Trimble GPS.

Proposed Contextual and Roadway Data

Data Feature	Collection Method
Sidewalks (including width)	Project Team- Field data or Google Street View collection (SGM’s 2024 Sidewalk Condition Report will provide a baseline understanding, see next page)
Bicycle Infrastructure and Trail Systems	2022 Paonia Parks, Recreation & Trails Master Plan
Crosswalks	Project Team- Field data or Google Street View collection (unless already available)
Sidewalk & Curb Ramp ADA/ PROWAG Compliance	Town of Paonia (once complete, anticipated to be available in early 2026)
Number of Travel Lanes	Project Team- Field data or Google Street View collection
Measured Speeds	Project Team- Field data or Google Street View collection (on key corridors)
Posted Speed Limits	Project Team- Field data or Google Street View collection
Left-turn Operations	CDOT Signal Timings
Presence of School	2022 Paonia Parks, Recreation & Trails Master Plan
Presence of Park	2022 Paonia Parks, Recreation & Trails Master Plan
Intersection Traffic Control	Project Team- Field data or Google Street View collection
Functional Classification	Project Team/Town of Paonia Collaboration
Roadway Condition	Project Team- Field data or Google Street View collection
Adjacent Land Use	2018 Town of Paonia Zoning Map (unless an updated map or GIS layer is available via the 2025 Town of Paonia Comprehensive Plan)
Average Daily Traffic	CDOT Historical Data (available for main Town roadways entering SH 133), Local Traffic Data (where available)

To further our community understanding, our team will complete a formal review of relevant previously completed plans and studies (with a focus on safety-related outcomes), both those completed by the Town of Paonia and partner agencies (such as CDOT and Delta County), to note how these existing plans may influence the CSAP. These plans include, but are not limited to:

- Town of Paonia ADA Self-Evaluation & Transition Plan (2025/2026 – forthcoming)
- Town of Paonia Comprehensive Plan (2025)
- Gunnison Valley 2050 Regional Transportation Plan (Draft – 2025)
- Town of Paonia Master Plan (2023)
- Paonia in Motion: Parks, Recreation & Trails Master Plan (2022)
- Town of Paonia Highway 133 Corridor Master Plan (2010)

Conсор will make sure that the CSAP analysis and recommendations align with goals, key takeaways, and policies outlined in the plans listed above.

1.3 Analysis

Building upon the project team's existing conditions knowledge base refined in the Data Collection task, including understanding where gaps in the multimodal network exist and trends impacting safety, our team will map these findings for subsequent analysis tasks. We will have the ability to target safety conditions near high priority destinations, such as schools, parks, and businesses developing tailored recommendations, as appropriate.

1.3.1 Crash Analysis and High Injury Network (HIN)

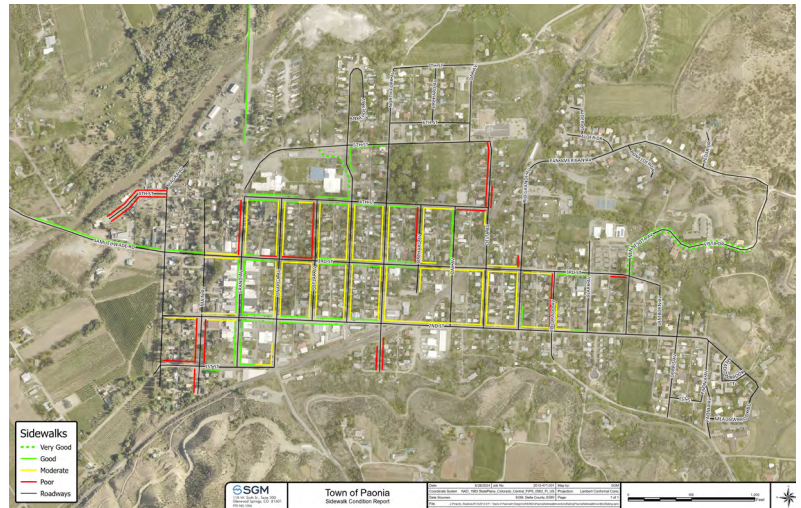
The Consor team understands that an effective safety action plan is grounded in safety analysis, made possible by accessing reliable and high-quality data to conduct thorough analysis and make informed, data-driven decisions. With extensive experience in performing comprehensive all-modes safety analysis, our team possesses the expertise to analyze and present data effectively, highlighting critical trends and contributing factors. We specialize in enhancing regional crash data analysis tools through GIS spatial analysis, further strengthening our capabilities in conducting a thorough and insightful crash analysis for the action plan.

We understand how to assemble an effective dataset by referencing CDOT Colorado Crash Data Dashboard/statewide crash data. Our experience developing CSAPs has shown that CDOT data can have limitations. Where necessary, the Consor team will manually verify crash locations based on street addresses or mile markers, and we will also read the original crash reports in instances where characteristics like the crash cause are unclear. The crash analysis will include a thorough graphic and tabular summary of factors such as injury severity, crash type, transportation modes involved, time of day, road and weather conditions, and age of at-fault travelers. A hotspot/heat map modal analysis will be completed to identify areas of concern for VRUs (pedestrians and bicyclists) in particular. This analysis will provide a comparison point with community feedback regarding areas of concern/near misses to develop a comprehensive picture.

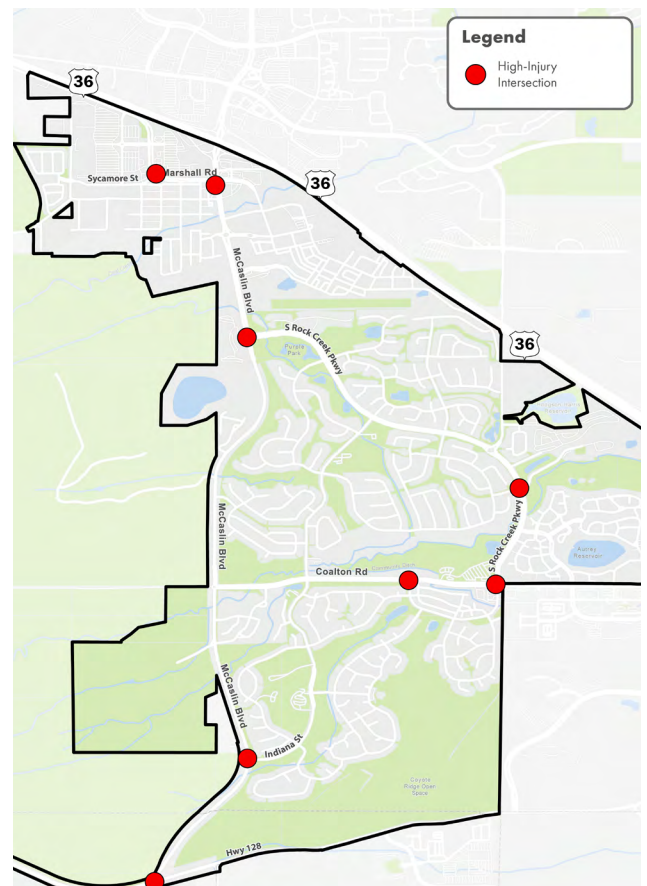
Our cleaned dataset will inform the development of a High Injury Network (HIN). The HIN identifies the most dangerous roadways within the Town, where the majority of injury and fatal roadway crashes are currently occurring. Depending on the makeup of crash locations patterns in the Town, the HIN may also include High Injury Intersections, in addition to roadway segments.

1.3.2 Systemic Safety Analysis

A core tenet of the SS4A Program is employing a systemic approach to safety, which involves installing safety improvements proactively at all locations on a system that have common crash risk characteristics, regardless of an individual location's crash history. We will build on the crash analysis to identify common crash types and develop potential solutions and strategies to apply systemically at locations that have similar crash risk factors. This will be context-specific, to include an assessment of safety concerns present near critical destinations such as schools, parks, businesses, and other community destinations, noting areas of high demand and where multimodal gaps exist. We will identify both the location-based systemic recommendations and the non-location-based systemic recommendations, such as policy changes, enforcement strategies, and others, for prioritization within the CSAP itself.



SGM created a Sidewalk Condition Report for the Town of Paonia in 2024, which will provide a starting point for the project team's field work.



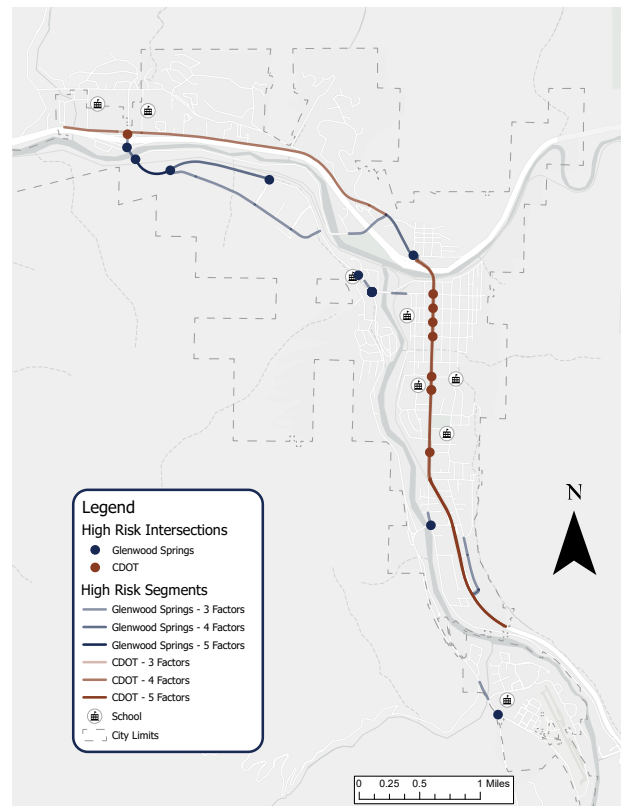
Consor developed a High Injury Intersections map for the Town of Superior, given their KSI crashes were occurring primarily at intersections.

1.3.3 High Risk Locations Map

The project team will develop a High Risk Network (HRN) by identifying roadway risk factors flagged as trends in minor injury, severe injury, and fatal crashes. Other factors, such as activity generators and land use, may also be included in this analysis, recognizing that destinations that generate higher pedestrian and bicyclist traffic are often associated with more crashes and the higher potential for severe crashes involving vulnerable roadway users.

Task 1 Deliverables

- Data needs request to Town of Paonia.
- Technical memorandum summarizing the crash cleaning process.
- Technical memorandum summarizing the methodology and results of the crash analysis and risk factor identification.
- Technical memorandum summarizing the systemic safety analysis.
- All spreadsheets and ArcGIS map layers that were created as part of the analysis.
- High Injury Network map and High Risk Network map.



For the Glenwood Springs CSAP, Consor developed an HRN which highlighted 18 roadway segments and 17 intersections that included characteristics associated with an increased likelihood of serious or fatal crashes.

Task 2

Community and Stakeholder Engagement

2.1 Public Involvement Plan

Paonia's rich agricultural history and artistry focus provide a relevant background to community-rooted outreach opportunities. From the North Fork Valley's status as a Certified Colorado Creative District to popular events that draw visitors from near and far, such as Cherry Days, there is an abundance of relevant opportunities to connect with community members and visitors alike.

Community engagement is integral to the success of a CSAP. Given inclusivity is a critical element to effective outreach and about 14% of both Paonia's population and Delta County's population identifies as Hispanic, Alta will develop a bilingual (English/Spanish) engagement plan detailing channels, venues, and materials tailored to Paonia and Delta County. It is anticipated that outreach materials will be translated into Spanish, with event interpretation available upon request. Equity considerations will be central to plan development, including identifying underrepresented stakeholder groups, verifying in-person venues are accessible, and considering the burdens and benefits of proposed countermeasures. We will use a comment map and survey tool (Social Pinpoint) to strategically enhance outreach.

Inclusive engagement will recognize the age diversity of the Town, with a need to reach both families with children and older adults, including those with disabilities. Recognizing that the Town's more vulnerable residents may be both disproportionately impacted by traffic violence and underrepresented in the planning process, our team will continuously revisit our planned engagement activities throughout the life of the project to confirm that public outreach is fully inclusive.

We will promote the project and online survey on social media (including the Paonia Town News Facebook page). Our team will also provide the Paonia communications team with project updates and highlights to be posted on the Town website throughout the duration of the project, including posting the draft Action Plan for review during Phase 3.

Our engagement approach is meant to foster outreach opportunities that are transparent and equitable, blending in-person engagement with digital approaches to broaden our community reach. Our approach will provide a framework for engagement; however, we are eager to collaborate with the Town to determine if certain aspects of this plan should be updated to better align with Town goals (i.e., number of meetings with the public and stakeholders, virtual versus in-person meetings, etc.).

Phased Approach

Our community engagement will be held in three phases. Subtasks related to each are highlighted below.



During Phase 1: Issue Identification (2.2.1-2.2.3), we will document transportation safety issues through broad-based outreach, serving as listening sessions to learn from the public about traffic safety attitudes and location-specific feedback. The outcome from this phase will be a geographically precise and equity-informed baseline of mobility and safety issues.



During Phase 2: Recommendations and Concepts (2.2.4), with initial project analysis complete, we will host co-design workshops—both in-person and virtual—to test early recommendations. These recommendations will be grounded in community values, priorities, and data-based findings. The outcome from this phase will be refined, community-supported recommendations balancing multimodal safety, operations, and equity.



Phase 3: Confirmation Stage (2.2.5), we will present a polished draft Action Plan via the project website, Social Pinpoint, and a public open house. The outcome from this phase will be a community-vetted, equity-documented Action Plan ready for adoption.

During each phase, we will interface with community members directly through a series of outreach opportunities that will be highly engaging and geared towards shaping a CSAP that reflects local values. Please find more details on the components of each phase below.

2.2 Engagement Activities

2.2.1 Intercept Events

During the first phase, we will host a series of intercept events at local festivals that are popular among a wide cross-section of the community to hear as many perspectives as possible, including Arbol Farmers Market (Paonia Town Park), Cherry Days, Mountain Harvest Festival, Final Friday Frolics, schools, and Paonia Library. The intercept events will focus on providing background on the project and asking targeted questions that align with the proposed Social Pinpoint input (detailed further below) for those who are unable to complete it or do not have access to the digital survey.

The project team will also consider opportunities to promote the Paonia CSAP effort through partner initiatives, such as the Delta County Ambulance District CSAP, to provide coordination, recommendations alignment, and acknowledgement.



Consort and Alta held a series of community meetings at schools within Glenwood Springs during their CSAP development effort to solicit resident feedback on recommendations.



Emma staffed intercept events for the Boulder County VZAPs, including Winter Festival in Superior. Attendees offered feedback and assisted with prioritizing recommendations.

2.2.2 Social Pinpoint Input Map

We will develop a survey/crowd sourcing map using Social Pinpoint during the first phase of community engagement. This will offer a bilingual, mobile-friendly tool where residents can drop pins, upload photos, and take polls about unsafe crossings, speeding zones, and missing sidewalks.

The survey will help us gauge current attitudes, perceptions, and behaviors related to traffic safety and transportation among Town of Paonia residents, visitors, and employees. The map will allow community members to drop pins at specific locations where they may experience traffic safety concerns. The project team will work with Town staff to determine the appropriate catchment area for soliciting feedback, recognizing that residents may have transportation safety concerns outside of the Town boundary that are relevant to evaluate.

Recognizing the accessibility limitations of online mapping features, the project team will provide language to confirm sight-impaired users know to provide any specific place-based traffic safety concerns they have within the survey.

Our team will use the geospatial community feedback collected in the web map as a risk factor when analyzing which locations in the Town of Paonia may present the highest crash risk.

2.2.3 Quick Poll Surveys

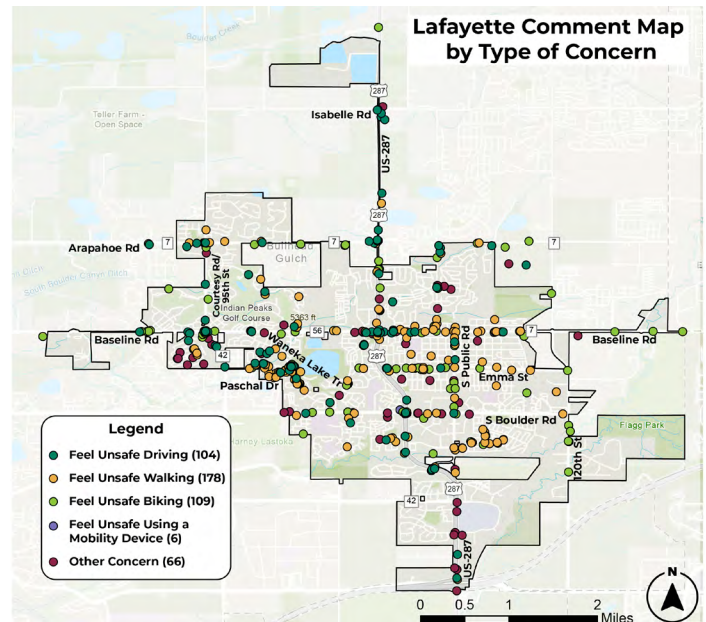
During the first phase of engagement, and as a complement to reaching the community at intercept events, the project team will provide surveys in paper and digital formats, targeting popular locations where community members already gather, like schools, Paonia Senior Center, cafés and eateries (like Paonia Bread Works, Linda's Bistro, and the Kissflower), grocery stores, and churches.

The project team can create customized, topic-area-specific polls to target particular demographics, like seniors or families with young children. This strategy proved effective on the Glenwood Springs CSAP. Recognizing that Paonia's K-8 school encourages students to walk or ride bikes to school emphasizes the importance of providing safe facilities for young road users and engaging with the school district and caregivers.

2.2.4 Co-Design Workshops

The second engagement phase will center on co-design workshops, offered both in-person and virtually, intended to gauge feedback on early recommendations and featuring:

- Concept testing using renderings, cross-section mockups, and tradeoff discussions.
- Demonstration projects such as painted curb extensions or temporary crosswalks, enabling residents to "experience" potential improvements.
- Small-group dialogues with key demographics—seniors, youth, Hispanic residents, agricultural workers, and business owners—convened with support from North Fork Creative Coalition, KVNF Radio, and Chamber of Commerce.
- Regional stakeholder coordination with Delta County, CDOT Region 3, and fire/emergency services to align projects across jurisdictions.



For the Lafayette VZAP, Consor designed an online feedback map that received 463 comments during Phase 1 outreach.

CITY OF GLENWOOD SPRINGS COLORADO

SCHOOL BUS

HOW SAFE IS YOUR COMMUTE TO SCHOOL?
¿QUÉ TAN SEGURO ES SU VIAJE A LA ESCUELA?

TAKE THE SCHOOL TRAVEL SAFETY SURVEY TODAY!

¡PARTICIPE HOY MISMO EN LA ENCUESTA DE SEGURIDAD EN SUS VIAJES ESCOLARES!

Safety is a team effort! Faculty, staff, and households with children: Visit our project website or scan the QR code below to share your commute experiences by **October 25, 2024**.

La seguridad es un esfuerzo de equipo. Profesores, personal y hogares con niños: Visite nuestro sitio web del proyecto o escanee el código QR para informarnos sobre sus experiencias de viajes al escuela antes del **25 de octubre de 2024**.

GWssafetysurvey.com

Consor and Alta developed bilingual promotional content for Glenwood CSAP outreach, including tailored content for the school community.

SGM staff will support Alta in leading these workshops. SGM's current role, offering engineering support to Town staff, positions them to offer important local context to these discussions.

2.2.5 Open House

We will hold a public open house at a central location in the Town during the third and final project phase. This open house will be an accessible, family-friendly event, with bilingual summaries demonstrating how public input shaped recommendations, project visuals, and demonstration features, and presentation of a polished, draft Action Plan for review. The project team will coordinate logistics and lead all preparation for this in-person event, including development of meeting materials and a post-event summary that can be posted on the Town's website.

The meeting will include interactive exhibits designed to engage community members and solicit input that will meaningfully inform revisions to the Action Plan. Activities will be designed to engage community members of all ages and backgrounds and may include, but are not limited to:

- Tactile demonstrations of design countermeasures like road narrowing or vertical deflection to illustrate how traffic calming works and to ask participants for feedback on designs they would support seeing on Town of Paonia roadways.
- Voting exercises that involve showing participants a suite of priority projects poised for near-term to mid-term implementation.

During the third and final phase, there will be online comment opportunities available to complement the in-person open house.

2.2.6 Updates to Boards and Commissions

Our team will update elected officials (including the Board of Trustees and other relevant boards/commissions, such as the Planning Commission) at key touchpoints throughout the project. If supported by Paonia staff, a Town Council Work Session could be organized at project launch, including a leadership commitment/safety pledge. Our overall goal with these periodic updates is to inform the Board of Trustees and Commissioners about the project background, data collection and analysis, community feedback received, proposed recommendations, and the draft and final CSAP. We assume that the project team will develop materials for each update and that staff will present the information.



Alta and Consor developed voting exercises for Glenwood CSAP where participants could indicate support or concern for proposed safety solutions.

2.3 Regional Coordination

To begin the first phase with a regional coordination focus, we will partner with trusted community organizations to convene focus group listening sessions that surface safety and mobility issues, barriers, and opportunities for improvement. These organizations will help recruit underrepresented participants, advise on outreach tactics, support translation, and strengthen digital engagement. Initial identified community partners may include:

Local Government & Public Safety Criteria	Libraries, Learning & Civic Hubs	Arts, Culture & Community Media	Faith-Based Organizations	Health, Equity & Family Services	Youth, Schools & Seniors	Food System, Agriculture & Outdoor Recreation	Business & Workforce
Town of Paonia	Paonia Library (Delta County Libraries)	Blue Sage Center for the Arts	Paonia Christian Fellowship	Delta County Public Health	Delta County School District	Valley Organic Growers Association (VOGA)	One Delta County (Economic Alliance & Chamber)
Delta County	Delta County Libraries	North Fork Valley Creative Coalition (Paonia Creative District)	Paonia Friends Church	River Valley Family Health Center	North Fork High School	Valley Food Partnership	Region 10 (Economic development, SBDC, aging services)
Delta County Sheriff's Office & Dispatch		KVNF Community Radio	West Elk Family Church	Families Plus	Paonia K-8	Western Slope Conservation Center	
Paonia Fire Protection District			Paonia United Methodist Church	Project Protect Promotora Network	North Fork Senior Connections	North Fork Pool, Park & Recreation District	
CDOT Region 3			North Fork Catholic Community (Sacred Heart Catholic Church, Paonia)		All Points Transit	Colorado Plateau Mountain Bike Trail Association (COPMOBA - Delta Area Mountain Bikers)	
			Church of Jesus Christ of Latter-day Saints, Paonia branch				

2.4 Documentation

Recognizing how critical community input is early and often during CSAP development, we will summarize findings before each engagement phase concludes. Stakeholder feedback will help inform recommendations and offer a critical review window for the Draft CSAP.

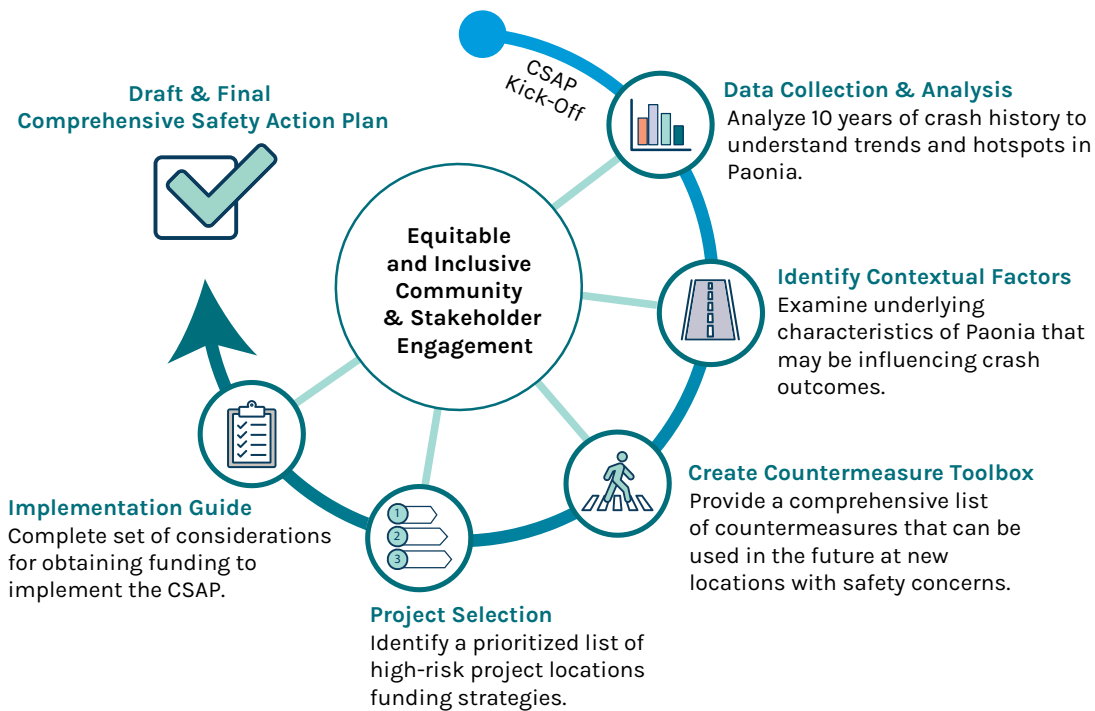
Task 2 Deliverables

- Bilingual Public Involvement Plan, including stakeholder contact list.
- Online Social Pinpoint map and engagement dashboard.
- Branded engagement materials and project website.
- Focus group listening session summaries.
- Marketing and advertising items for public meetings and intercept events.
- Event summaries provided following each phase of engagement (to be incorporated into the Final CSAP as well).
- Materials for periodic updates to the Board of Trustees and Commissions.
- Materials (including boards and outreach content) for intercept events.
- Materials (including boards and hands-on materials) for co-design workshops.
- Materials (including boards) for open house.



Task 3

Development of the Comprehensive Safety Action Plan



Developing a CSAP for the Town of Paonia will involve a multifaceted approach to systemic safety that includes community and stakeholder engagement paired with data collection and analysis to identify safety problems that can be mitigated through thoughtful engineering design and programmatic countermeasures. Based on our preliminary analysis, we understand that crashes in Paonia are fairly spread out in the Town. Our approach to developing the CSAP will focus on developing a data- and community input-driven set of high-risk factors within the Town that present clear opportunities for future crash mitigation.

The CSAP will feature all plan elements listed in the RFQ, including a purpose statement, background, and executive summary. The following sections describe the project team's proposed approach to developing the CSAP in greater depth.

3.1 Identification of Strategies and Projects

By evaluating CDOT crash data for the past 10 years and developing a robust profile of crash trends, we will understand existing problems that need to be addressed through the CSAP. We recognize that contextual factors such as traffic speeds, roadway conditions, land uses, and demographics are just some of the elements influencing traffic safety. We will work with Paonia staff and the community to ensure we keep community context and influential factors at the forefront.

Our team recognizes resources are finite and that some recommendations will have a more immediate impact on reducing traffic fatalities and improving safety. Rural, mountain town communities benefit from high-impact strategies that recognize the seasonal impacts of both weather and tourism on local infrastructure. We will develop recommendations for safety improvements at each of the high-risk locations identified during the safety analysis using elements from the countermeasures toolbox (described below) that have proven efficacy for addressing safety risks.

Following development of initial CSAP recommendations, the project team will cross-check these against ADA Transition Plan recommendations to identify relevant opportunities to incorporate and forward accessibility-focused elements through the CSAP process.

3.1.1. Countermeasure Toolbox

Based on the crash trends and countermeasures identified as part of the safety analysis, our team will create a comprehensive countermeasure toolbox for the Town's use to be delivered as a detailed table showing countermeasure representative images, descriptions, benefits, and costs. This will be a beneficial resource for the staff to reference once this project is completed to quickly identify solutions as safety problems arise. We will use the countermeasure toolboxes from FHWA as a starting point, but incorporate countermeasures that align with the local context of Paonia. The toolbox will also provide easy-to-share information when communicating with the public or presenting recommendations for future projects.

The toolbox will include both engineering and non-engineering countermeasures (including policy and or/ordinance recommendations). Many municipalities find that passing a local ordinance/resolution is an effective way to solidify the commitments within their CSAP following its adoption.

3.2 Prioritization

With an eye toward implementation, we understand that Paonia will need a prioritized list of the most impactful projects to move the needle on improving safety outcomes. Such a list will help inform your future decisions on which CSAP recommendations should be implemented first, including through the pursuit of federal or state grant funding.

To develop this list, the project team will both solicit public feedback and vet recommendations with PMT members. During Phase 2 of engagement, we will pair crash history with community context to diagnose the root causes of safety issues. Engagement throughout the life of the project will inform our team of locations where community members experience close calls, where crossing the street does not feel safe, or where vulnerable groups like children or individuals with disabilities are most likely to be present along the transportation network. The CSAP's Appendix will document how the project outreach fostered inclusivity, representation, and accountability. Monthly touchpoints with the PMT will allow for upfront discussions on feasibility and identify collaborative opportunities for implementation success.

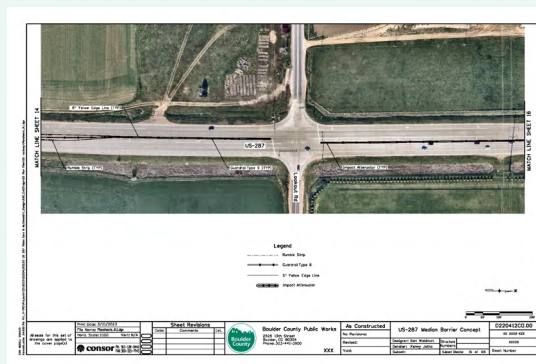
As part of the CSAP process, Consor will develop a ranking methodology that takes into account criteria like overall safety benefit, equity needs, feasibility, cost-effectiveness, project competitiveness for funding, alignment with ADA Transition Plan recommendations, and community desire. In collaboration with Paonia staff, Consor will select appropriate weighting so that any criteria determined to be more significant have a higher impact when assessing project priority.

3.2.1 Priority Project Design Plans

To position the Town for funding pursuit, SGM will develop plan-level (10% design) project sheets as a roll plot or similar deliverable for all identified priority projects, as well as associated cost estimates.

SGM will also develop concept-level design graphics, as a cross-section or cut sheet that highlights proposed safety improvements, for up to 3 of the highest-priority locations.

We have found this strategy to be a successful next step for communities (such as Glenwood Springs CSAP and US 287 Vision Zero and Mobility Study), both to support grant applications and because it offers local agencies an early opportunity to coordinate both internally and with area stakeholders to move recommendations to early design stages. We will solicit PMT feedback during concept development to facilitate this early buy-in.



Initial designs that Consor developed for the US 287 median barrier ultimately supported successful grant pursuit to fund this project.

3.3 Best Practices

During the creation of the CSAP, the project team will infuse Complete Streets principles within the proposed recommendations. All concepts will be developed in compliance with ADA standards, with recommendations from the forthcoming Paonia ADA Transition Plan providing an initial foundation for the location and scale of accessibility upgrade needs.

Consor will include an implementation guide consisting of cost estimates tied into project prioritization to assist the Town in identifying appropriate and appropriately scaled funding sources. Our team will identify potential grant funding opportunities for each recommendation, founded on updated federal guidance and the next transportation reauthorization, or the Town of Paonia Capital Improvement Program (CIP) funding.

Jenny Godwin serves as Colorado lead for Consor's grant support team and has assisted our clients with identifying funding opportunities and successfully pursuing competitive grant awards. We look forward to bringing our dedicated focus on implementation-oriented safety planning to Paonia.

3.4 Draft and Final Plan Preparation

Consor will develop a draft CSAP for the Town of Paonia based on our findings from the tasks described above and feedback from Town staff and leadership on the various deliverables provided throughout the project's duration. We will work closely with staff to refine the plan to deliver a final product that meets the Town's needs.

Draft Plan: Consor will work with Town staff on draft plan review to refine recommendations and confirm the approach matches local needs. Phase 3 engagement will be conducted in alignment with draft plan preparation. Community review



of the draft plan (either the full plan or an executive summary of major findings) will ensure plan alignment with community priorities and concerns.

Final Plan: Following incorporation of comments from the draft plan review process, Consor will add the implementation guide described above to the CSAP. The guide will be tailored to the final, prioritized project list. We will hold a final review meeting with Town staff once the draft Final Plan is delivered.

Once the final round of comments is incorporated, Consor will deliver a CSAP that is highly customized, image- and graphic-rich, easily comprehensible by the public, and that follows local branding standards. The plan will include photos, infographics, and tables to concisely and clearly convey key findings and recommendations.



Final Plan for Boulder County.

Task 3 Deliverables

- Countermeasures toolbox.
- Conceptual design plans and cost estimates.
- Implementation guide.
- Draft and Final Comprehensive Safety Action Plan (electronic and hardcopy versions).
- Draft Plan comment resolution matrix.
- All project documentation and files including spreadsheets, GIS map layers, support files, and PowerPoint presentations.

Task 4

Reporting and Deliverables

4.1 Progress Reports

Having collectively developed more than 30 CSAPs for clients across the county, the project team is confident in developing an actionable safety plan that documents community feedback, is rooted in achievable metrics, and delivers recommendations that appropriately meet the FHWA Action Plan Requirements. We commit to providing regular updates to document progress and the achievement of SS4A objectives.

4.2 Final Deliverables

As described in the Section 3 deliverables above, the project team will deliver the final CSAP in both print and digital formats. Furthermore, we will ensure the digital CSAP is fully accessible. Consor uses CommonLook PDF software to verify our deliverables are fully compliant with Web Content Accessibility Guidelines (WCAG). Our team has remediated hundreds of pages of plans, reports, and graphics to create inclusive documents that meet the highest accessibility standards for public agencies.

4.3 Compliance

Consor is currently working directly with FHWA on a grant agreement for an SS4A Implementation Project and is well-versed in current guidance regarding program requirements, preferred language, and performance measures under the current administration. Furthermore, we are familiar with the FHWA's grant agreement close-out process, including for reimbursable expense approvals and other related accounting tasks. The project team will make certain recommendations are rooted in the prevention of serious injuries and fatalities. We commit to providing regular updates to document progress and the achievement of SS4A objectives, including incorporating [FHWA's 7 Components of an Action Plan](#).

4.4 Final Deadlines

We commit to leaving Paonia with a CSAP you can use as a roadmap to meet your local roadway safety goals, following adoption by the Paonia Board of Trustees before May 8, 2027.

Task 4 Deliverables

- Documentation to ensure SS4A grant requirements are met.
- Draft and Final Comprehensive Safety Action Plan (electronic and hardcopy versions).

Quality Assurance and Compliance

Compliance

The project team is familiar with both FHWA Safe Streets and Roads for All (SS4A) program requirements, including required components of CSAPs, and Title VI compliance. Understanding the emphasis on community engagement throughout the Plan's development, the project team will ensure inclusive outreach strategies are at the forefront of both in-person and online opportunities.

ADA and PROWAG

The project team is also well-versed in both ADA standards and PROWAG and familiar with design requirements for each. Through projects such as Keep Greeley Moving Sidewalk Scope & Inspection Services, Consor has worked directly with local agencies throughout the data collection and design phases, providing valuable input to guide and improve construction processes and ensure standards are met.

Consor is familiar with the ADA Self-Evaluation and Transition Plan process, which the Town of Paonia is engaged in, having developed such plans and used plan findings to drive meaningful change and envision a more accessible future. Jenny Godwin spearheaded the development of the City of Boulder's ADA Self-Evaluation Plan during her previous employment with the city.

As a multimodal transportation focused firm, our team is driven by creating equitable solutions for all users of the transportation network, including the most vulnerable users. With this focus, we understand the importance and complexity of implementing ADA improvements. We also bring extensive knowledge and understanding of the role of reviewing plans for compliance.

The Consor team has worked with several municipalities where we have provided content that meets Web Content Accessibility Guidelines (WCAG) requirements. Consor also provides our clients with construction management and inspection services for implementation of curb ramps and ADA/PROWAG compliant infrastructure improvements.

Title VI Compliance

Consor North America is fully committed to compliance with Title VI of the Civil Rights Act of 1964, which ensures that no person is excluded from participation in, denied the benefits of, or subjected to discrimination under any program or activity receiving federal financial assistance on the basis of race, color, or national origin. Our firm recognizes that equitable access and fair treatment are essential to the success of the transportation and infrastructure projects we deliver, and we have established policies and procedures to uphold these principles across all aspects of our work.

We maintain a formal Title VI Program that includes written policies, complaint procedures, and staff training. All employees, consultants, and subcontractors working on federally funded projects are required to comply with these policies, and Consor actively monitors adherence through internal reviews and contract oversight. Complaints of discrimination can be filed directly with Consor and are addressed promptly and thoroughly, with records maintained in accordance with federal guidelines.

Beyond compliance, Consor proactively integrates equity into our project approach. This includes conducting outreach to historically underserved communities, offering translation and interpretation services, and ensuring that public engagement processes are accessible and inclusive. We work closely with agency partners to identify potential impacts on vulnerable populations and to incorporate mitigation measures into design solutions.

By embedding Title VI principles into our company culture and project delivery, Consor North America demonstrates our commitment to advancing equity, protecting civil rights, and supporting the goals of our clients and funding agencies.

Quality Assurance and Compliance

Quality Management

Prior to delivering the draft CSAP, 10% concept designs, or other deliverables, our team will execute an overall internal review to verify quality. As project principal-in-charge, Josh Mehlem will provide a detailed review of all deliverables, confirming alignment with Town goals and SS4A requirements.

The quality plan is an integral part of the PMP and is defined by Consor's Quality Management Procedures Manual.

Quality Management Plan: developed during scoping to establish quality assurance/quality control (QA/QC) team, define roles, and identify QA/QC milestones.

Quality Management Team: this team consists of senior-level engineers with a wealth of experience. Jenny will select the senior engineer best-suited to provide an independent QA/QC review depending upon the specific assignment.

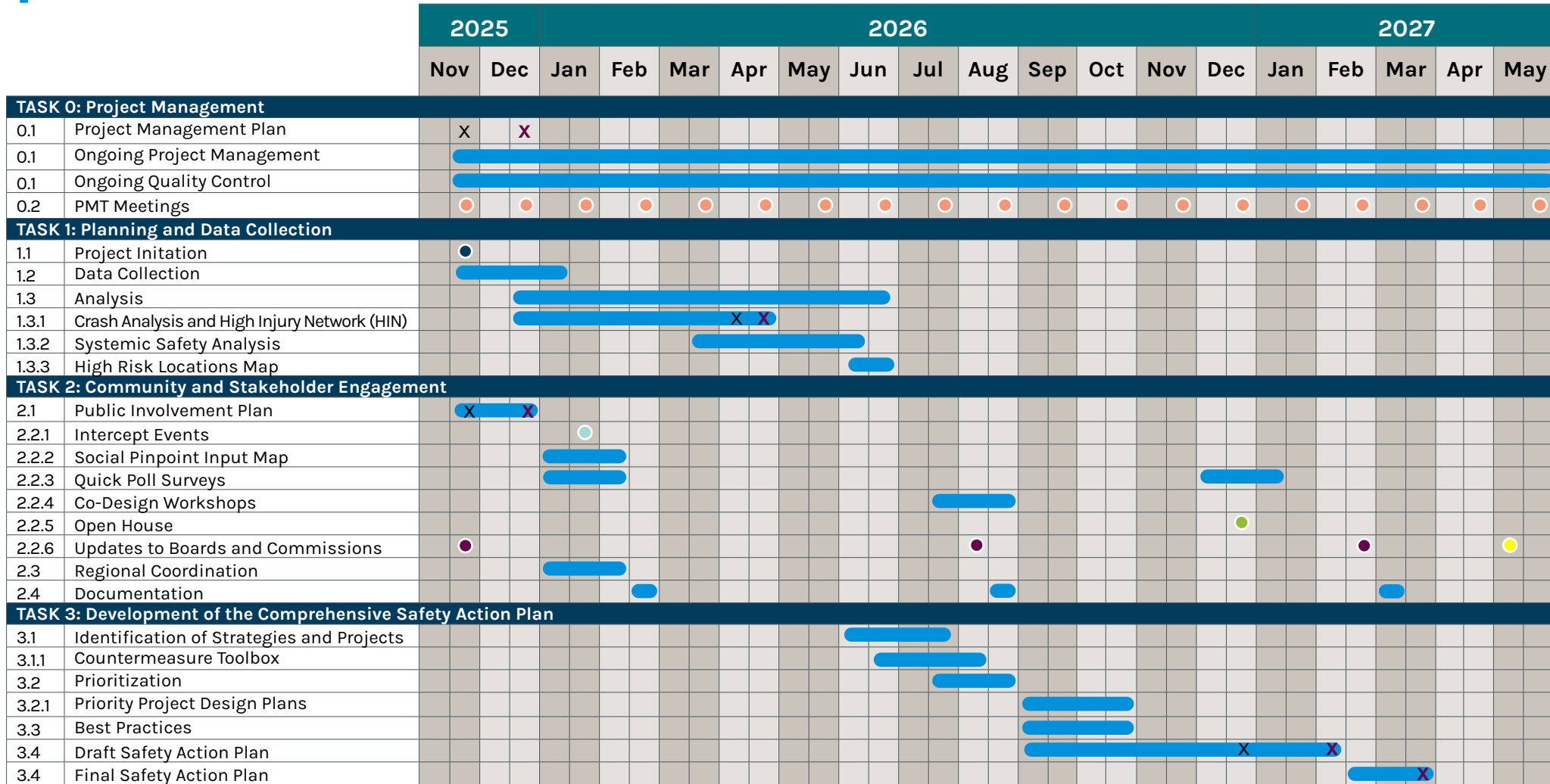
Quality Management Review Schedule: align QA/QC schedule with project schedule; confirm resource availability to meet schedule.

Quality Management Forms: QA/QC project tracking form, review confirmation form, review summary sheet.

KEY ELEMENTS OF CONSOR'S QA/QC PROGRAM

- 1 Internal Kick-off and Document Review.** Outlines who the reviewers are and when the reviews for each submittal are to be completed.
- 2 Design Guidelines and QA/QC Checklists.** Used to aid designers and reviewers with efficient production and review of project deliverables.
- 3 Frequent and Effective Communication.** This starts with listening to the Town and understanding your objectives for the project.
- 4 Deliverable Review.** QA/QC lead review of key deliverables prior to submittal.
- 5 Engineering Cost Control.** Our automated project accounting system allows real-time engineering budget monitoring relative to work progress to keep projects on track.

Schedule and Availability



LEGEND:

- Task Progress
- Project Kick-off Meeting
- PMT Meeting
- Update to Board/Commission

- Intercept Event*
- Open House
- Board of Trustees Adoption

- X Draft Deliverable
- X Final Deliverable

*single dot may represent multiple events

References



“For a regional corridor safety study with significant implications for funding and implementation, Consor Engineering succeeded in providing comprehensive analysis and recommendations wrapped into an instructive final report. We appreciate the collaboration with the Consor project staff. Their specialized services, attention to detail, and community-minded approach to planning and engineering filled the gaps of our agency's staffing and knowledge, as well as added value to the project from start to finish.”

- Landon Hilliard, AICP

Senior Transportation Planner

Boulder County Transportation Planning Division

P: 720.564.2294

E: lhilliard@bouldercounty.gov

“Working with Alta on Aspen's Safety Action Plan was a fantastic experience. Their team did an outstanding job meeting a very tight timeline while still delivering a thoughtful, comprehensive report tailored to Aspen's unique needs. They designed and hosted engaging outreach events that allowed us to gather meaningful community feedback, and their thorough data analysis not only laid a strong foundation for future projects but also highlighted key actions the City can take to improve safety for our most vulnerable users, including pedestrians and cyclists. We are grateful for their partnership and the high-quality work they brought to this important initiative.”

- PJ Murray
Project Manager
City of Aspen
P: 970.920.5055
E: pj.murray@aspen.gov

“The Consor project team far exceeded our expectations for the City of Glenwood Springs' Comprehensive Safety Action Plan. From the management of the project, where clear communication and scheduling was provided to the project team, stakeholders and public to the healthy outreach process where we received over 1,500 touch points to the technical engineering analysis and design of countermeasures and preliminary plans, Consor excelled. We appreciate their attention to the details while addressing our safety concerns on our roads, sidewalks and trails as we strive to achieve our Vision Zero goal of eliminating fatal crashes by 2030.”

- Lee Barger
Transportation Engineer
Glenwood Springs
P: 970.384.6448
E: lee.barger@cogs.us



SECTION 8

Required Information



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

01/02/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA LLC. 1225 17TH STREET, SUITE 1300 DENVER, CO 80202-5534	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS:	FAX (A/C, No):
CN144764051-MP-GAUWp-24-25	INSURER(S) AFFORDING COVERAGE	
INSURED Conzor North America, Inc 6505 Waterford District Drive, Suite 470 Miami, FL 33126	INSURER A: Continental Casualty Company	NAIC # 20443
	INSURER B: N/A	N/A
	INSURER C: National Fire Insurance Company	20478
	INSURER D: Federal Insurance Company	20281
	INSURER E: N/A	N/A
	INSURER F: N/A	N/A

COVERAGES **CERTIFICATE NUMBER:** SEA-004063275-05 **REVISION NUMBER:** 2

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:		7095110478	12/31/2024	12/31/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY		7095132738	12/31/2024	12/31/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	☐ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N N/A	7095135476 (AOS) 7095140595 (CA)	12/31/2024 12/31/2024	12/31/2025 12/31/2025	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Professional E&O		8250-1945 (SIR: \$5,000)	08/10/2024	08/10/2025	Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
For informational purposes only.

CERTIFICATE HOLDER**CANCELLATION**

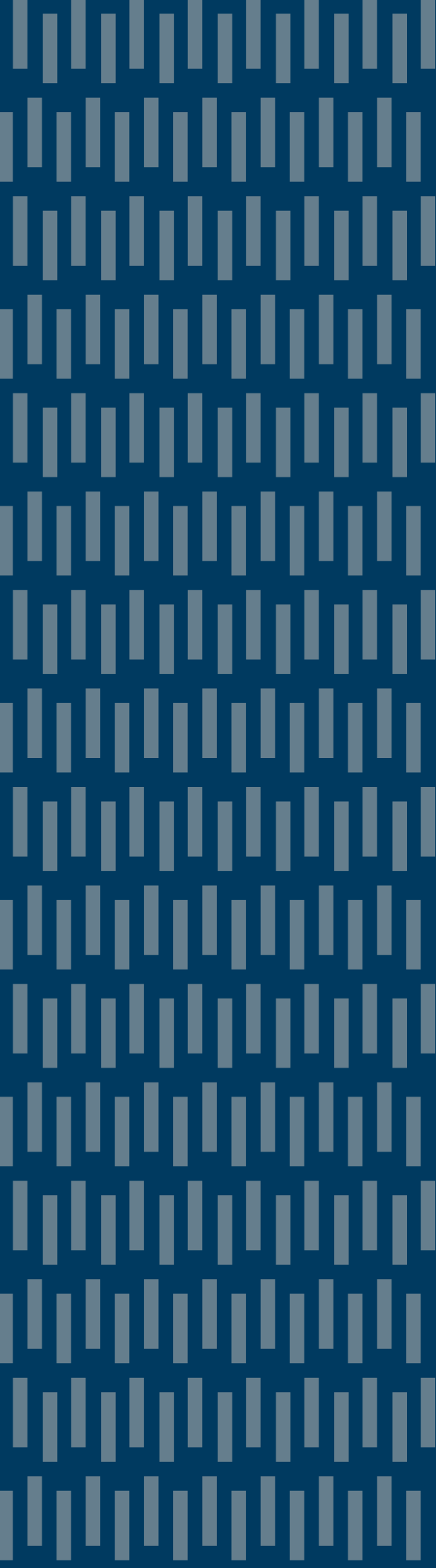
Conzor North America, Inc.
6505 Waterford District Drive, Suite 470
Miami, FL 33126

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Marsh USA LLC

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Appendix



Josh Mehlem, LEED AP | PRINCIPAL-IN-CHARGE

Josh's professional experience includes the development of mobility and safety plans and studies across Colorado and the Western US. Josh has a strong understanding of the complexities associated with developing and implementing mobility plans and projects that are safety and community driven. He has managed more than 80 projects where he focuses on data driven solutions, that include traffic, safety, and non-motorized information, so that the needs of all users are being considered. As a LEED Accredited Professional, he integrates sustainable ideas and complete streets practices into each of his projects.

EXPERIENCE

22 years

EDUCATION

MS, Landscape Architecture,
University of Arizona
BS, Wildlife Biology,
University of Arizona

REGISTRATIONS

LEED Accredited Professional

AFFILIATIONS

Association of Pedestrian and
Bicycle Professionals

National Committee of
Uniform Traffic Control
Devices - Bicycle
Technical Committee

KEY PROJECT EXPERIENCE

SHERIDAN BOULEVARD MULTIMODAL CORRIDOR PLAN AND PARKING STUDY; *City of Edgewater, CO; Project Manager.* Consor worked with the City of Edgewater, CDOT, and the City and County of Denver to complete a mobility and urban design planning study to produce an alternatives analysis with a preferred alternative and conceptual corridor design for bicycle, pedestrian, and safety improvements along the corridor between 26th Avenue and 17th Avenue. Within this segment of the corridor, there are uses and destinations that include Edgewater's Main Street (25th Avenue), Sloan's Lake Regional Park, and residences nearby, creating pedestrian demands and a need to improve safety for bicyclists, pedestrians, and transit users along Sheridan. A robust existing conditions and safety analysis along with an extensive public engagement process led to a well-balanced preferred alternative that reduces traffic speeds, provides accessible sidewalks for pedestrians, and creates bicycle connections from Denver to Edgewater. We have been working with the City to move the preferred alternative into a conceptual design to obtain concurrence from all stakeholders in the approach to design, standards being used, and implementation of safety measures. As we continue to move forward to FIR, we are actively working through environmental and utility clearances with CDOT.

WILLITS LANE CORRIDOR STUDY; *Town of Basalt, CO; Planner.* Consor supported the Town of Basalt, CO in reenvisioning a 1.5 mile segment of a minor arterial that serves as a parallel facility to SH-82. Willits Lane hosts residential, commercial, and industrial land uses, and is also a connection to regional multiuse trails as well as an access point for rafters traveling the Roaring Fork River. Willits Lane also supports a variety of transportation needs, from pedestrians and bicyclists utilizing the shared use pathway along the corridor, to heavy trucks accessing an industrial park. Consor led an effort to develop alternatives for the corridor to better accommodate all users through adding traffic calming elements that are context sensitive, increasing the share of right-of-way dedicated to active users, and enhancing intersections to reduce conflicts between vehicles, bicyclists, and pedestrians. In addition, Consor collaborated with the wider project team to add wayfinding and other amenities to Willits Lane in order to transform the roadway into a regional connector while maintaining its rural character.

GLOBEVILLE ELYRIA SWANSEA SAFER STREETS; *City and County of Denver; Project Manager.* Consor is collaborating with the Denver Department of Transportation & Infrastructure (DOTI) on the GES Safer Streets project to transform streets in the Globeville and Elyria-Swansea (GES) neighborhoods—making them safer, greener, more accessible, and better suited for all modes of travel (walking, biking, rolling, scooting, transit, and driving). Through an inclusive community outreach process that includes community survey's, pop-ups at local events, and open house and stakeholder meetings, we are building upon the community's priorities to deliver safer and slower streets in the Denver neighborhoods. Consor is the prime consultant, providing project management, alternatives analysis, conceptual design, cost estimating, risk assessment, preliminary and final design for 15 corridors in this subarea of Denver.





Jenny Godwin, AICP | PROJECT MANAGER

Jenny is a transportation planner with experience working on corridor plans, Vision Zero projects, and multimodal safety assessments. She specializes in designing accessible, equitable outreach strategies to engage with diverse stakeholder groups – both as in-person and virtual opportunities. She has developed successful grant applications for clients seeking to fund safety, ITS and safe routes to school transportation improvements. Jenny is committed to working with clients and stakeholders to design opportunities for people of all ages and abilities to navigate safely.

KEY PROJECT EXPERIENCE

EXPERIENCE

6 years

EDUCATION

MS, University of Colorado - Denver, Urban and Regional Planning

BA, Western Washington University, Urban Planning and Environmental Policy

REGISTRATIONS

American Institute of Certified Planners, #34327

COMPREHENSIVE SAFETY ACTION PLAN; City of Glenwood Springs, CO; Project Manager. Consor supported the City of Glenwood Springs (City) in developing its Safe Streets and Roads for All (SS4A) funded CSAP, including analyzing crash data locations/trends to identify hotspots and ultimately develop a High-Injury Network (HIN), High-Risk Network (HRN), countermeasures toolbox and suite of focus area projects/strategies to position City staff to apply for future funding. The CSAP process was accompanied by a robust online/in-person engagement effort, including special focus on hearing from the local school community and Spanish-speaking residents. The Glenwood Springs Comprehensive Safety Action Plan was adopted in August 2025.

SHERIDAN CORRIDOR SAFETY STUDY; Denver Regional Council of Governments; Project Manager. Through this collaborative multimodal planning project, Consor is spearheading plan development with multiple jurisdictions and developing countermeasures and concept designs focused on improving safety along the ten-mile Sheridan Boulevard corridor from I-76 to Hampden Avenue. As project PM, Jenny oversees data collection efforts, local agency/CDOT coordination, and robust stakeholder engagement to develop a road map for addressing the corridor's complex safety challenges.

MIAMI-DADE VISION ZERO PROGRAM; Miami-Dade County, FL; Project Manager. Miami-Dade County's Vision Zero Program is a robust and multi-faceted effort supporting this county of approximately 2.71 million people in achieving its goal of ending fatalities and serious injuries by 2040. Consor provides multi-modal support through engineering design, planning expertise, and in-house/extension of staff services. Jenny spearheaded development of the county's 2024 Vision Zero Action Plan, which includes extensive crash data analysis, developing a High-Injury Network (HIN), crafting Key Performance Indicators (KPIs), and outlining data-driven investment priorities. She has developed several successful grant applications for the County, including a \$16.2 million USDOT Safe Streets & Roads for All (SS4A) award and a National Safety Council Road to Zero Traffic Safety grant. Jenny also supports presentations to County boards, commissions, municipal leadership, and regional partners.

US 287 VISION ZERO AND MOBILITY STUDY; Boulder and Broomfield Counties, CO; Planner. Consor collaborated with Boulder County to complete a Vision Zero Safety and Mobility Study along the US 287 corridor from Broomfield to Longmont to improve safety for all modes. Consor performed an extensive safety analysis to identify crash trends and project recommendations, with an emphasis on mitigating severe injury and fatal crashes. The project required an extensive amount of coordination between key stakeholders including Boulder County, Colorado Department of Transportation (CDOT), City of Longmont, Town of Erie, City of Lafayette, and City and County of Broomfield to make sure recommendations aligned with the future projects and vision along the corridor. Jenny lead a team to fast-track implementation by supporting Boulder County with a grant application for the median barrier. Funding was secured in 2024 and the County and CDOT are working towards design and implementation of the median barrier.





Nikki Riemer, PE, RSP | COUNTERMEASURE DEVELOPMENT LEAD

Nikki is a transportation engineer and certified Road Safety Professional that brings a civil engineering background to complex planning and design projects. She has experience with Vision Zero and safety studies, road safety audits, traffic operations analysis, signing/ striping design, and traffic signal design. Nikki has a drive toward creating innovative, feasible, and cost-effective solutions to achieve transportation goals that benefit the community. Her previous work experience as a construction manager brings a unique implementation-focused perspective to projects whether they are to be implemented in the near-term or long-term.

KEY PROJECT EXPERIENCE

US 287 VISION ZERO SAFETY AND MOBILITY STUDY; Boulder and Broomfield Counties, CO; Transportation Engineer. Nikki led the development of the safety analysis and recommendations and multimodal connectivity improvements for the 24-mile US 287 corridor. The project required an extensive amount of coordination between key stakeholders including Boulder County, Colorado Department of Transportation (CDOT), City of Longmont, Town of Erie, City of Lafayette, and City and County of Broomfield to make sure recommendations aligned with the future projects and vision along the corridor. Multiple public outreach strategies were conducted, including an on-demand meeting and in-person focus groups. Nikki supported the development of a Safe Streets and Roads for All (SS4A) implementation grant application for the median barrier. Funding was secured in 2024 and the County and CDOT are working towards design and implementation of the median barrier.

DOWNTOWN MOBILITY & STREETScape IMPROVEMENTS PLAN; City of Littleton, CO; Transportation Engineer. The Downtown Core subarea is comprised of the National Register Historic District and Local Landmark District and features a mix of complementary uses with diverse architectural styles. Consor is working with the City of Littleton to develop a Downtown Mobility and Streetscape Improvement Plan that maintains the historic character of Downtown and variety of retail and dining options, while advancing multimodal mobility options to enhance the transportation network. Specifically, the plan is focusing on access, connectivity, circulation, clear wayfinding, and parking in Downtown Littleton. Enriched and additional streetscape improvements enhancing the visitor experience and economic vitality as well as the establishment of sustainable infrastructure are other key opportunities.

SOUTH BOULDER ROAD IMPROVEMENTS; City of Louisville, Colorado; Project Manager. Infrastructure and traffic signal operation improvements were made at several intersections along South Boulder Road in Louisville, Colorado to improve safety along the corridor. A crash analysis, traffic analysis, and field observations were completed to determine appropriate recommendations on the corridor between Eisenhower Drive to Main Street. Improvements included updating left-turn operations, installing leading pedestrian intervals, installing a Pedestrian Hybrid Beacon at a previously unsignalized location with high pedestrian crossings, and updating curb ramp geometry to shorten pedestrian crossing distances. Nikki oversaw the crash analysis and traffic analysis to determine the appropriate recommendations and led the development of the traffic signal modification plans. The traffic signal modifications and traffic signal operations were constructed in late 2022 and Nikki was in the field during implementation to ensure signal timings and equipment were installed and implemented correctly.

EXPERIENCE

10 years

EDUCATION

BS, Civil Engineering,
Bucknell University

REGISTRATIONS

Professional Engineer
CO: #56420
WY: #17519

CERTIFICATIONS

Road Safety Professional
Certification #623

AFFILIATIONS

Institute of Transportation
Engineers (ITE)

Pedestrian and Bicycle
Standing Committee
Secretary (2020-2022)

Micromobility Facility
Design Guide (co-author)

Women in Transportation
Seminar (WTS)





EXPERIENCE

8 years

EDUCATION

MS, Civil Engineering,
University of Colorado-
Denver, 2020

BS, Civil Engineering,
University of Texas at San
Antonio, 2015

REGISTRATIONS

Professional Engineer
Arizona #80942

Colorado #61452

Idaho #P21900

Nevada #032461

Texas #148166

Utah #1311701-2202

Florida #96006

Oregon #107033

Washington #25011487

CERTIFICATIONS

Professional Traffic
Operations Engineer #5748
Road Safety Professional
#1558

Sylvia has more than eight years of experience in traffic and transportation engineering. She has supported and managed a broad range of local and federally funded transportation planning and engineering projects, including traffic impact studies, transportation plans and corridor studies, signal timing, traffic and roadway design, intelligent transportation systems (ITS) design, and construction management. Sylvia has supported several clients in a staff augmentation capacity, overseeing development review, capital improvement program planning, and serving as a subject matter expert at community meetings, including Planning Commission and City Council meetings. Sylvia will leverage her local agency experience of leading CDOT oversight projects with her knowledge of traffic operations and design to identify the best solutions that increase the efficiency and safety of all modes of travel.

KEY PROJECT EXPERIENCE

EAST DARTMOUTH AVENUE TRAFFIC CALMING; *City of Englewood, Colorado; Traffic Design Lead.* The City of Englewood was awarded a Highway Safety Improvement Program (HSIP) federal grant to complete the planning, design, and construction of safety and multi-modal improvements along the East Dartmouth Avenue corridor. This roadway experiences higher-than-normal crash rates and serves as a major bicycle and pedestrian connection for the City. Sylvia is leading the traffic design to convert two intersections currently signalized to mini-roundabouts and install rapid-implementation bulb-outs at six intersections that will create smaller turning radii for vehicles while protecting bicyclists and pedestrians with vertical elements.

72ND AVENUE CORRIDOR STUDY AND PLAN; *City of Westminster, Colorado; Traffic Analysis Lead.* Sylvia led the operations and safety analysis for a three mile segment of 72nd Avenue in Westminster, Colorado. Since the corridor is part of DRCOG's high-injury network, Sylvia completed an alternatives analysis to identify potential mitigation measures to support a balanced transportation system that will promote the safety and efficiency of all transportation modes and make traveling the corridor safer and more comfortable. As part of the needs assessment, Sylvia completed a traffic operational analysis to determine delay and vehicle queue lengths at key intersections along the corridor. She also identified crash patterns and possible countermeasures at locations that were experiencing higher-than-expected crash rates.

GLENWOOD SPRINGS COMPREHENSIVE SAFETY ACTION PLAN; *Glenwood Springs, Colorado; Deputy Project Manager.* Consor developed a Comprehensive Safety Action Plan for the City of Glenwood Springs, focused on data collection, review and analysis of multiple data sources related to crashes, signal timing and Geographic Information System databases. Sylvia lead the traffic and transportation engineering efforts to support the development of both High Injury and High Risk networks that laid the foundation for developing a toolbox of engineering and non-engineering countermeasures, a project prioritization framework, and recommendations on programs and policy initiatives. These efforts will aid in the City's ability to address fatal and serious injury crashes, while simultaneously improving the built environment through policy, design and community awareness to help prevent serious crashes in the future.





Barry Riordon, M.Sc.E., EIT | SAFETY ANALYSIS LEAD

Barry is a transportation-focused civil engineering professional with a Master's in Traffic and Transportation from the University of New Brunswick. He has led and supported diverse projects across Atlantic Canada, specializing in traffic operations, road safety, and sustainable mobility planning. With a data-driven and community-focused mindset, he combines technical expertise with a passion for creating efficient, sustainable transportation solutions. His experience also includes teaching a university-level transportation course and contributing research to national conferences, equipping him to make a meaningful impact on future transportation initiatives.

KEY PROJECT EXPERIENCE

JEFFERSON COUNTY SAFE STREETS AND ROADS FOR ALL PLAN;

Jefferson County, CO; [Transportation Planner](#). Consor is supporting Jefferson County, CO in developing a roadway Safety Action Plan focused on roadways within Unincorporated Jefferson County and the participating local agencies, including Edgewater, Golden, Lakeside, Lakewood, Morrison, Mountain View, and Wheat Ridge. Barry has been leading crash history analysis by compiling data sets from multiple jurisdictions and multiple analysis years, combining datasets into a uniform format, and cleaning the regional dataset to verify crash locations. Barry will also be leading High Injury Network (HIN) segmentation and development. His knowledge of data management, GIS, and traffic operations enable Barry to oversee complex data analysis tasks. The Final Plan will highlight risk areas, outline safety improvement goals, and propose specific actions with implementation plans for each participating local agency to increase roadway safety for all users.

2024 KGM SIDEWALK SCOPE & INSPECTION SERVICES; *City of Greeley, CO; [Transportation Engineer](#).*

Consor is supporting Greeley's Keep Greeley Moving (KGM) Pavement and Sidewalk Improvements Program from 2024 to 2026 by providing consulting services in data collection, planning, design, and construction inspection. In 2024, we collected concrete improvement data for approximately 60 miles of concrete and sidewalk improvements in advance of the annual overlay program. Using the collected data, the team developed design plans and estimates for advertisement and bid. The Consor team will collect concrete improvement data for an additional 80 miles, culminating in nearly 140 miles of concrete and sidewalk improvements by the project's completion.

2023 SS4A ROAD SAFETY AUDITS; *City and County of Denver, CO;*

[Transportation Engineer](#). Consor is leading the facilitation of road safety audits along seven corridors and completing follow up work on two additional corridors where previous RSAs were conducted. Consor is leading a team of consultants, DOTI, CDOT, and elected officials through establishing methods for preliminary data analysis, conducting field reviews, and compiling final reports with safety observations and recommendations. Tasks include preparing a detailed safety analysis of the corridors, facilitating field observations, developing short-, mid-, and long-term recommendations, presenting preliminary findings to stakeholders, and completing the final recommendations RSA report. This project is estimated to be complete in March 2027.

EXPERIENCE

4 years

EDUCATION

MS, Traffic and Transportation, University of New Brunswick

BS, Civil Engineering, University of New Brunswick





Emma Knisley | Action Plan Development Support

Emma's professional experience focuses on the creation of safe, efficient, and comfortable multimodal networks that facilitate a shift towards a built environment that promotes accessibility, sustainability, and resiliency. Emma's experience in environmental planning, geospatial technologies, and graphic design allow her to evaluate community and environmental needs as they relate to transportation and convey innovative and comprehensive solutions that can be understood by the public and decision-makers alike.

KEY PROJECT EXPERIENCE

BOULDER COUNTY, SUPERIOR, AND LAFAYETTE VISION ZERO ACTION PLANS; *Boulder County, CO; [Transportation Planner](#).*

Conсор supported Boulder County, the Town of Superior, and the City of Lafayette in partnership to develop Vision Zero Action Plans to eliminate all serious injury and fatal traffic crashes within each municipality. Emma was involved in all aspects of this project, particularly a detailed safety analysis, development of data driven high-injury and high-risk networks, project prioritization, and robust community engagement. Drawing upon her expertise with Geographic Information Systems (GIS) and visual communications, Emma played an instrumental role in identifying high priority locations, developing detailed safety recommendations, and communicating each step of the process with community members and stakeholders.

LOCAL ROAD SAFETY PLAN; *City of Davis, CA; [Transportation Planner](#).* Emma and her team supported the City of Davis to create their first Local Road Safety Plan (LRSP). The LRSP applies Vision Zero principles to analyze collision patterns and the associated factors for all collisions on local roads in the City of Davis over the last 10 years. Emma used GIS to spatially analyze who is getting in collisions, when collisions are occurring, what types of collisions are occurring, and where collisions are occurring, as well as identify a High Injury Network (HIN) for all crashes and severe and fatal crashes. She developed a graphic map template to display the results of the analysis and clearly communicate the need for safety improvements. The LRSP includes an Executive Summary, GIS map package, and technical report.

US 287 VISION ZERO SAFETY MOBILITY STUDY; *Boulder County, CO; [Transportation Planner](#).* Conсор worked closely with Boulder County to develop a Vision Zero Safety and Mobility Study for US 287 between Broomfield and Longmont, a critical corridor with a history of serious injury and fatal crashes. The study investigated safety for people of all ages and abilities, using all modes of transportation along the corridor with respect to the roadway, intersections, station areas, and connections for walking and bicycling. From creating maps and graphics visually demonstrating crash trends or recommended mitigation factors along the corridor to hosting virtual public meetings, Emma facilitated outreach across multiple jurisdictions along the corridor and supported final report development.

ASPEN - WEST END SAFETY ASSESSMENT; *City of Aspen, CO; [Transportation Planner](#).* This traffic safety study focused on the West End neighborhood in Aspen and aimed to address seasonal traffic volumes, safety concerns, and potential improvements such as speed limit changes and pedestrian crosswalk upgrades. This project involved detailed analysis and recommendations to improve safety while balancing existing traffic patterns.

EXPERIENCE

3 years

EDUCATION

BS, Planning, Environmental Management and Protection, California Polytechnic State University





Jonny Rotheram, RSP₁

Community Engagement Support

YEARS OF EXPERIENCE

17 years

EDUCATION

Master of Transport Planning
University of Leeds, UK

BS, Geography and Computing,
University of Manchester, UK

AREAS OF EXPERTISE

Active Transportation Planning
and transit

Equity integration

Project management

Public/stakeholder
engagement

Safety analysis and Vision Zero
TDM initiatives and planning

REGISTRATIONS

Road Safety Professional®
(Level 1 #1342)

Jonny has over 17 years of experience in transportation planning, community outreach and influencing travel behavior change. Jonny specializes in multimodal planning; managing projects from initial data collection through to prioritization of specific improvements and plan adoption. His experience also spans developing TDM (transportation demand management) programs to complement infrastructure improvements with an eye on equity impacts. Jonny has experience leading research, design and development of multimodal access to transit, the creation of mobility hubs, Vision Zero plans and first and last mile solutions.

Relevant Experience

Denver Vision Zero Action Plan Update, Denver, CO

Jonny led the comprehensive update of Denver's Vision Zero Action Plan, conducting extensive spatial analyses to identify traffic safety trends. He developed and implemented actionable strategies, resulting in a refined plan that established safety priorities, introduced a tiered high-injury network, completed vulnerable road user analyses, and devised implementable actions to reduce traffic-related incidents.

Glenwood Springs Comprehensive Safety Action Plan, CO

As a subconsultant, Alta led stakeholder and public outreach efforts, including surveys, online comment maps, and in-person meetings, to gather community input on pedestrian, bicycle, and transit safety concerns. Alta also conducted a Vulnerable Road User (VRU) and Transit Crash Analysis, leveraging existing crash data, records, and field observations to identify high-risk locations and crash contributing factors. Based on these findings, Alta developed data-driven safety recommendations for targeted engineering, policy, and behavioral interventions aimed at improving pedestrian and bicyclist safety, transit access, and overall mobility. Jonny served as Project Manager.

Aspen Safety Action Plan, CO

Jonny was the Project Manager for the development of a Safety Action Plan for the City of Aspen. The project involved a safety and crash analysis that identified themes and contextual factors for the City's top ten safety locations, especially for those walking, bicycling, and taking transit in Aspen. Common factors guided the development of a Safety Countermeasure Toolkit, which will be applied based on various behavioral and environmental factors to improve safety throughout the City.

Additional Relevant Experience

- Denver Bicycle Safety Action Plan, Denver, CO
- AABC Multimodal Transportation Plan, Pitkin County, CO
- DRCOG Active Transportation Plan, CO
- Atlanta Neighborhoods Safety Action Plans, Atlanta, GA
- Safety Action Plan, Sandy Springs, GA
- Osceola County Metro Plan SS4A, FL



Chloe Ward, PE

Alta Project Manager & Community Engagement Lead

YEARS OF EXPERIENCE

10 years

EDUCATION

BS, Civil Engineering, Iowa State University

AREAS OF EXPERTISE

Safety
Multi-use trail design
On-street bicycle design
Wayfinding
Design guidelines

REGISTRATION

Professional Engineer:
CO (#0056849); AZ (#71106);
UT (#11782267-2202);
ID (P-21461); NV (#030607)

PROFESSIONAL ASSOCIATIONS

WTS - Colorado Chapter
Institute of Transportation Engineers

Chloe joined Alta after discovering that her passion for active transportation could be translated into her career as an engineer. With 10 years of transportation engineering experience, Chloe is an expert in bicycle and pedestrian design ranging from small mountain towns to dense urban areas. She works on a range of projects, including on-street bicycle and pedestrian facilities, multiuse pathways and trails, and design guidelines. Chloe has led two rounds of multi-year trainings on bicycle and pedestrian facility design for the Colorado DOT. She also developed and facilitated trainings on Pedestrian and Bicycle Facility Design Course through the National Highway Institute (NHI) of the FHWA. She has provided similar trainings for the MPOs, DOTs, and City staff across the country.

Relevant Experience

Aspen Safety Action Plan, CO

Chloe is Project Manager for Alta's work to develop a Safety Action Plan for the City of Aspen. The project involves a safety and crash analysis that identifies themes and contextual factors for the City's top 10 safety locations, especially for those walking, bicycling, and taking transit. Common factors will guide the development of a Safety Countermeasure Toolkit, which may be applied based on various behavioral and environmental factors to improve safety throughout the City.

Safety in the Downtown Core, Aspen, CO

Chloe worked with the City of Aspen to develop conceptual designs to reallocate space within the right-of-way to prioritize pedestrian and bicycle safety on the popular Galena-Cooper corridor within Aspen's Downtown Core. To accompany the concept designs, Chloe led the development of a video illustrating proposed multimodal improvements and their safety benefits. This was used to help City Council reach consensus on recommended improvements, and to help them gain a clear idea of the look and feel of different alternatives. Chloe prepared signing & striping construction documents for the planned improvements, which were installed as a living lab in Summer 2022.

El Paso Vision Zero Action Plan, TX

Alta led the El Paso Vision Zero Action Plan, an extensive effort developed with the aim of securing implementation funding through the SS4A program. The process involved a robust and complex systemic safety analysis resulting in vehicular and pedestrian High Injury Networks, ten unique crash profiles, predictive modeling, crash cost implications, and policy and infrastructure recommendations to change the culture of safety in El Paso for all roadway users. Chloe served as an engineer on this project.

Additional Relevant Experience

- 13th Ave Corridor Multimodal Mobility Study, Aurora, CO
- Community Transportation Networks Planning & Design Services, Denver, CO
- Multimodal Options for a Vibrant Economy (MOVE), Glenwood Springs, CO





Rebecca Lilliquist, EIT



Safety Analysis & Countermeasure Development Support

YEARS OF EXPERIENCE

5 years

EDUCATION

BS, Civil Engineering, Minor in Urban Planning and Design, University of Washington

AREAS OF EXPERTISE

Multimodal transportation
Road Safety Assessments
Active Transportation design
Public engagement

REGISTRATIONS

Engineer-in-Training: WA
(#20120059)

PROFESSIONAL HIGHLIGHTS

WTS - Phoenix
Engineers Without Borders -
UW Project Lead

Rebecca is a transportation engineer based in Phoenix. She is passionate about multimodal transportation systems and the role that they play in sustainable urban growth and connecting communities. Rebecca offers experience managing and leading design for public sector transportation projects, including pathways, bikeways, and roadways, as well as experience with Road Safety Assessments. She has developed PS&E for a variety of transportation projects, and provided construction support. Rebecca is skilled with design, alternatives analysis, inter-departmental coordination, and public outreach and engagement.

Relevant Experience

Teton County Safety Action Plan, WY

Alta is leading a team to develop a Comprehensive Safety Action Plan for the Town of Jackson and Teton County, which were awarded a SS4A grant in 2022. Alta is leading a systemic safety analysis, a new multimodal mobility network, and updates to Town/County design guidelines with the intent of seeking SS4A implementation funding in the 2025 funding cycle. In addition to cultivating local partnerships through a strong community engagement effort, this SS4A Safety Action Plan incorporates a variety of crash data analyses, including a High Injury Network and crash profiles, that will provide insights on the County's most pressing safety needs. Rebecca is providing design support on this project.

Mill Creek Safety Action Plan, WA

Alta worked with the City of Mill Creek to develop and adopt a Safety Action Plan. The plan aims to improve roadway safety by significantly reducing or eliminating roadway fatalities and serious injuries for all road users including pedestrians, bicyclists, public transit users, drivers, and commercial vehicle operators. In addition to cultivating local partnerships through a strong community and stakeholder engagement effort, this SS4A Safety Action Plan incorporates crash data analysis, including creating a High Injury Network, developing a Risk Factor Analysis and conducting an Equity Area Analysis. Rebecca is a engineering designer on this effort.

East Multnomah County Transportation Safety Action Plan, OR

Alta is working with Multnomah County to develop and adopt a Transportation Safety Action Plan for the eastern portion of the County, outside of the City of Portland. The final plan will include extensive stakeholder coordination, robust public engagement, the development of a High Injury Network, crash profiling, equity analyses, and policy and infrastructure recommendations to change the culture of safety in East Multnomah County for all roadway users. Rebecca is a designer on this project.

Additional Relevant Experience

- El Paso Vision Zero Action Plan, AZ
- Denver Regional Council of Governments Active Transportation Plan, CO
- Maricopa Association of Governments Active Transportation Plan, AZ
- South San Francisco Safe Routes to School, CA
- School Safety Program Study, Modesto, CA





Matt Fralick, PE, TE, PTOE

Conceptual Design Development Support

YEARS OF EXPERIENCE

13 years

EDUCATION

BS, Civil Engineering, Georgia
Institute of Technology

AREAS OF EXPERTISE

Multimodal design
Signal design
Signing and striping
Traffic studies
Safety analysis

REGISTRATIONS

California Traffic Engineer
License #3141
Professional Traffic Operations
Engineer: (#4941)
Professional Engineer:
CO (#0055226)

PROFESSIONAL ASSOCIATIONS

Association of Pedestrian and
Bicycle Professionals
International Transportation
Engineers

Matt is a Civil Engineer with 13 years of experience in the transportation sector. He specializes in traffic signal design and operations, operational analysis, safety analysis, signing and striping, traffic studies, and ITS design, with extensive hands-on experience managing and maintaining traffic signals and ITS components. Matt regularly develops PS&E packages for projects in Colorado. He works closely with clients and contractors on design build projects for multimodal improvements that enhance the safety and comfort of all modes.

Relevant Experience

Wilson Corridor Study, Teton County, WY

Alta led development of a corridor plan for Wyoming Highway 22 through the Town of Wilson. This plan sought to integrate regional vehicular capacity needs, parking and access requirements, bicycle and pedestrian connectivity, safety, and regional trail connectivity into a comprehensive vision for the corridor. Public engagement efforts for the project included in-person and virtual open houses, stakeholder interviews, and collaborative workshops. The project was part of the successful Teton Mobility Corridor Improvements BUILD Grant. Matt was an Engineering Associate on this effort.

Jefferson Avenue/Cleveland Street Intersection Improvement, Redwood City, CA

Alta prepared PS&E for the installation of a traffic signal at the intersection of Jefferson Avenue and Cleveland Street and a HAWK signal at the intersection of Jefferson Avenue and Clinton Street. The improvements, which included signing, striping and traffic calming amenities, contributed to a safer environment for pedestrians and bicyclists transiting the corridor. Matt served as the Traffic Engineer.

Pedestrian and Bicycle Safety Improvements for Ojai Avenue/SR 150 and Maricopa Highway/SR 33, Ojai, CA

Alta is providing professional design services to prepare PS&E and Project Approval for this pedestrian and bicycle safety improvement project. The proposed design includes Class II and Class IV bike lanes on along the 2.75-mile road corridor and includes landscaping and sidewalk infill improvements. As Project Engineer, Matt is helping to analyze the crash data and other traffic information to help with in the Design Standard Descion Document (DSDD).

Additional Relevant Experience

- Jackson County Intersection Analysis, WY
- Pedestrian Crossing Treatment Conceptual Design, Boulder, CO
- Fort Collins Bicycle and Pedestrian Facility Design, CO
- Upper Main Street Safety & Mobility Project, Vancouver, WA
- Downey and South Pedestrian Refuge Islands, Long Beach, CA
- Ocean Boulevard Traffic Study, Long Beach, CA
- Horton Street Bicycle Boulevard Temporary Traffic Calming Design, Emeryville, CA



YEARS OF EXPERIENCE

9 years

EDUCATION

MURP, University of Colorado, Denver

BS, Business Administration, Colorado Christian University

AREAS OF EXPERTISE

Program management

Program analysis

Database management

Survey design and analysis

Community outreach

Active transportation planning and design

Community outreach and campaign marketing

TDM program design and implementation

Event planning

Adobe Creative Suite

GIS analysis

REGISTRATIONS

American Planning Association

American Institute of Certified Planners (#32414)

Robby Long, AICP, APA

Action Plan Development Support

Robby Long is a planner bringing more than nine years of experience helping clients use TDM strategies to achieve trip reduction, climate, and long-range planning goals. Robby's experience ranges from TDM/TMO planning to implementation. He is practiced in leading TMO feasibility studies, helping launch TMOs, identifying funding and writing grants, and implementing TDM measures vetted by robust market analysis, public engagement, and local policy. He brings his expertise in survey design and analysis, GIS analysis, grant writing, non-profit management, and other planning services to support his projects.

Relevant Experience

Denver Vision Zero Action Plan Update, Denver, CO

Alta undertook a deep dive analyzing Vision Zero action plans both nationally and internationally to ensure the action plan utilized the latest in crash analysis, storytelling and effective action items to lead to a decrease in traffic related deaths in Denver over the next six years. The team developed a new method of safety analysis, using clustering to identify locations where vulnerable road users (e.g. people walking, biking or motorbiking) were over-represented in the city. Our team also expanded the city's definition of the High Injury Network (HIN) by creating two tiers to better focus safety remedial investment. Robby served as Planner.

Franklin Safe Streets for All Action Plan, TN

As Project Manager, Robby is managing a Safe Streets for All project in Franklin Tennessee with a focus on correlating equity- and crash-based data to inform policy and process changes that ultimately reduce crashes that result in a fatality or serious injury. Recommendations include both programmatic and physical countermeasures that will result from community input, stakeholder feedback, and thorough analysis of crash trends. Results are prioritized based on crash severity and proximity to contextual factors found to have a higher instance of more severe crashes.

Anderson County Safety Action Plan, TN

With a focus on the Safe Systems approach, Robby is currently the Project Manager for the expansion of a pre-existing Safety Action Plan completed for the City of Knoxville, Tennessee. Tasks include integrating a county-wide crash analysis and development of a high-injury network based on severity-weighted crash locations, identifying areas where crashes are overrepresented within disadvantaged or underserved communities, and developing a recommendation framework to ensure eligibility for future SS4A funding opportunities.

Additional Relevant Experience

- Sandy Springs Safety Action Plan, GA
- Denver Moves Everyone, Denver, CO
- Transportation Solutions Program Management, Denver, CO

Miles Graham Community Engagement Support

Miles Graham is a strategic planning executive with decades of experience in infrastructure development, coalition building, facilitation, and issues management. Throughout his career, Miles has advised a range of public, private, and not for profit entities on the most complex and challenging situations facing the Rocky Mountain West. His expertise in government affairs and community building spans the water, transportation, land use, public health, natural resource, and outdoor recreation sectors.

Pitkin County CO | Community Growth Advisory Committee | Facilitation, project Management, government affairs

GBSM managed the Community Growth Advisory Committee (CGAC) established by the Board of County Commissioners (BOCC) to provide recommendations for limiting and mitigating the impacts of growth and development on Pitkin County. The project focuses on community and climate, adjusting and managing the impacts of growth through changes to the land use code, and county policies as well as navigating changes in state government.

Colfax BRT | Denver CO | Public Outreach, interagency coordination, coalition building, media relations

Guiding a multi-year studies East Colfax Avenue and gathering significant community input, the City and County of Denver will evaluate a center-running bus rapid transit (BRT) service from Broadway to Yosemite with a dedicated transit lane in each direction. The project includes new and enhanced transit stations, service amenities, improved pedestrian, and bike connections, and placemaking opportunities. West of Civic Center Station to Denver Union Station, BRT will operate in the side-running transit lanes along 15th and 17th Streets. East of Yosemite to I-225, BRT will be side-running in mixed flow traffic with potential enhanced stations that will be coordinated with the City of Aurora. Upon implementation, the project will reduce transit travel time by 15 to 30 minutes, provide more affordable and reliable access to over 250,000 jobs and community services along the corridor, enhance comfort and safety, and create exciting streetscape, placemaking, and economic development opportunities.

Denver Moves: Broadway | Denver CO | Public Involvement Lead

Miles led an extensive community engagement campaign for people-friendly street design on Broadway – one of Denver's busiest and most visible transportation corridors. The goal of the effort is to improve safety and mobility with multi-modal street design that includes a two-way parking-protected bikeway, intersection improvements, traffic signal updates, and bus stop enhancements. The outreach process that Miles is leading leverages peak walking/biking season activities, pop-up events, and collaborative coalition building throughout the corridor with neighborhood organizations, businesses, and civic groups.



Mavis Fitzgerald **GBSM Project Manager & Community Engagement Support**

Mavis Fitzgerald is a strategic communications expert with more than 15 years of experience in mobility, growth, and development, particularly in the Rocky Mountain West's Mountain and more rural areas. She led an array of projects for western-slope and front-range communities that included community engagement, branding, and communications on issues including higher education, municipal governance, drought-preparedness, land use, and mobility.

Project 7 Water Authority | Western Slope CO | Board facilitation, interagency coordination, coalition building, government affairs, funding strategy, media relations

GBSM is leading the strategic planning and community outreach for the Project 7 Regional Water Supply Program, and its seven independent member entities comprised of local governments and water districts. The goal of the effort is to develop a resilient water supply for the more than 50,000 customers served by Project 7 in the Uncompahgre Valley.

To align stakeholder priorities, technical milestones, and community values, GBSM created and is implementing a comprehensive communications strategy and coalition building framework. With a clear program roadmap, we are currently facilitating complex interagency meetings and presentations to diverse stakeholder groups, as well as providing strategic counsel to identify funding opportunities and cultivate a coalition of elected and public agency supporters.

Pitkin County CO | Community Growth Advisory Committee

GBSM managed the Community Growth Advisory Committee (CGAC) established by the Board of County Commissioners (BOCC) to provide recommendations for limiting and mitigating the impacts of growth and development on Pitkin County. The project focuses on community and climate, adjusting and managing the impacts of growth through changes to the land use code, and county policies as well as navigating changes in state government.

Colorado Department of Natural Resources | Statewide – Colorado | Public outreach, media relations, project management, coalition building

Designed and ran a statewide multimedia, bilingual education, and outreach initiative around Low Head Dam safety. The project included stakeholder identification and outreach, a media launch event, website content, public space messaging, digital and radio ad campaigns, and public events.





Senior Engineer II
Wastewater Team Leader

Education
BS Civil Engineering,
Colorado School of Mines,
2003

**Registration/
Certification**
Professional Engineer, CO
PE 0042640

Colorado Class D
Wastewater Operator

General Background

Brandyn is the Wastewater Treatment Team Leader and a Senior Engineer II at SGM, where he has worked since 2003. He has extensive experience in the design and construction of water and wastewater treatment facilities, pump stations, water storage tanks, water and sewer line reconstructions, road reconstruction, roundabout design, and drainage projects. Brandyn is also well-versed in the Colorado Department of Public Health and Environment (CDPHE) permitting process for water and wastewater treatment plants.

Summary of Experience

Municipal Engineering. Brandyn's career has focused primarily on serving municipal clients, including cities, towns, counties, and special districts. He has prepared master plans and rate studies, completed water and sewer line replacements, conducted development reviews and drainage studies, handled project permitting, discharge permits, and site applications, and provided funding assistance and capital improvement plans. Brandyn currently serves as Town Engineer and/or District Engineer for several municipalities, including the Roaring Fork Water and Sanitation District, Spring Valley Sanitation District, and Durango West Metro District No. 2.

Transportation. Brandyn has completed roundabout designs for the City of Rifle and road reconstruction projects for the Town of Carbondale. Brandyn's involvement included design, coordination with the owners and the Colorado Department of Transportation, construction management and regular attendance at public meetings.

Drainage. Brandyn has been involved with many drainage projects including a study prior to the design of the roundabouts for the City of Rifle. Brandyn has completed drainage studies/reports for the Love development in Rio Blanco County and the WJ Ranch development in Pitkin County and has been involved in drainage analysis when designing/expanding wastewater treatment facilities.

Wastewater / Water Treatment. Brandyn has been involved with various aspects of many different wastewater treatment projects including the Town of New Castle, Town of Rangely, Town of Eaton, City of Rifle, City of Glenwood Springs, City of Salida, Snowmass Water and Sanitation District, Roaring Fork Water and Sanitation District and Eagle River Water and Sanitation District. His involvement ranges from design, project management, construction observation, to public meetings and coordination with the Colorado Department of Health and Environment.

Regulatory Support Services. Brandyn has a rich history in providing regulatory support services to clients throughout Colorado. He prides himself on building a trusting relationship with the state agencies such as the Colorado Department of Public Health and Environment (CDPHE). This mutual respect with regulatory agencies has allowed him to obtain construction approval with minimum feedback on permits, reports and construction drawings for potable infrastructure projects.

Representative Project Experience

**Town of Paonia General
Engineering Services
2013 - Present**

Paonia, CO. Brandyn serves as the Client Service Manager for the Town of Paonia. His work has included the design and construction of water storage tanks, water and sewer line, road reconstruction, and drainage projects. He also served as the Project Manager for Paonia's Capital Asset Inventory and Capital Improvement Plan.



Engineer IV

Transportation Team
Leader

Education

BSCE Civil Engineering,
Michigan Technological
University, 2014

Registration/Certification

Professional Engineer, CO
PE 0056117

General Background

Ashley, SGM's Transportation Team Leader, has worked for SGM since 2015 and has been involved with the design of large public infrastructure projects. She has been focused primarily on road and bridge projects but has also worked on numerous trail projects throughout the Western Slope. Ashley has a well-rounded background with AutoCAD Civil3D and has applicable project experience in roadway design, sidewalk, bike lane, multi-use path, intersection, utility design, roundabout, trail, site grading, drainage, waterline, and sewerline design.

Summary of Experience

Transportation Engineering. Ashley brings a wealth of experience in roadway design, shared-use trail design, roundabout design, intersection design, and sidewalk replacement projects. Her work adheres to ADA standards, ensuring sidewalks, ramps, and driveway accesses meet regulatory requirements. Additionally, she possesses proficiency in grading, drainage design, and utility design. She also assists structural engineers in developing various wall designs, guardrail layouts, abutment designs, and bridge approaches.

Traffic Engineering. Ashley has a solid background in traffic engineering, demonstrated through her hands-on experience in setting up and managing traffic counters. Her skills extend to conducting various traffic studies and employing radar detectors, tube counters, and portable video data collection devices.

Civil Engineering. Within civil engineering, Ashley has proven her versatility by preparing grading and drainage plans, utility plans, and stormwater management plans. She excels in drainage analysis and design, road design, and trail design. Ashley is adept at conducting drainage analyses, developing site grading plans, designing retaining walls, performing traffic studies, and crafting trail designs.

Representative Project Experience

US-40 West Trail 2021 - Present

City of Steamboat Springs, CO. Ashley is currently serving as the Project Manager and Lead Trail Engineer for a pedestrian underpass and trail extension. The project involves coordination between CDOT and property owners, trail design, utility relocation, retaining wall design, and storm drainage design.

27th Street & HWY 82 Underpass 2020 - 2022

Roaring Fork Transportation Authority, Glenwood Springs, CO. Ashley served as the Lead Roadway and Trail Engineer for the pedestrian underpasses located in Glenwood Springs, CO. The Rio Grande Trail was realigned to go under 27th Street and State Highway 82 to access RFTA's 27th Street Park & Ride. The project involved additional sidewalk design, trail design, retaining wall design, storm drainage design, ADA ramp design, and stairway design.

South Midland Avenue Improvements 2017 - 2022

City of Glenwood Springs, CO. Ashley served as the Lead Design Engineer for the reconstruction of South Midland Avenue from 27th Street Roundabout to 4-Mile Road. The project involved widened travel lanes, sidewalks, utility relocation, drainage system improvements, rockfall mitigation, uphill soil nail walls, downhill redi-rock walls, and a roundabout.





Senior Engineer

Project Manager, Civil Services Sector

Education

BS, Civil Engineering, University of Minnesota, 1989

BA, Dual Degree, Engineering, College of Scholastica, 1987

Professional Affiliations

Professional Engineer, CO

Professional Traffic Operations Engineer (PTOE)

General Background

Dan is an SGM Principal with 35 years of experience providing traffic and transportation engineering, civil engineering, and project management for Western Slope public sector projects. Dan regularly serves as a Principal-in-Charge for various projects, ensuring overall corporate support and client satisfaction for the project, as well as providing analysis and recommendations when needed. He is a proven Project Manager and Design Engineer for a variety of projects, including state/county/municipal roadway design, district and municipal infrastructure improvements, resort, and subdivision development, and dam/water resources permitting. Dan brings his well-rounded management and team leadership expertise to all SGM clients and projects.

Summary of Experience

Transportation Project Management. The main focus of Dan's career has been designing transportation projects for municipalities across the Western Slope. As Project Manager and Project Engineer, Dan was responsible for traffic analysis and studies, public process, conceptual, preliminary, and final design, coordination of the survey and utilities, drainage and pavement analysis, construction documents and bidding, and construction management and administration.

Resort Development Projects, Western Slope, CO. Dan has served as Project Manager/Engineer for most of SGM's resort development projects over the past 25 years, overseeing topographic survey, engineering design, approval documents, construction documents, bid and construction administration, construction survey, and construction observation. The projects included analyzing and designing deep utility systems, roadways, trails, and storm drainage improvements.

Representative Project Experience

US 40 Trail Phase 1 & 2 2015 – 2024

Town of Granby and Colorado Department of Transportation, Region 3, Granby, CO. Dan served as the Project Manager for the design, CDOT process, and construction oversight for this 1.4-mile, \$2.8M overall project. This CDOT Local Agency project was designed and approved by CDOT in 2015-16. Phase 1 construction was completed in 2017, and Phase 2 construction will occur in 2024.

Thompson Road Reconstruction 2022 – 2023

Town of Granby, CO. Dan served as the Project Manager for the engineering and construction of this critical link from US 40 to the Town's commercial area. SGM was responsible for the survey, design, and construction oversight of this \$1.9M construction project.

I-70 South Frontage Road Widening and Roundabout 2017 – 2022

Town of Vail and Colorado Department of Transportation, Region 3, Vail, CO. Dan served as the Principal-in-Charge for the engineering of the widening of the south frontage road from two lanes to four lanes.

South Midland Avenue Reconstruction and Drainage Improvements 2017 – 2022

City of Glenwood Springs, Glenwood Springs, CO. Dan served as the Principal-in-Charge for the engineering of the preliminary design for the reconstruction of Midland Avenue. The project includes the reconstruction of 1 ¼ miles of a two-lane asphalt road with steep side slopes and limited right-of-way width.

ECO Trail 2015 – 2020

ECO Trails, Eagle County, CO. Dan served as the Project Manager and Project Engineer, which included a shared-use path that connected the Town of Eagle to the Horn Ranch Property.



Engineer III

Transportation Team

Education

BS Civil Engineering,
Colorado State University,
2020

Registration/ Certification

Professional Engineer, CO
PE 0065745

General Background

Michael is a Colorado licensed Professional Engineer on the Transportation team and has been involved with the design of large public infrastructure projects. His focus has been primarily on road and bridge projects, but he has also worked on trail projects. Michael has a well-rounded background with AutoCAD Civil 3D, Site Design, and project experience in utility design, site grading, and drainage. Michael joined SGM in 2021.

Summary of Experience

Transportation. Michael's experience includes roadway design, shared-use trail design, and curb ramps conforming to ADA standards. Additionally, he has experience performing grading and drainage design, scour protection, pipeline design, and trail and utility river-crossing design.

Traffic Engineering. Michael has experience setting up traffic counters and conducting traffic studies. His traffic equipment setup experience includes radar detectors, tube counters, and portable video data collection devices. Michael's experience includes traffic studies include traffic impact studies and turning movement studies.

Civil Engineering. Michael's experience includes the preparation of grading and drainage plans, utility plan preparation and stormwater management plans, traffic studies, road design, and trail design. Tasks included:

- Site grading plans
- Conducting traffic studies
- Trail design
- Proficient use of AutoCAD

Representative Project Experience

US-40 West Trail 2021 - Present

City of Steamboat Springs, CO. Michael is currently serving as the Design Engineer for the West Trail Connection project. This project involves an underpass under US-40, a sidewalk, a drainage system, uphill walls, and a soft surface trail. Tasks include trail design and plan production.

Snowmass Culvert Replacement 2022 - 2023

Town of Snowmass Village, CO. Michael served as the Design Engineer for this culvert replacement project. Tasks included grading, trail, roadway, and guardrail design.

27th St. Pedestrian Underpass 2021 - 2022

Roaring Fork Transit Authority, Glenwood Springs, CO. Michael served as a Design Engineer for SGM's Transportation Team. This project consisted of two underpasses underneath SH-82 and 27th St. to connect the Rio Grande Trail to the RFTA Park & Ride. Tasks included plan production, erosion control plan, plan and profile, and signing and striping.

Red Cliff Streetscapes 2021 - 2022

Town of Red Cliff, CO. Michael served as the Design Engineer on a streetscape master plan to provide the new infrastructure the town was lacking. This project consisted of a new sidewalk, asphalt, curb ramps, and parking. Tasks included creating alternative exhibits, widening roadway, analyzing parking, and participating in a public open house.

REQUEST FOR QUALIFICATIONS 2025-07

Safe Streets for All

CONSULTANT

OCTOBER 22, 2025



Submitted to:



Submitted by:





October 22, 2025

Town of Paonia
PO Box 460
Paonia, CO 81428

RE: Request for Qualifications: Safe Streets for All Consultant RFQ 2025-07

Dear Selection Committee:

The Town of Paonia is at a pivotal moment in improving transportation safety, accessibility, and mobility for all users. As a small rural community, Paonia faces unique challenges including limited sidewalks, missing ADA ramps, deteriorated roadway conditions, irrigation ditch conflicts, and the absence of dedicated bicycle facilities. The recent 2024 vehicle–bicyclist fatality underscores the importance of this effort and the urgency of protecting the community’s most vulnerable users. The development of Paonia’s Safety Action Plan (SAP) represents an opportunity to address these issues directly while advancing the Town’s vision for a safe, connected, and livable community. Felsburg Holt & Ullevig (FHU) has assembled a highly qualified Mountain West team eager to partner with the Town to complete this important work.

- ▶ **FHU is a recognized leader in Safe Streets and Roads for All (SS4A) planning and implementation**, with our Mountain West team leading or supporting seven SAPs across Colorado and Wyoming, including those for Centennial, Larimer County, Cheyenne MPO, Pikes Peak Area Council of Governments (PPACG), Adams County, Jefferson County, and Boulder. We have approached each effort to meet FHWA’s SS4A program requirements while producing plans that are locally grounded, data-driven, and ready for future implementation grant funding.
- ▶ We understand that Paonia’s transportation system must balance a walkable downtown core with regional state highway connections, context we know well through our work with Carbondale, Telluride, De Beque, and other mountain and rural communities. Our approach will **build on Paonia’s existing vision while identifying specific, high-impact projects** that improve safety and comfort for people walking, biking, and driving.
- ▶ FHU’s Mountain West team will lead this effort and has the opportunity to work from our Grand Junction office, allowing us to support Paonia from nearby. Our team’s collective experience in safety planning, multimodal analysis, public engagement, and funding strategy will deliver a **practical, community-informed plan that positions Paonia to compete successfully for future grant funding**.

We appreciate the opportunity to partner with the Town of Paonia on this important initiative and look forward to helping shape a plan that reflects the community’s values and creates a safer, more connected future.

Sincerely,

FELSBURG HOLT & ULLEVIG

Stephanie Ball, AICP
Project Manager

Gaurav Vasisht, PE, PTOE, RSP2 (IB)
Principal-in-Charge

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant **Town of Paonia, Colorado**

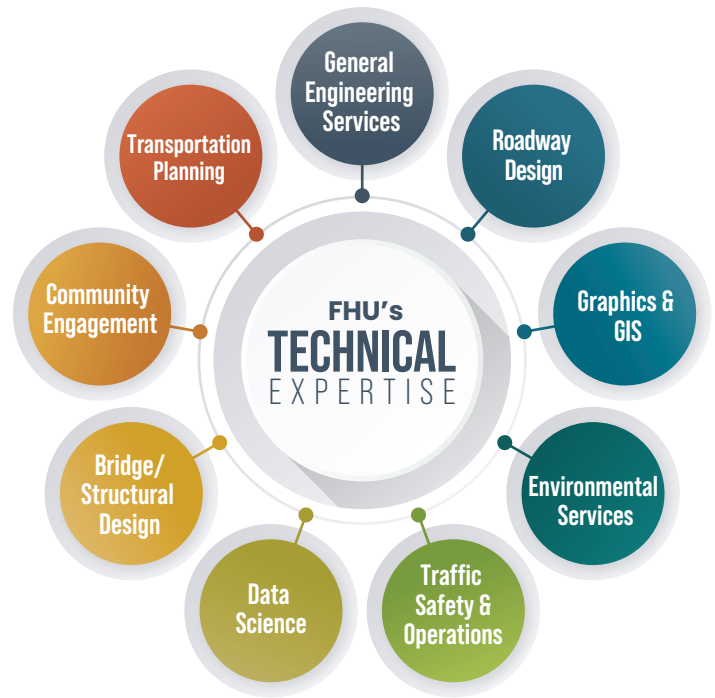
The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☐ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: <i>"RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]"</i> . |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

Firm Qualifications & Experience

Since 1984, FHU has been at the forefront of safety analysis. We have completed hundreds of safety studies and assessments, designed many innovative and practical countermeasures into safety plans, and actively engaged in the development of regional plans throughout rural and urban environments.

With our extensive safety experience, including numerous SAPs and Road Safety Audits (RSAs), we have forged an unmatched knowledge and capability in meeting SS4A project requirements and implementation while applying a proactive approach to addressing safety risk factors.



FHU is a transportation consulting firm specializing in transportation planning, civil engineering design, traffic engineering, and environmental services. Our philosophy is to provide high-quality professional services that emphasize creative, cost-effective, and environmentally sensitive solutions.

FHU employs over 200 staff across 11 offices in 5 states. We will coordinate our Comprehensive Safety Action Plan (CSAP) work from our headquarters office in Denver but may also involve staff from our other Colorado offices. As a mid-sized firm, FHU combines exceptional depth of resources and breadth of experience with excellent accessibility to key personnel with a high level of responsiveness.

Staff and Services

FHU has maintained a highly qualified professional and technical staff, which has grown to a current team of multimodal transportation planners, traffic engineers, civil design engineers, structural engineers, environmental analysts, construction management specialists, GIS specialists, technicians, and graphic designers. Our award-winning staff includes more than 60 Professional Engineers registered in Colorado, Nebraska, South Dakota, and several other states.

Our professional services encompass the spectrum of transportation and related civil engineering design. In addition to the technical and analytical skills necessary for successful project completion, we also provide supplementary support services essential for project implementation, including stakeholder engagement, public outreach, and agency coordination services.

History of Safety Capability

At FHU, we apply our extensive design experience to build innovative and practical countermeasures into safety studies and plans, along with cost estimates for implementation. We have also used this expertise in safety plans to develop designs and cost estimates for future grant applications.

Our successful history of applying for and winning safety grants for agencies not only gives us an understanding of the process but helps us develop implementable plans.

FHU has supported hundreds of multimodal transportation plans across the Mountain West, ranging from long-range transportation plans and SAPs to corridor studies, funding strategies, and grant applications. Our deep understanding of the planning process allows us to guide every stage from public and stakeholder engagement to data-driven analysis, prioritization, and implementation planning.

We have extensive experience working with mountain and rural communities including Carbondale, Telluride, Mountain Village, De Beque, and others, where we have developed context-sensitive solutions that balance regional mobility with local character and livability.

With an office in Grand Junction, FHU continues to expand its presence on the Western Slope. This local base allows our Mountain West team to provide responsive, place-based support and a clear understanding of regional priorities. Together, our experience and proximity enable us to deliver a plan for Paonia that is practical, community-informed, and tailored to the town's unique needs and opportunities.



Larimer County Safety Action Plan Larimer County, CO

The “Larimer on the Move” initiative brought together Larimer County’s Long-Range Transportation Plan and its first countywide SAP, which was successfully adopted in April 2025, to create an integrated strategy addressing mobility, access, and safety across all modes. The Transportation Plan evaluated existing and future conditions using the North Front Range MPO’s travel demand model to analyze traffic operations and system needs through 2050.

In parallel, the SAP analyzed crash data to identify high-injury locations and systemic risk factors. Grounded in Safe System principles, it identified targeted and systemic countermeasures to reduce serious injuries and fatalities and positioned the County for SS4A implementation funding.

FHU led a comprehensive engagement strategy involving municipalities, CDOT, regional partners, and the public through a statistically valid community survey, interactive web tools, pop-up events, and staff work sessions. The process emphasized collaboration and consensus-building to ensure both plans reflected shared regional goals and local priorities. Final deliverables included a prioritized multimodal project list, cost estimates, a funding and implementation strategy, and performance measures to track outcomes and guide future investments.



Centennial Safety Action Plan Centennial, CO

The City of Centennial’s SAP, adopted in April 2025, identified and prioritized strategies to reduce fatal and serious injury crashes citywide. FHU supported the City in preparing its successful SS4A grant application and subsequently led the plan’s development from start to finish. The plan built on the foundation of the City’s Transportation Master Plan (also led by FHU) and included comprehensive safety analysis, community and stakeholder engagement, policy review, and project prioritization.

FHU ensured the plan met all SS4A requirements and positioned the City for future implementation funding. The process incorporated an oversight committee, detailed crash and systemic safety analyses, equity-focused engagement, and policy and process evaluations to guide data-driven decision-making. FHU also developed an interactive Tableau dashboard to visualize safety performance metrics, which the City can continue to update annually to track progress and maintain transparency.



Mobility Access Plan Carbondale, CO

FHU led a community-driven planning effort to develop the Mobility Access Plan (MAP), a multimodal improvement toolkit designed to guide future safety and mobility investments in Carbondale, a community with a walkable downtown core and regional state highways similar in context to Paonia. The toolkit identifies strategies such as intersection enhancements, traffic calming measures, and bicycle and pedestrian improvements to create a safer, more connected transportation network.

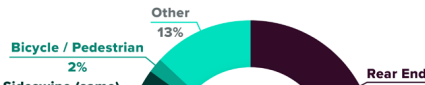
FHU conducted extensive community engagement through an interactive online map, digital outreach, and more than 5,000 mailed postcards. Feedback from residents helped identify key safety concerns and priority locations for improvement. A second round of engagement refined the draft toolkit and confirmed project priorities, ensuring the plan reflects local needs and values.

We presented the resulting context-sensitive toolkit as a set of informational cutsheets, each outlining the purpose, applicability, and safety benefits of specific countermeasures. This format built a shared understanding of solutions and provided a practical framework for implementing both targeted and systemic improvements, advancing Carbondale’s vision for a safe, accessible, and multimodal transportation system.

Safety Analysis

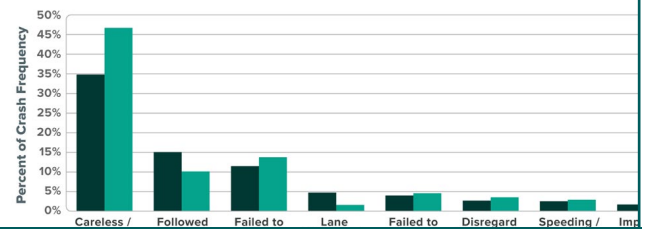
The distribution of crash types and other factors in Centennial reveals important patterns that can inform future safety efforts. Among all crash types, Rear End collisions are the most frequent, accounting for 36 percent of total crashes. Other common crash types include Broadside, Approach Turn, Fixed Object, and Sideswipe Same Direction crashes. Certain types of crashes, such as Broadside and Approach Turn, are disproportionately represented in severe crashes, confirming that these types may be more likely to result in injury or fatality. This analysis explores crash types, driver behavior, and contributing factors to shed light on patterns that can guide targeted interventions for improving road safety.

What | Crash Types



How | Driver Actions

Careless or Reckless Driving, the most frequently cited driver action, is cited in 47 percent of severe (injury and fatal) crashes versus only 35 percent of total crashes. Of note, law enforcement often cite Careless Driving as a driver action when an injury occurs because there is an option to cite "careless driving causing bodily harm." Failure to Yield Right-of-Way, Failure to Stop at Signal, and Disregard of Other Traffic Control driver actions are all cited in a higher percentage of the severe crash frequency than in the total crash frequency.



A Growing Portfolio of SS4A Plans

FHU continues to expand its role as a trusted SS4A partner, supporting local, regional, and multijurisdictional SAPs across Colorado and beyond. Our current portfolio, which includes both lead and subconsultant roles, reflects our ability to tailor methodologies, engagement strategies, and implementation frameworks to meet each community's needs.

Pikes Peak Area Council of Governments, CO

FHU is leading the development of a regional SAP for a large tri-county area that includes suburban, rural, and mountain communities. Each setting requires a distinct approach to safety analysis and context-sensitive solutions. FHU is meeting with each local agency to ensure the plan addresses their most pressing safety issues while maintaining regional consistency and coordination.

Cheyenne Metropolitan Planning Organization (MPO), WY

FHU is leading the development of the Cheyenne MPO's first SAP, focused on advancing the implementation of safety projects and strengthening policy and process improvements, particularly related to speed management. The plan is designed to serve both the City of Cheyenne and surrounding Laramie County communities, positioning the region for future SS4A implementation funding.

Adams County, CO (Subconsultant)

FHU is supporting a multijurisdictional SAP involving coordination with every municipality within the county. The team developed an equity index and a custom ArcGIS Online dashboard for each participating community, designed to be owned and maintained by the County to support long-term transparency and performance tracking.

Jefferson County, CO (Subconsultant)

FHU is supporting the County's SAP by leading crash analysis and developing context-sensitive solutions tailored to the specific challenges of Jefferson County's mountain communities and their interface with state highways and county roads.

Across these efforts, the FHU Mountain West team has completed or is actively supporting seven SAPs, spanning the full scope of SS4A activities from planning structure and safety analysis to engagement and implementation strategy. FHU remains focused on delivering context-specific, grant-ready plans that reflect local priorities and position communities for future funding success.

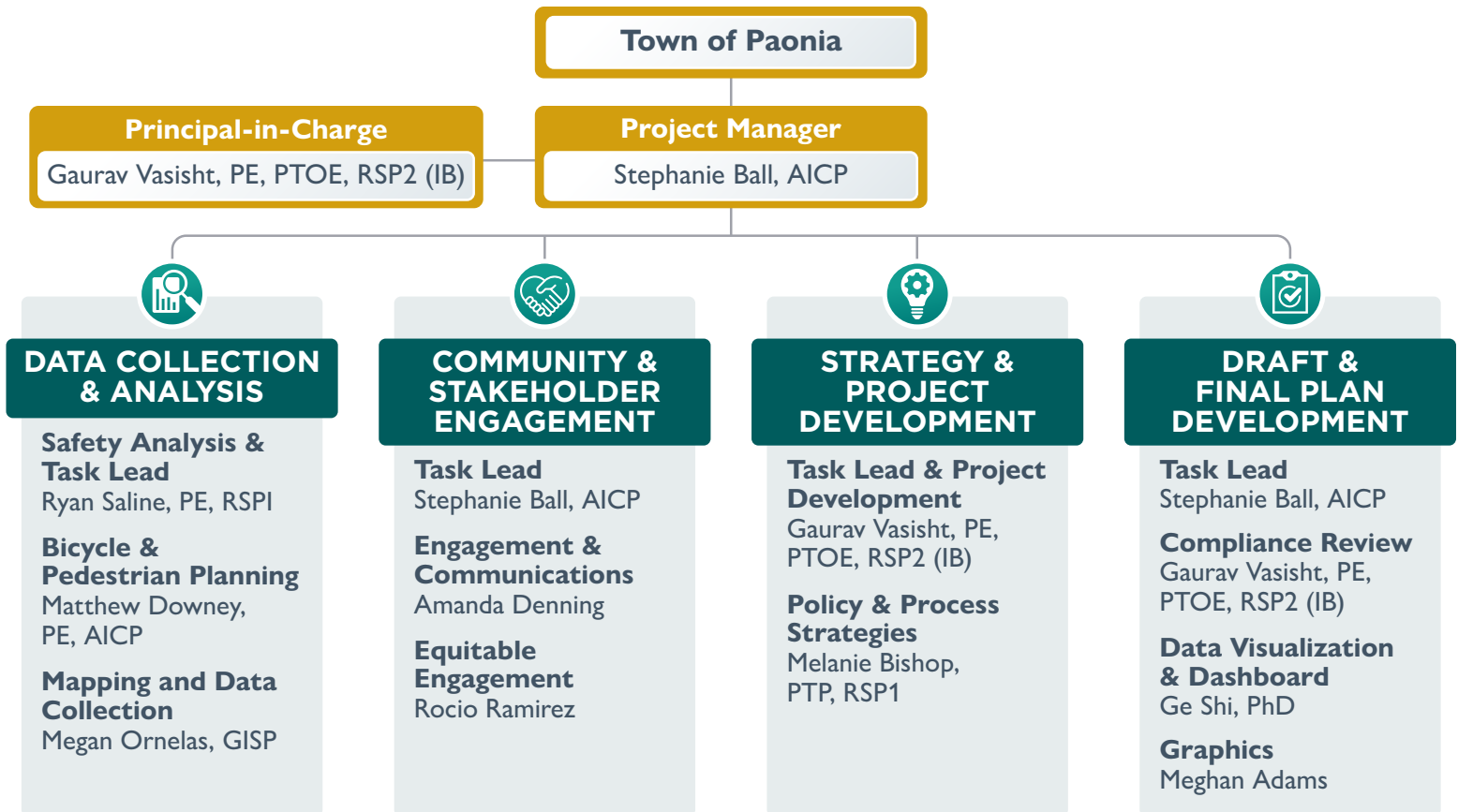


FHU supported the update to Boulder's Vision Zero SAP with a comprehensive crash and systemic safety analysis that built on the City's Safe Streets Boulder Report. The plan enhanced Boulder's eligibility for federal funding by identifying and prioritizing projects aimed at reducing fatal and severe injury crashes, while meeting all CSAP requirements. FHU also assisted City staff in preparing an SS4A Implementation and Demonstration Grant application focused on high-priority pedestrian crossing upgrades.

In December 2023, the Federal Highway Administration (FHWA) awarded the City \$23 million in SS4A funding, a direct outcome of the plan's strategic direction and FHU's support in positioning the City for success.

Project Team

The FHU team possesses a proven track record in traffic safety studies and a clear understanding of SS4A guidelines. Our proposed team brings extensive, up-to-date SS4A experience, with several team members currently supporting or finalizing SAPs across Colorado and Wyoming. Many of these efforts are now wrapping up, allowing our team to apply the latest lessons learned while maintaining full capacity to support Paonia's SAP.



Key Team Members



Gaurav Vasisht, PE, PTOE, RSP2 (IB) | Principal-in-Charge & SS4A Compliance

Gaurav brings 24 years of experience as a traffic safety and operations expert who has successfully delivered SS4A SAPs and managed numerous multidisciplinary safety studies. He is currently completing several major SS4A projects, including those for PPACG, Adams County, Cheyenne, and Jefferson County. Gaurav's expertise in safety analysis will elevate this project in identifying safety concerns and appropriate countermeasures in planning studies and infrastructure design projects. **Why this team member?** Gaurav's in-depth knowledge of required SS4A SAP components, procedures, and delivery will maximize the potential for future SS4A and other safety grant awards through this project.



Stephanie Ball, AICP | Project Manager

With 9 years of industry experience, Stephanie specializes in translating transportation challenges into clear, actionable plans. She recently supported Larimer County with their adopted SAP, building on her experience in supporting the City of Boulder in creating their first Vision Zero Action Plan (2022), where she analyzed crash data and transformed detailed data into accessible maps, charts, and graphics. **Why this team member?** Stephanie's exceptional organizational skills and communication expertise make her a key asset in her role as project manager. Her combination of project management expertise, technical knowledge, and previous experience working on SAPs ensures practical, data-driven strategies tailored to meet community needs.



Ryan Saline, PE, RSP1 | Safety Analysis

For the past 8 years, Ryan has been involved in various traffic analysis projects for both public and private sector clients, including freeway operations analyses, lane closure strategies, safety assessments, and traffic forecasting. For the last 2 years, Ryan has been instrumental in FHU's portfolio SS4A projects and major safety assessments. During Denver's Vision Zero Roadway Safety Audits, he conducted field audits for several corridors, helped develop recommendations for safety improvements, and developed conceptual designs of recommended improvements. **Why this team member?** Ryan has a specialized skill set for evaluating transportation safety using data-driven analytical techniques. Through his analytical techniques, he assesses existing safety problems based on crash records, identifies crash patterns on the transportation network, and provides recommendations for cost-effective improvements.



Matthew Downey, PE, AICP | Bicycle & Pedestrian Planning

Matthew is passionate about ensuring transportation systems work for everyone, regardless of their mobility needs and preferences. Throughout his 10-year career, he has been involved in both design and planning projects, with experience in active mode and transit planning, on- and off-street bicycle facility design, and public involvement. **Why this team member?** Matthew has built a strong portfolio of developing recommendations for bicycle and pedestrian facility improvements, both at the corridor and network level; assessing existing conditions for bicyclists using Level of Traffic Stress analysis; and engaging with key stakeholders and community members.



Melanie Bishop, PTP, RSP1 | Policy & Process Strategies

With 10 years of industry experience, Melanie combines travel demand modeling and forecasting with in-depth analysis of key locations, enabling her to assess and enhance traffic operational performance and safety considerations effectively. Melanie excels in conducting analyses that inform decision-making, while effectively conveying technical information to stakeholders and the public. **Why this team member?** With a strong transportation planning background, Melanie understands how to address community sensitivities regarding key safety concerns, making her broad range of experience an asset to any project.



Rocio Ramirez | Equitable Engagement

Rocio has 6 years of experience in transit and transportation planning across rural and urban areas. Committed to equitable processes, she conducts Title VI analyses, develops equity frameworks, and tailors engagement strategies to improve mobility. She leads transit assessments, collaborates with stakeholders, and implements strategies to enhance connectivity. **Why this team member?** Rocio uses her fluency in Spanish to ensure project materials and public facing documents are accessible and available in English and Spanish, ensuring broad and meaningful outreach in Colorado communities.



Amanda Denning | Engagement & Communications

Community engagement is vital to project success, and Amanda, FHU's community engagement and communications manager, brings 18 years of experience across sectors to make it happen. She partners with clients to move projects forward through effective public involvement and innovative strategies that build understanding and support. **Why this team member?** Amanda takes a holistic approach to defining project goals and selecting effective communication tools to craft tailored messaging strategies that help each audience understand the planning and decision-making process and their ability to contribute or influence outcomes.



Megan Ornelas, GISP | Mapping & Data Collection

Megan manages FHU's GIS team and has 27 years of GIS experience. She provides high-level GIS analysis, data management, database design, map template creation, cartographic design, and cartographic production on a various design, environmental, traffic and planning projects. She also brings experience and knowledge in developing web mapping applications in both the public and private sectors. **Why this team member?** Megan's project experience with web mapping applications includes development using the ArcGIS Online platform, in addition to web mapping prototype/design, use case requirements, development/implementation, documentation, and best practices and standards.



Ge Shi, PhD | Data Visualization & Dashboard

Ge has 7 years of experience in sustainable transportation, safety analysis, and transportation policy, drawing on a background that integrates urban planning, geography, and data science. His multidisciplinary experience across startups, non-profits, and academia informs his systems-thinking approach to advancing street design, road safety, and equitable mobility solutions. **Why this team member?** Ge has been a key team member in developing interactive dashboards for FHU's SAPs and the Colorado Department of Transportation (CDOT)'s Active Transportation Plan, including the Priority Active Corridor Explorer (PACE) tool. He uses his expertise in data analysis and visualization to help agencies prioritize investments and track progress toward safety and mobility goals.

Staff Availability Table

Name	Role	Availability
Stephanie Ball	Project Manager	80%
Gaurav Vasisht	Principal-in-Charge	60%
Ryan Saline	Safety Analysis	75%
Melanie Bishop	Policy and Process	75%
Matthew Downey	Bicycle/Ped Planning	65%
Rocio Ramirez	Equity	50%
Amanda Denning	Engagement	65%
Megan Ornelas	GIS	70%
Ge Shi	Data Visualization	30%



Gaurav Vasisht, PE, PTOE, RSP2 (IB) | Principal-in-Charge/SS4A Compliance

Gaurav brings 24 years of experience as a traffic safety and operations analyst and a project manager who has successfully managed numerous multidisciplinary transportation studies and design projects for municipalities, federal agencies, and the state of Colorado. His expertise in safety analysis and design has helped him successfully identify safety concerns and appropriate countermeasures in planning studies and infrastructure design projects. His technical expertise, problem-solving acumen, interpersonal skills, and results-oriented work ethic have helped him excel at managing and supporting projects.

Education

- MS, Civil Engineering (Concentration in Transportation Engineering), University of Cincinnati
- Bachelor of Technology, Civil Engineering, Institute of Technology, BHU Varanasi, India

Licenses/Certifications

- Professional Engineer: CO
- Professional Traffic Operations Engineer
- Road Safety Professional RSP2 (IB)

Centennial Safety Action Plan | Centennial, CO

Gaurav served as project manager for the City of Centennial's SAP, developed under the SS4A program. He led the full planning process, including goal setting, oversight committee coordination, crash and systemic safety analysis, and robust public and stakeholder engagement. The plan incorporated equity considerations for impact assessments of proposed projects and strategies on underrepresented communities, as well as policy and process evaluations and a prioritized list of safety strategies and projects to guide future investments and funding applications.

Larimer County Safety Action Plan | Larimer County, CO

As project manager, Gaurav oversaw the development of Larimer County's adopted SAP in coordination with the County's Transportation Plan. His leadership ensured alignment across both efforts and adherence to SS4A requirements. The project included crash and systemic safety analysis, community engagement, equity assessments, and development of a risk-based prioritization framework to support near-, mid-, and long-term implementation of safety improvements.

Vision Zero Roadway Safety Audit | Denver, CO

FHU led Denver's first Vision Zero Roadway Safety Audit (RSA) project, with Gaurav serving as the project manager, RSA lead, and engineering lead. For this Vision Zero project, the FHU team assessed 10 major CDOT urban arterial corridors in Denver. As part of the RSA, the FHU team comprehensively inspected and analyzed facilities including over 75 signalized and unsignalized intersections, urban segments, pedestrian and bike facilities, and transit connectivity. The inspections and audits looked extensively into data on Killed or Severely Injured (KSI) crashes, overall crash patterns, surrounding land use, and transportation network connectivity from the 4-E perspective (Engineering, Emergency, Education and Enforcement) for a multipronged approach to developing innovative safety solutions that go beyond the scripted solutions.

As part of the next phase of this project, Gaurav managed the design of proposed short-term project improvements that implement countermeasures identified in the RSA report. Countermeasures range from the Federal Highway Administration's proven safety countermeasures and signing/striping improvements to civil design and intelligent transportation system (ITS) applications.

Boulder Vision Zero Action Plan | Boulder, CO

Gaurav served as the FHU lead for the safety analysis and implementable conceptual design development for the Boulder Vision Zero Action Plan. The safety analysis identified and prioritized projects and developed multidiscipline countermeasures to reduce fatal and injury crashes in Boulder. This project resulted in the City of Boulder receiving a \$23 million SS4A implementation grant.



Stephanie Ball, AICP | Project Manager

Stephanie has extensive experience developing SAPs, long-range transportation plans, and multimodal corridor studies that help communities create safer, more connected, and accessible transportation systems. With 9 years of industry experience, she specializes in translating complex data and community input into clear, actionable strategies that balance local priorities with implementable solutions. Her work equips communities to set a strong vision for the future of transportation while laying the foundation for project implementation and funding. Stephanie's leadership on efforts such as the Larimer County and Cheyenne MPO SAPs and the City of Boulder Vision Zero Action Plan reflects her ability to bridge policy, analysis, and design to advance practical, data-driven outcomes.

Education

- MURP, Urban & Regional Planning, University of Colorado at Denver
- BFA, Graphic Design, Western State Colorado University

Licenses/Certifications

- American Institute of Certified Planners

Larimer County Safety Action Plan | Larimer County, CO

Stephanie supported the development of Larimer County's adopted SAP, completed in coordination with the County's Transportation Plan under the unified "Larimer on the Move" initiative. She led the development of the High Injury Network, using crash data to identify priority corridors and locations for investment. Stephanie also supported the creation of a prioritization framework to evaluate and organize safety projects based on equity, feasibility, and crash reduction potential—ensuring the plan was actionable and aligned with SS4A funding criteria.

Cheyenne Safety Action Plan | Cheyenne, WY

Stephanie currently serves as deputy project manager for the development of Cheyenne's first citywide SAP, following the SS4A framework. She is supporting coordination across jurisdictions including the City of Cheyenne, Laramie County, WYDOT, and other stakeholder groups. She also leads efforts focused on addressing speeding-related crashes and developing policy recommendations to guide safer roadway design and operations. Stephanie will also contribute to the plan's implementation strategy to ensure identified projects and policy actions position the City for future SS4A funding opportunities.

Boulder Vision Zero Safety Action Plan | Boulder, CO (prior to FHU)

Stephanie supported City of Boulder staff in analyzing thousands of crashes within Boulder to identify contributing factors, develop mitigation recommendations, and assess the City's progress in reducing traffic deaths and serious injuries. The Boulder crash analysis focused on crashes that involved pedestrians and bicyclists, which accounted for only 6 percent of total crashes but over 60 percent of serious injury and fatal crashes. Stephanie played a crucial role in translating complex data into maps, charts, and graphics, enabling a broad audience to understand year-over-year changes. In 2019, Stephanie helped to develop the Vision Zero Action Plan, providing strategic actions based on findings in the Safe Streets Boulder Report.

Golden Transportation Plan | Golden, CO (prior to FHU)

Stephanie was a key member of the project team that collaborated with the City of Golden to develop its first Transportation Plan. The plan focused on balancing regional mobility with quality of life, enhancing community connectivity, and improving transit access—while also addressing the unique demands of a tourism-driven community. Stephanie led the partnership with People for Bikes, using their national Bicycle Network Analysis to identify gaps in the local bike network and guide recommendations. She also contributed to the existing conditions assessment, gaps and barriers analysis, and led community engagement efforts to ensure the plan reflected both resident and visitor needs.

Jefferson County Bicycle Plan Update | Golden, CO (prior to FHU)

Stephanie was a key team member for the Jefferson County Bicycle Plan Update and focused on recommendations for unincorporated mountain corridors. She developed an innovative bicycle facility selection guide tailored to Jefferson County's unique context, analyzed corridors for safety improvements, and estimated construction costs. Additionally, Stephanie created a data-driven prioritization methodology based on plan goals informed by community input.



Ryan Saline, PE, RSP1 |

Safety Analysis

For the last 2 years, Ryan has been instrumental in FHU's portfolio SS4A projects and major safety assessments. During Denver's Vision Zero Roadway Safety Audits, he conducted field audits for several corridors, helped develop recommendations for safety improvements, and developed conceptual designs of recommended improvements. In his 9 years in the industry, he has developed a specialized skill set for evaluating transportation safety using data-driven analytical techniques. Through his analytical techniques, Ryan assesses existing safety problems based on crash records, identifies crash patterns on the transportation network, and provides recommendations for cost-effective improvements.

Education

- MS, Civil Engineering, University of California, Berkeley
- BS, Civil Engineering, Valparaiso University

Licenses/Certifications

- Certified Engineer: CO
- Road Safety Professional Level I

Professional Affiliations

- Institute of Transportation Engineers

Centennial Safety Action Plan | Centennial, CO

The City of Centennial developed a CSAP as part of FHWA's SS4A program. This plan was used as a framework for prioritizing safety projects and applying for federal funding. Ryan conducted data-driven safety analyses that document the state of the system and identified focus crash types and high-risk factors that were systemically addressed throughout the city based on their propensity to cause fatalities and serious injuries. Ryan also used crash data to identify the High Injury Network within the city to help prioritize improvement projects.

Larimer County Safety Action Plan | Larimer County, CO

Larimer County developed a CSAP through the FHWA's SS4A program. The plan served as a foundation for identifying safety priorities and pursuing federal funding opportunities. Ryan led data-driven analyses that evaluated the existing transportation system and identified key crash types and contributing risk factors that were systemically addressed throughout the county based on their relationship to severe and fatal crashes. Ryan also analyzed crash data to map the county's High Injury Network, helping to prioritize projects and capture the unique safety needs across urban, rural, and mountainous areas.

Boulder Vision Zero Action Plan | Boulder, CO

The City of Boulder updated its Vision Zero Action Plan to identify and prioritize safety improvement projects aimed at eliminating fatal and injury crashes within the city. Ryan supported the project through data-driven intersection crash analyses to help identify and prioritize safety improvement needs. He was proficient in and had received training for Vision Zero Suite – a safety analysis software produced by DiExSys, LLC, which CDOT uses for transportation safety evaluations and which was also used extensively for this project.

Vision Zero Roadway Safety Audits | Denver, CO

Ryan served as a member of the RSA team that evaluated 10 corridors within the City and County of Denver. This project aimed to provide a comprehensive analysis of safety problems on roadway facilities, including crash history analysis and field audits. The RSAs placed a large emphasis on KSI crashes and vulnerable road users. Ryan conducted field audits for several corridors and helped develop recommendations for safety improvements. He also developed conceptual designs of recommended improvements to present to Denver staff.



Matthew Downey, PE, AICP | Bicycle & Pedestrian Planning

Matthew is passionate about ensuring transportation systems work for everyone, regardless of their mobility needs and preferences. Throughout his 10-year career, he has been involved in both design and planning projects, with experience in active mode and transit planning, on- and off-street bicycle facility design, and public involvement. He is a key member of FHU's multimodal planning practice area, having built a strong portfolio of developing recommendations for bicycle and pedestrian facility improvements, both at the corridor and network level; assessing existing conditions for bicyclists using Level of Traffic Stress analysis; and engaging with key stakeholders and community members.

Education

- MS, Civil and Environmental Engineering, Portland State University
- BS, Civil Engineering, Iowa State University

Licenses/Certifications

- Professional Engineer: CO
- American Institute of Certified Planners

Mobility Access Plan | Carbondale, CO

Matthew led the Town of Carbondale's effort to address community-wide transportation and mobility challenges and develop project recommendations to make the network safer, more accessible, and more comfortable for walking and biking. He directed stakeholder coordination and led both in-person and virtual community engagement efforts that gathered extensive public input. Matthew also guided the development of the mobility vision and goals, the multimodal improvement toolkit, and the identification and prioritization of projects and supporting strategies. The plan was completed in April 2025.

Centennial Safety Action Plan | Centennial, CO

Matthew supported the City of Centennial in developing a SS4A SAP, which serves as a framework for prioritizing safety projects and pursuing federal funding opportunities. He contributed to research on SS4A best practices, assessed safety issues and opportunities related to active transportation, and participated in stakeholder engagement. Matthew also helped to develop recommended strategies informed by intensive data analysis and robust community input.

CDOT Bicycling Manual Update | Denver, CO

Matthew assisted CDOT in preparing a major update to its statewide bicycle manual, which provides guidance to Coloradans and visitors on topics such as rules of the road, bicycle safety, and bicycle commuting. Serving as the project manager and lead planner, Matthew reviewed and revised all content from the previous version of the manual, researched new topics of interest to incorporate into the update, and wrote new sections of the manual.

Folsom Street Safety Improvements | Boulder, CO

Matthew supported the City of Boulder to enhance safety along a 2-mile stretch of Folsom Street, a key north-south connection for all users to the University of Colorado and other destinations. The project includes an in-depth alternatives development and evaluation process, as well as robust community engagement, to identify a preferred corridor recommendation to move forward into preliminary design. Matthew served as the lead planner on the project and is leading the active transportation-focused components of alternatives development and evaluation. He was also heavily involved in existing conditions analysis and public/stakeholder engagement. He will support refinement of the recommended alternative into preliminary design.



Melanie Bishop, PTP, RSP1 | Policy & Process Strategies

Melanie is a transportation planner, travel modeler, and traffic operations analyst with 10 years of industry experience. Her unique expertise combines travel demand modeling and forecasting with in-depth analysis of key locations, enabling her to assess and enhance traffic operational performance and safety considerations effectively. Melanie excels in conducting analyses that inform decision-making, while effectively conveying technical information to stakeholders and the public. With a strong transportation planning background, Melanie understands community sensitivities and environmental requirements, making her broad range of experience an asset to any project.

Education

- MCRP, Community and Regional Planning, University of New Mexico
- BA, Journalism and Mass Communication; BA, Anthropology, University of New Mexico

Licenses/Certifications

- Professional Transportation Planner
- Roadway Safety Professional Level I
- Road Inventory Field Database System

Professional Affiliations

- Institute of Transportation Engineers

Centennial Safety Action Plan | Centennial, CO

Melanie led the development of the Centennial SAP report, synthesizing project analysis and public/stakeholder outreach into a comprehensive final document. She managed all phases of deliverable preparation, including presenting the crash data analysis, identifying trends, and assessing systemic safety to define Focus Areas for safety interventions. Lastly, Melanie developed data-driven SAP recommendations, including implementation strategies, project identification, and countermeasures toolbox, tying back to the Focus Areas.

Pikes Peak Area Council of Governments Safety Action Plan | Colorado Springs, CO

Melanie is currently serving as deputy project manager for the Pikes Peak Region SAP, with completion anticipated in early 2026. Melanie is leading early efforts including tri-county stakeholder engagement and initiation of crash data analysis, trend identification, and systemic safety assessment. Early actions will support the development of a region-wide safety strategy with data-driven recommendations and collaboration with local jurisdictions to identify safety projects.

Larimer County Safety Action Plan | Larimer County, CO

Melanie led the development of the Larimer County SAP report, created in alignment with the Larimer County Transportation Plan under the unified brand "Larimer on the Move." She managed the full lifecycle of the report, developed key analysis sections, and played a central role in formulating strategies, recommendations, and identifying short-, medium-, and long-term projects.

29 Road Interchange at I-70 System Level Study | Grand Junction, CO

Melanie conducted the safety analysis for the 29 Road Interchange at I-70 System Level Study. The existing safety analysis considered historical crash data to understand key safety concerns, while the predictive analysis estimated potential effects of the proposed interchange at I-70 and two proposed locations, 29 Road and 30 Road. The existing safety evaluation used data obtained from the Colorado statewide crash databases from the DiExSys Vision Zero Suite (VZS) software to document and review the existing safety concerns in the study area. The future safety assessment used the Highway Safety Software (HSS) to determine the predicted crash frequency on the I-70 freeway facility and the selected interchange location at 29 Road, in addition to the 29 Road arterial within the project limits.



Rocio Ramirez | Equity Engagement

Rocio has 6 years of experience in local and regional transit and transportation planning across rural and urban landscapes. Her commitment to advancing sustainable, effective, and equitable transportation solutions has been demonstrated through her active involvement in a diverse array of projects. Playing a pivotal role in conducting comprehensive transit assessments and studies, collaborating with stakeholders, and implementing innovative strategies to enhance connectivity, Rocio is passionate about improving mobility for everyone. Her expertise includes extensive community engagement efforts, where she has successfully fostered meaningful relationships with community members, local agencies, and organizations to ensure their perspectives are integrated in the planning process.

Education

- MURP, Master of Urban and Regional Planning, University of Colorado at Denver
- BEnvd, Environmental Design, University of Colorado-Boulder

Professional Affiliations

- American Planning Association
- Women's Transportation Seminar - Diversity, Equity, and Inclusion Committee

Centennial Safety Action Plan | Centennial, CO

The City of Centennial developed a SAP focused on eliminating traffic-related deaths and injuries. Serving as the equity task lead, Rocio developed an overarching equity framework to enable the city to integrate transportation equity at every stage of the planning process. The equity framework offers a comprehensive and novel approach in identifying historically underserved and overburdened communities, leveraging existing equity tools and dashboards, tailoring community engagement efforts, and evaluating projects to provide a more equitable transportation system. Rocio also led equity-focused tasks to ensure that the SAP provides a roadmap to better serve community needs.

Mobility Access Plan | Carbondale, CO

FHU supported the Town of Carbondale in evaluating transportation and mobility challenges throughout the community and developing project recommendations to improve the safety and accessibility of the town's transportation networks, particularly for people walking and biking. The project team established a clear mobility vision with supporting goals, created a multimodal toolbox with implementation guidance for various infrastructure improvements, and identified and prioritized dozens of recommended projects and strategies. Rocio played a critical role in ensuring that Spanish-speaking and historically underserved communities had access to multiple, inclusive engagement opportunities in the language they were most comfortable with. She also led the development of the final report, creating a comprehensive, easy-to-read, and visually accessible document that clearly conveyed the community's mobility challenges and the proposed solutions, designed to guide Carbondale's transportation future for years to come.

Mountain Village RAISE Grant | Mountain Village, CO

This project combined key multimodal initiatives to enhance safe, seamless, and efficient mobility within and around the Town of Mountain Village. Submitted for BUILD, formerly known as the RAISE grant, the project served the 3.3-square-mile rural community in San Miguel County and its interconnected neighbors, Telluride, Lawson Hill, and the broader region. These areas share intertwined tourism-based economies, transportation challenges, and infrastructure needs. The Mountain Village Bicycle-Pedestrian and Transit Infrastructure for Regional Connectivity project, while centered in Mountain Village, would bring benefits to residents, workers, and visitors throughout the region. The project included three key components, a bicycle & pedestrian underpass, connectivity improvements, and public transit gondola parking garage expansion. To support equitable access and inclusive planning, Rocio contributed to data collection and analysis, focusing on historically disadvantaged communities. Tasks included compiling and evaluating U.S. Census data to highlight populations such as linguistically isolated groups, as well as low-income households, an to provide an understanding median income trends in surrounding areas. These efforts ensured that equity considerations were central to the project narrative and funding justification.



Amanda Denning | Engagement & Communications

Community engagement is critical to our clients and the success of their projects. No one understands this better than Amanda, FHU's Community Engagement and Communications Manager. She brings 18 years' experience as a communications strategist across government, nonprofit, and private sectors. Amanda has walked in our clients' shoes and is passionate about helping them move projects forward with effective public involvement plans. She brings a toolbox of innovative communication strategies designed to build buy-in, understanding, and project success.

Education

- BA, Mass Communication and Business, University of Pittsburgh

Larimer County Safety Action Plan | Larimer County, CO

As part of the "Larimer on the Move" initiative, Amanda led community engagement for the County's SAP, developed in parallel with its Transportation Plan. She crafted and implemented a unified engagement strategy that supported critical safety analysis and the development of responsive countermeasures. Outreach efforts included a statistically valid survey (1,125 responses), an interactive map (560+ contributions), and more than 250 in-person participants across strategically selected events in both rural and urban areas. In coordination with the County's communications team, Amanda designed an equity-informed outreach program that leveraged local partnerships—including community-based organizations and the County's Equity, Diversity, and Inclusion Advisory Board—to ensure the plan reflected the priorities of underrepresented communities.

Centennial Safety Action Plan | Centennial, CO

This plan adopted a dynamic, comprehensive, and inclusive approach to public information and engagement, ensuring that the entire community could contribute to shaping the future of transportation safety. A strategic communications and engagement plan was meticulously crafted to foster consensus-building, gather valuable community feedback, and create a shared vision to guide the development of a process-oriented safety framework, a toolbox of innovative mitigation strategies, and a prioritized implementation approach. At the heart of the plan was a commitment to equity and inclusion, ensuring that all voices—across a diverse spectrum of backgrounds—were heard and considered. The plan designed through an equity lens offered multiple communication channels and a range of engagement tools to guarantee accessibility, inclusivity, and far-reaching impact. Tools included an interactive online commenting map, a mailed and online survey, pop-up intercept events across all four city districts, and a collaborative Safety Summit with local agency representatives, all strategically selected to reach residents where they live, work, and travel. Public engagement efforts focused on capturing community experiences, concerns, and ideas for improving safety, while stakeholder outreach focused on understanding current safety initiatives, policies, and programs in the region. Through targeted social media promotion and digital channels, the map and survey attracted significant attention, generating 1,414 page views, 329 map comments, and an additional 121 up/down votes on specific comments. The survey also received 203 online submissions and 194 printed responses, showcasing broad participation.

Mobility Access Plan | Carbondale, CO

"MAP Carbondale" used a multiphase engagement effort that encouraged the public to participate, inform analysis, shape future recommendations, and support a final plan. To get the word out about the study, over 2,500 postcards were distributed to Carbondale residents, inviting them to engage with the crowdsourced comment maps and to attend in-community pop-up events. Project materials, including the logo, business cards, signage, flyers, e-blasts, and PSAs on Radio La Tricolor, were translated into Spanish and distributed to the Latinex community in Carbondale. In-person community engagement included tables at First Friday and the farmers markets where project business cards and flyers were distributed. Attendees had the opportunity to leave comments on a large map with sticky notes, and the project team input that feedback into the online commenting map.



Megan Ornelas, GISP | Mapping & Data Collection

Megan manages FHU's GIS team and has 27 years of GIS experience. She provides high-level GIS analysis, data management, database design, map template creation, cartographic design, and cartographic production on a wide variety of design, environmental, traffic, and planning projects. She also brings experience and knowledge in developing web mapping applications in both the public and private sectors. Megan's project experience with web mapping applications includes development using the ArcGIS Online platform, in addition to web mapping prototype/design, use case requirements, development/implementation, documentation, and best practices and standards.

Education

- BA, Geography Emphasis in GIS, University of Colorado at Denver

Certifications/Registrations

- Geographic Information Systems Professional
- ACEC-CO Future Leaders 20-hour Basic Supervisory Skills
- Mapping with Mobile GIS Software

Centennial Safety Action Plan | Centennial, CO

The SAP will guide targeted investment in transportation safety improvements to make streets safer for all residents and transportation users in the city of Centennial. Ongoing robust crash analysis and reporting on trends support the vision for safer streets and establish a framework for improving roadway safety, which will be invaluable in developing a SAP. As the GIS lead, Megan developed a base map template for all mapping for presentations and the final report. She used high-level GIS analysis to perform crash analysis, conduct an equity analysis, develop a High Injury Network in addition to a High-Risk Network, and perform a project prioritization for the City of Centennial.

Larimer County Safety Action Plan | Larimer County, CO

As GIS lead, Megan played a key role in developing the High Injury Network for Larimer County's SAP. She created a base map template for all project materials and used crash data and equity indicators to identify and visualize high-priority corridors. Her maps clearly communicated crash trends, analysis results, and recommended projects—supporting data-driven decision-making and public transparency.

Hampden Avenue Mobility & Safety Study | Englewood, CO

The Hampden Avenue Mobility and Safety Study is approximately 6.3 miles of US Highway 285 (US 285/Hampden Avenue) between Lowell Boulevard/Knox Court in the City of Sheridan and I-25 in the City and County of Denver. FHU's role included performing an existing conditions analysis, identifying anticipated problem areas, and developing/evaluating multimodal improvements to reduce congestion, improve operations, and enhance roadway safety along the corridor. As the GIS lead, Megan developed a base map template for the project, conducted a data inventory and managed GIS data from multiple sources, conducted a technical analysis for the existing and future conditions report, and produced high-quality maps for final report figures, meetings, and presentations.

Citywide Traffic Study | Des Moines, IA

The City of Des Moines is embarking on a citywide Vision Zero campaign to provide safer roadways for its citizens. Without a defined transportation safety framework, the City reacts to crashes and injuries with limited capacity to consider relevant factors and other citywide priorities. The Citywide Traffic Safety Study provides the City of Des Moines with a prioritized list of locations to supplement the ongoing CIP prioritization process with the goal of enhancing safety across the entire transportation system. As the GIS lead, Megan performed a detailed crash analysis for both intersections and specific corridors identified within the city. She used several GIS overlay processes to calculate severity rate, crash rate, PCR injury rank, and top 10 intersections for both signalized and unsignalized intersections within the city. She developed all final maps and managed all final data as deliverables to the client. Megan also created an online web map to highlight the top 10 intersections and corridors to help better understand the safety concerns within Des Moines.



Ge Shi, PhD | Data Visualization & Dashboard

Ge has 7 years of experience specializing in transportation studies regarding sustainable transportation, transportation safety, and transport policy. He is a transportation engineer and researcher equipped with systems thinking, including urban planning, geography, and data science. He brings multidisciplinary experience spanning the startup sector, nonprofit organizations, and academia. With a deep passion for applying data-driven approaches to transportation projects, Ge has effectively applied tools and skills in data analysis, data visualization, and scientific communication. Ultimately, he enjoys exploring urban transportation issues such as street design, road safety, and transport policy, from a perspective of sustainability, equity, and humanity.

Education

- PhD, Civil Engineering (Transportation and Urban Engineering), University of Connecticut
- MS, Civil and Environmental Engineering (Transportation), University of Wisconsin-Madison

Larimer County Safety Action Plan | Larimer County, CO

FHU has committed to improving safety for all road users through a proactive approach. To facilitate the process, Ge used Power BI to develop a SS4A data dashboard that visualizes various trends and patterns in crash data. He also built a process to help the County better integrate the data source and maintain the dashboard as a practical tracking mechanism. This critical step in pursuing safer streets establishes a continuous evaluation method, increases transparency, and supports travel safety for everyone.

Centennial Safety Action Plan | Centennial, CO

As the safety analyst and data scientist, Ge worked on various aspects of crash data analysis, dashboard design and implementation, and identification of high-risk network. He wrote Python scripts to consolidate crash datasets and conduct substantive safety analyses, including descriptive statistics and identifying crash patterns (e.g., risks for age cohorts, modes of transportation). Then based on these analyses, Ge developed a live animated dashboard using Tableau to help the City and the public track progress and identify the problems. Using different layers of data, such as road network data, speed and traffic count data, census data, Ge worked to identify the prioritized corridors and intersections with consideration of equity and higher fatal and severe injuries rates.

Adams County Safety Action Plan | Adams County, CO

Ge developed dashboards in PowerBI and ArcGIS Dashboard tools to help with project evaluation and data transparency. The multiagency safety data dashboard is an interactive, highly visual, and user-friendly tool for tracking the road safety trend, equity layers, and the effect that projects are having in relation to crash/fatality reduction goals. The purpose of the tools is two-fold. First, they provide publicly accessible dashboards to enhance communication and transparency. Second, it will be used as an internal resource for safety practitioners in partner municipalities and county, supporting the systematic analysis and project prioritization practice. The dashboard developed through the ArcGIS Dashboard features new functionality to enable users to spatially select all crashes within certain geographic areas (e.g., county owned and maintained roads).

CDOT Active Transportation Plan and Priority Active Corridor Explorer Tool (PACE) | CO

Using ArcGIS Experience Builder, Ge led the efforts to develop PACE, the user-friendly web-based application component of this project that can help identify critical gaps in the active transportation network. With this tool, users can identify corridors, locations, and projects that are priorities for active transportation facilities by selecting geographic area of focus and object of interest. Ge also analyzed the large-scale active mobility demand datasets to support the development of performance matrices.



Meghan Adams | Graphics

Meghan brings 22 years of experience and creativity in media and graphics to the team. With two decades in the transportation engineering industry, Meghan understands the importance of creating compelling graphics and making technical information readable and relatable to clients and stakeholders. She and her team have a reputation for creating standout visuals for reports/deliverables, business development materials, open houses/public meetings, and presentations. Meghan also produces materials needed to support planning and design projects, including handouts, report graphics, wall displays, flyers, interview boards, sign-in sheets, comment sheets, PowerPoint presentations, and direct mailers.

Education

- BA, Art and Design - Emphasis in Graphic Design, University of Northern Colorado

Larimer County Transportation Master Plan (TMP) and Larimer County SS4A | Larimer County, CO

Meghan created Section 508-compliant graphics, including charts, icons, infographics, and maps, to support key public-facing materials for both the Larimer County TMP and the Larimer County SS4A. She applied her expertise in accessible document design and layout using Adobe InDesign to develop high-impact visual content. For these efforts, Meghan produced a range of materials—including a transportation funding flipbook, public meeting boards, pop-up event visuals, and final reports—all crafted to meet accessibility standards and enhance public engagement.

Centennial Safety Action Plan | Centennial, CO

Meghan developed Section 508-compliant graphics—charts, icons, infographics, and maps—for the public-facing Centennial SAP report. She handled the full design and layout process in Adobe InDesign, ensuring all visual and document elements met accessibility standards. Her work contributed to a cohesive, engaging, and fully accessible report that supported public communication and reinforced the plan's core safety messaging.

Metropolitan Transportation Plan 2015-2040 | Santa Fe, NM

Meghan served as the lead designer responsible for producing graphics for the Plan and Executive Summary. A large component of this task involved developing performance measures cutsheets for each goal and developing a "Plan on a Page" style Executive Summary for the Plan.

Greeley Evans Transit 2016 GET 5-10 Year Strategic Plan | Greeley, CO

Meghan was involved in this Plan from beginning to end. Graphics ran the spectrum from creating the project branding, creating existing conditions graphics, preparing public meeting materials, to final document design and layout. She worked closely with the project management team to ensure that messaging to the public was clear and on-point.

Bicycle and Pedestrian Master Plan | Arapahoe County, CO

Meghan developed the branding for this project, as well as the public outreach materials, which ranged from posters to Bike to Work Day information flyers. She also developed graphics and maps for the plan.

2040 Long Range Transportation Plan Update | Lincoln, NE

As the lead designer, Meghan designed the layout of the Plan. She worked closely with the project management team on the development of graphics and maps for the Plan to ensure that messaging was clear, concise, and easy to follow.

Project Understanding & Approach

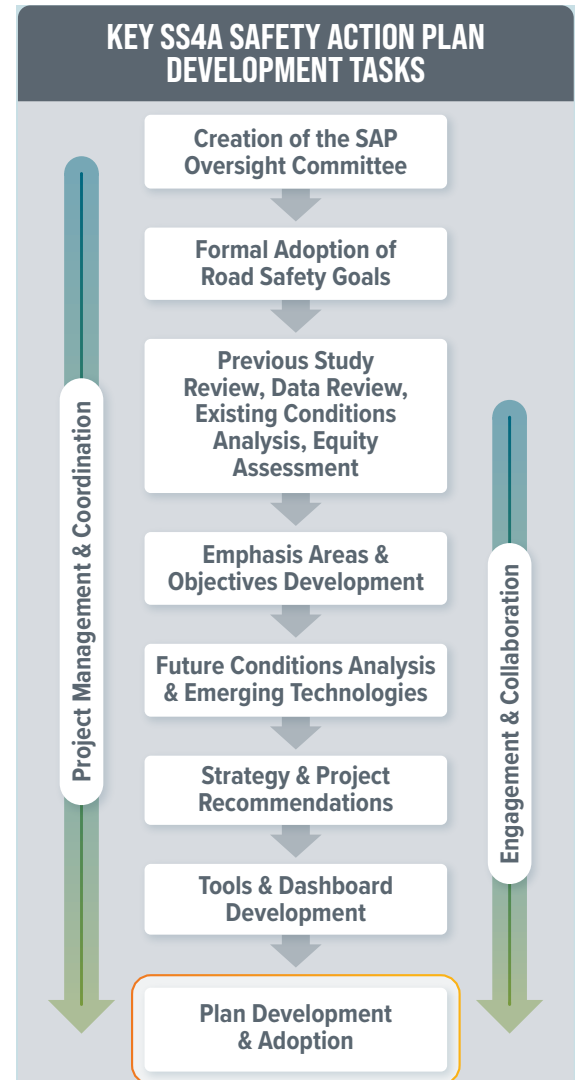
Project Understanding

The Town of Paonia is at a critical point in addressing transportation safety. As a small rural community, the Town faces systemic challenges that differ from larger urban areas: limited sidewalks, missing or damaged ADA ramps, deteriorated roadway surfaces, irrigation ditch conflicts, and the absence of bicycle facilities. These gaps in multimodal infrastructure have created unsafe conditions for residents, students, and visitors. The 2024 vehicle–bicyclist fatality tragically underscored the urgency of improving safety for vulnerable users.

FHU understands that the SS4A CSAP must build on the foundation established by the Town’s recently completed Comprehensive Plan, which outlines a vision for a safe, connected, and livable community. The Comprehensive Plan identified the importance of improving multimodal access, repairing and expanding sidewalk infrastructure, addressing ADA deficiencies, and maintaining the character of Paonia’s historic streets while enhancing safety for all modes. These priorities—connectivity, accessibility, and context-sensitive design, will directly inform the SAP’s vision, goals, and recommendations.

We understand that the Paonia SS4A CSAP must:

- Provide a realistic, implementable roadmap for reducing fatalities and serious injuries
- Reflect Paonia’s unique rural context while aligning with federal and state safety goals
- Integrate with the Town’s ongoing ADA Transition Plan, ensuring accessibility and equity are embedded throughout
- Guide future funding applications and capital improvements by identifying prioritized, cost-effective projects
- Comply with FHWA SS4A program and SAP requirements



Our Philosophy for SAP Development



Proposed Methodology

1. Data Collection

1.1 Project Initiation

The project initiation phase will set the foundation for Paonia's SS4A CSAP by establishing a shared vision, safety goals, and leadership commitment to eliminating serious injuries and fatalities. Our extensive experience of delivering projects that enhance safety for all road users alongside critical infrastructure improvements will give us the foresight needed to develop implementable projects that will serve the community for years to come. The kickoff meeting will bring together Town leaders, staff, and partner agencies to affirm Paonia's dedication to safety and equity, discuss the Town's role in advancing SS4A principles, and align on the desired outcomes of the plan. Through facilitated discussion, FHU will help the Town articulate clear, measurable safety goals consistent with federal and state objectives while grounded in the community's rural context and transportation priorities. The session will also confirm coordination protocols, outline the planning process, and introduce the structure for ongoing collaboration and accountability.

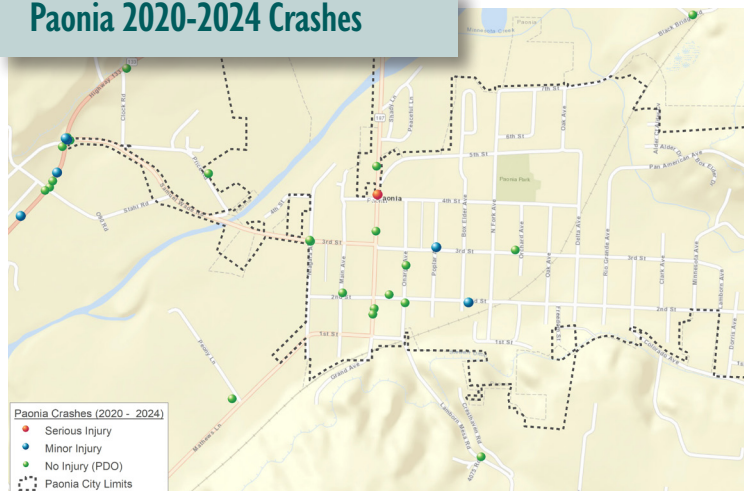
A key outcome of this initial phase will be the formation of a **SAP Oversight Committee**, consistent with SS4A requirements for leadership commitment and cross-agency collaboration. This committee will serve as the guiding body for the planning process, providing input and review at critical milestones. Additionally, this committee's knowledge and insight into the community's needs, along with FHU's extensive experience in planning and design, will be critical in maintaining the oversight needed to keep the planning process on the correct path. FHU will work with the Town to identify a balanced group of participants that reflect Paonia's community and regional partners.

1.2 Data Collection

Understanding Paonia's transportation network, infrastructure conditions, and crash history will establish the foundation for identifying safety risks and gaps in transportation infrastructure. The data collection task will include an assessment of infrastructure and services by mode (bicycle, pedestrian, transit, motor vehicle), as well as demographic and travel pattern information. We will also incorporate and review any data collected through the Town's ADA Transition Plan effort to ensure consistency across datasets and to identify accessibility gaps that align with broader infrastructure and safety priorities.

Data collection will include crash information, along with related data such as roadway, driver, environmental, and geographic information. The FHU team brings a detailed understanding of crash information based on the Model Minimum Uniform Crash Criteria (MMUCC) and the Model Inventory of Roadway Data Elements (MIRE), which are key to developing crash databases with crash information, facility data, and traffic volume data. FHU will analyze the available data for completeness and supplement it as necessary with other sources, if necessary. For example, FHU is the most experienced user of DiExSys Vision Zero Suite (used by CDOT and many other agencies in Colorado), which is a great source for crash listings with latitude/longitude information.

Paonia 2020-2024 Crashes



Source: Vision Zero Suite. Note that this crash database is missing the 2024 cyclist fatality. We will work with Paonia to create a complete crash database and ensure all crashes are properly reported to CDOT.

The following data is anticipated to be collected and reviewed:

- Crash data from CDOT, the Town of Paonia, and Delta County (most recent five years), incorporating geolocated crash records through the Vision Zero Suite (VZS) database
- Traffic volume, speed, and roadway characteristics data (AADT, lane configuration, functional classification, posted speed, and roadway condition ratings)
- Bicycle and pedestrian infrastructure inventories in coordination with the ADA Transition Plan, including sidewalks, curb ramps, crosswalks, signage, and trail connections
- Drainage and stormwater system data to identify potential safety conflicts, such as irrigation ditch crossings and deteriorated roadway edges
- Land use, population, employment, and demographic data from the U.S. Census and Colorado State Demography Office to evaluate transportation equity and travel patterns
- Previously completed plans, studies, and capital projects within Paonia and the surrounding area

Using this information, FHU will develop a centralized GIS database of roadway, sidewalk, bicycle, and ADA infrastructure to serve as the foundation for all subsequent tasks. The team will evaluate the data for completeness and quality and identify areas requiring supplemental information or field verification.

Data Gaps & Field Work

Following the initial data compilation, the FHU team will conduct a desktop review to identify data gaps. To maximize efficiency, field verification will focus only on priority areas identified through desktop review and stakeholder input. Field staff will document conditions using mobile GIS tools such as ArcGIS Field Maps, capturing geotagged photographs and notes on:

- Sidewalk continuity and condition
- Bicycle facility type, surface, and connectivity

- Pavement and shoulder condition, including edge drop-offs and ditch conflicts
- Visibility, signage, and lighting conditions near key pedestrian and bicycle crossings

Whenever possible, we will coordinate field visits with engagement activities to promote efficiency and minimize travel costs.

1.3 Analysis

The FHU team will conduct a comprehensive multimodal safety and needs analysis to establish a clear understanding of existing transportation conditions in Paonia. This task will combine quantitative crash and roadway data with qualitative local insights to identify the community’s most pressing safety challenges, infrastructure gaps, and mobility needs. By pairing a detailed crash and systemic safety analysis with a multimodal needs assessment, the team will capture both the patterns and underlying causes of transportation risk across all modes. This integrated approach will evaluate how well Paonia’s network supports safe, comfortable travel for pedestrians, bicyclists, motorists, and individuals with mobility challenges while identifying high-risk locations, accessibility barriers, and opportunities for system-wide improvements. The resulting findings will serve as the analytical foundation for the Action Plan’s recommendations ensuring that proposed strategies are data-driven, context-sensitive, and directly responsive to community priorities and lived experiences.

Crash and Safety Data Analysis

The crash data analysis will establish a comprehensive baseline for crashes involving fatalities and serious injuries to guide the development of targeted safety improvements and strategies that align with the Town’s goals and SS4A program requirements.

This task will involve a multipronged approach that incorporates both traditional crash data analysis and a proactive systemic safety approach. The FHU team will conduct a substantive safety analysis of crash characteristics by examining frequency, severity, crash types, contributing factors, and vulnerable road user involvement. The systemic analysis will go further to identify potential high-risk locations based on roadway characteristics and exposure, even where no crashes have been reported. FHU brings expertise in successful grant applications and this experience will help us ensure a robust safety analysis that is needed for funding applications.

Findings will be spatially represented through GIS-based heat maps, high-injury network (HIN) corridors, and emphasis area summaries, thereby creating a clear visual foundation for developing countermeasures in later tasks.



Seasonality in Traffic & Crash Patterns

Paonia experiences notable seasonal variation in travel patterns, roadway conditions, and traffic volumes driven primarily by its agricultural calendar, summer tourism, and seasonal events such as the Mountain Harvest Festival and Cherry Days. During the warmer months, increased bicycle and pedestrian activity, agricultural traffic, and visitors traveling to nearby recreation areas contribute to higher roadway use and diverse safety concerns. In contrast, winter months may bring reduced traffic volumes but greater maintenance challenges, including limited shoulder visibility, icy conditions, and deteriorating roadway edges. Our analysis will account for these seasonal dynamics to ensure the Plan reflects year-round safety considerations and addresses the specific travel behaviors and risks associated with Paonia’s agricultural and tourism-based economy.

Multimodal Needs Assessment

In tandem with safety analysis, FHU will perform a multimodal needs assessment to evaluate how well Paonia’s transportation network serves all users including pedestrians, bicyclists, motorists, and those with mobility challenges.

The analysis will be guided by the principles of the Safe System Approach and adapted from FHU’s proven methodology for long-range transportation plans and corridor studies.

Key elements will include:

- **Infrastructure Gap Analysis:** Evaluate the continuity, condition, and connectivity of sidewalks, bicycle facilities, and crossings. Identify missing or inadequate segments, ADA compliance issues, and barriers that prevent safe, comfortable travel by non-motorized users.
- **Accessibility and Connectivity:** Assess access to key destinations such as schools, downtown businesses, neighborhoods, and community facilities. Map “first- and last-mile” connections and barriers, focusing on areas where residents must walk along unpaved shoulders or narrow streets with irrigation ditches.

Key Analysis Steps

- 1 Crash Locations & Severity:** FHU will develop detailed crash maps using GIS software to highlight high-risk locations and corridors.
- 2 Stratification:** FHU will stratify data to create homogeneous datasets, i.e., crashes with similar environmental, modal, geographic, and roadway.
- 3 Descriptive Analysis:** FHU will develop descriptive statistics of crashes, including frequency, severity, rate, and type. Vulnerable user crashes will also be identified separately.
- 4 Quantitative Analysis & Screening:** FHU will perform quantitative assessment using predictive tools such as Safety Performance Functions (SPF).
- 5 Crash Patterns:** Following network screening and identifying intersections and segments of concern, the FHU team will assess each site to identify the causes for safety issues.

- **Network Function and Hierarchy:** Review the roadway system by functional class to understand how each facility supports local and regional mobility. Evaluate whether roadway design speeds, traffic volumes, and adjacent land uses align with safety and livability goals.
- **Transit and Shared Mobility Context:** Where applicable, identify opportunities to enhance transit access, shared mobility options, and potential locations for mobility hubs.
- **Equity and Demographic Context:** Use demographic and socioeconomic data (U.S. Census American Community Survey and Colorado EnviroScreen) to assess how transportation gaps and safety risks align with vulnerable populations, including older adults, low-income residents, and those without access to a vehicle.

Deliverables will include an **Existing Conditions and Needs Assessment Technical Memorandum** summarizing findings, key themes, and map exhibits to guide discussions during stakeholder and community engagement phases. This assessment will result in a clear picture of multimodal needs across Paonia, showing where infrastructure, safety improvements, or policy changes will have the greatest impact on safety and access.

2. Community and Stakeholder Engagement

Meaningful community and stakeholder engagement is central to developing a CSAP that reflects the values, lived experiences, and safety priorities of Paonia residents. We will build on the Town’s comprehensive engagement efforts related to ADA self-evaluation. Input from that process will act as an invaluable launching pad for the SAP. FHU brings a proven track record of designing and implementing inclusive engagement strategies across rural and urban contexts to ensure participation from diverse residents, underrepresented populations, schools, local businesses, and people with disabilities. Our approach emphasizes transparency, accessibility, and equity, while integrating compliance with Title VI of the Civil Rights Act and federal requirements for meaningful public involvement.

2.1 Public Involvement Plan

FHU will develop a Public Involvement Plan (PIP) to guide all engagement activities throughout the SS4A process. The plan will draw from FHU’s proven three-phase engagement model and our experience fostering community-led SAPs to ensure transparent communication, wide participation, and equitable inclusion of underrepresented and vulnerable residents. We will use a collaborative process to develop the PIP with the Town to ensure that engagement tactics, tools, and messaging build on what has worked well during recent planning efforts such as the Comprehensive Plan and other community outreach initiatives while tailoring approaches to Paonia’s specific context and capacity.

The PIP will outline:

- Engagement goals and guiding principles based on USDOT’s Promising Practices for Meaningful Public Involvement and the IAP2 Spectrum of Participation
- Key audiences, including residents, business owners, school staff and parents, local farmers, youth, seniors, and people with disabilities



- Strategies to partner with schools, senior groups, and disability advocates to ensure participation from underrepresented voices, including people with limited mobility and residents without access to vehicles
- Engagement tools tailored to Paonia’s scale such as open houses, community events, bilingual surveys, and partnerships with local organizations
- Equity and accessibility strategies to ensure participation from populations with limited mobility, language barriers, or lack of internet access
- Communication and branding plan including project website content, social media toolkits, and printed materials such as flyers and newsletters

2.2 Engagement Activities

FHU will implement a comprehensive suite of engagement activities designed to ensure that every Paonia resident has a meaningful opportunity to participate in the planning process. Consistent with the requirements of Title VI of the Civil Rights Act and USDOT’s Promising Practices for Meaningful Public Involvement, our approach emphasizes accessibility, inclusion, and transparency. We will develop engagement materials and tools to meet Section 508 accessibility standards and WCAG 2.1 AA guidelines, ensuring that all digital and printed content is usable by individuals of all abilities. We will provide bilingual (English/Spanish) materials, accessible meeting formats, and multiple participation channels including online, in-person, and through local media to reach residents across language, ability, and technology barriers. By combining data-driven outreach with locally tailored tools such as walking tours, pop-up events, and community partnerships, this approach will foster equitable participation and demonstrate how every voice contributes to shaping a safer, more connected Paonia.

Walking Tours with a Safety Expert:

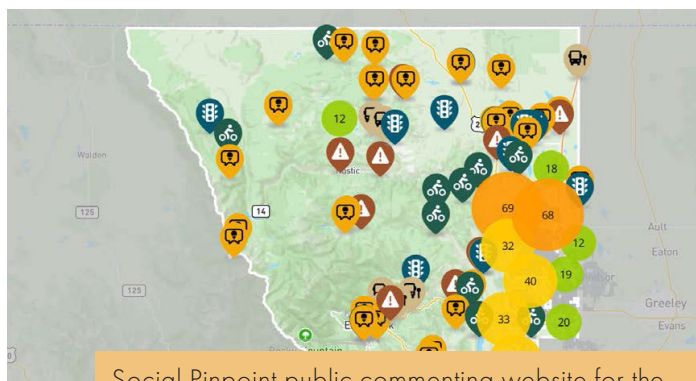
- Inspect and audit key corridors and intersections firsthand with Town staff, elected officials, and community stakeholders.
- Prioritize high-activity areas such as downtown Grand Avenue, near schools, and along routes with known infrastructure or ditch-related safety concerns.
- Use the walking tours as opportunities for residents to share firsthand experiences with sidewalk gaps, shoulder conditions, or speeding issues.
- Foster informed dialogue and shared understanding to support consensus-based decision-making and identify near-term improvement opportunities.



FHU has led dozens of Road Safety Audits (RSAs) for urban and rural areas and will bring RSA experts to Paonia for these walking tours.

Communication & Outreach Tools:

- **Project webpage** hosted on either the Town's site or FHU's platform with project updates, meeting information, and accessible materials.
- **Community-wide mailer** that includes a printed survey or option to complete digital online survey.
- **Interactive map** for location-based comments identifying crash concerns, missing sidewalks, or unsafe crossings.
- **Online survey** to gather broad input on transportation safety perceptions and priorities.
- **Social media posts and toolkits** for the Town's Facebook and community group pages, leveraging locally active online forums and newsletters.
- **Email updates and e-newsletter blurbs** distributed through the Town, Delta County, and community partners (e.g., school newsletters, local non-profits).



Social Pinpoint public commenting website for the Larimer County SAP

Pop-Up Engagement:

- Attend local community events such as the Mountain Harvest Festival, Cherry Days, farmers market, and other seasonal gatherings.
- Coordinate small-scale pop-ups at schools, the library, or downtown businesses to reach residents where they already gather.

- Focus on engaging nontraditional participants, including agricultural and service workers, youth, and residents without internet access.
- Provide bilingual (English/Spanish) materials and use simple visual tools to encourage participation from Spanish-speaking community members.



Public voting activity for the Centennial SAP

2.3 Regional Coordination

FHU recognizes that transportation safety extends beyond Paonia's boundaries. The project will include proactive coordination with regional partners to align data, priorities, and funding opportunities. FHU will facilitate coordination through regular meetings, data sharing, and joint review of findings during each engagement phase. Key coordination areas may include:

- **Interagency Coordination:** Convene representatives from Delta County, CDOT, Delta County Public Schools, Paonia Fire District, and other partners to share data, review findings, and discuss cross-jurisdictional safety projects and priorities.
- **School Coordination:** Partner with Delta County Public Schools to identify student travel patterns and safety concerns, ensuring that recommendations support Safe Routes to School improvements and address critical walking and biking routes near schools.
- **Emergency Services Coordination:** Collaborate with law enforcement, fire, and emergency response agencies to identify and address access, response time, and roadway safety needs related to emergency operations.
- **Funding Alignment:** Coordinate with regional and state partners to position the Town for upcoming funding opportunities, including SS4A Implementation grants, Transportation Alternatives Program (TAP), CDOT's Highway Safety Improvement and Multimodal Safety Programs, and other federal and state programs.

2.4 Documentation

Transparent documentation will ensure that community and stakeholder input directly informs plan development. FHU will create clear, accessible summaries throughout each engagement phase, including:

- Meeting summaries and "what we heard" reports
- Comment matrices tracking how input was incorporated into draft recommendations
- Visual summaries for presentation boards and inclusion in the Draft and Final Action Plan

We will consolidate all engagement outcomes into an **Engagement Summary Appendix**, serving as a permanent record of community participation and demonstrating compliance with SS4A public involvement requirements.

3. Development of the Comprehensive Safety Action Plan

The project's final phase will translate Paonia's safety analysis, community input, and engagement outcomes into a clear, implementable roadmap for improving safety for all users. FHU will identify and refine a comprehensive set of strategies and projects tailored to the Town's rural context, evaluate and prioritize recommendations based on data and community values, and ensure they reflect best practices from comparable small-town and Western Slope safety plans. The process will culminate in a Draft and Final CSAP that integrates all technical findings and engagement results into a practical, data-driven document supported by a performance framework and progress dashboard providing the Town with a transparent tool to monitor implementation, demonstrate progress, and maintain accountability over time.

3.1 Identification of Strategies and Projects

The cornerstone of Paonia's CSAP will be the development of a targeted, achievable set of strategies and projects designed to improve safety for all users including drivers, pedestrians, bicyclists, and people with disabilities all within the context of a small, rural community. The methodology for this task combines data-driven analysis, community and stakeholder input, and best practices guidance to ensure that recommendations are both actionable and aligned with SS4A requirements.

Because the Paonia plan focuses on establishing a clear, implementable framework rather than design-level projects, the resulting recommendations will emphasize both infrastructure and non-infrastructure strategies, including:

- **Capital projects** such as crossing enhancements, sidewalk or shoulder improvements, and traffic calming measures.
- **Systemic safety countermeasures** such as connected pedestrian infrastructure like ADA compliant sidewalks, curb ramps and midblock crossings including elements such as signing, RRFBs and PHBs, roadway signage, lighting, and speed management treatments.
- **Policy and process recommendations** that embed safety into Town decision-making covering areas such as roadway maintenance, development review, and coordination with Delta County and CDOT. Policy and process review will allow the FHU team to work closely with the Town to develop long-term strategies, along with funding opportunities.
- **Programs and education campaigns** that build awareness and support behavior change among drivers, students, and vulnerable users.

After developing a preliminary list of strategies and projects, FHU will lead a review and validation process with Town staff and key stakeholders including Delta County, CDOT, schools, and emergency services to confirm that recommendations are comprehensive, feasible, and appropriate for Paonia's context and capacity. This collaborative review will assess opportunities for coordination with other regional initiatives, verify that proposed

actions align with community priorities, and refine concepts based on technical feedback, emergency response considerations, and implementation practicality. The refined and validated list of strategies and projects will form the foundation for the Prioritization task.



FHU's work across Colorado's transportation programs gives us a direct line of sight to CDOT's funding expectations, ultimately helping Paonia position its projects for implementation. For example, FHU supported CDOT with their Statewide Active Transportation Plan, which defines the framework CDOT uses to prioritize and fund multimodal investments. We bring this knowledge directly to help Paonia align its project list for near-term readiness.

3.2 Prioritization

The FHU team will evaluate each proposed project using a transparent prioritization framework that reflects Paonia's goals, resources, and readiness. We will develop criteria with input from the Oversight Committee. Criteria may include:

- Existing safety needs identified through safety performance measures such as weighted crash frequencies/density, level of service of safety (LOSS), etc.
- Equity and accessibility benefits, particularly for older adults, youth, and residents with mobility challenges
- Feasibility and cost relative to available funding programs
- Community support and alignment with local plans (e.g., Comprehensive Plan, future ADA Transition Plan)
- Partnership potential with Delta County, CDOT, or regional organizations
- State and federal grant readiness

We will group recommendations into short-, mid-, and long-term implementation horizons to create a phased roadmap that guides decision-making and builds consensus among stakeholders.

3.3 Best Practices

FHU's approach to the Paonia CSAP is grounded in national best practices and informed by our experience working with rural and small-town communities across Colorado. Our process emphasizes context-sensitive, scalable strategies that align with FHWA's Safe System Approach and are tailored to Paonia's size, infrastructure, and resources.

The Plan will incorporate Complete Streets principles, ADA-compliant design standards, and low-cost, high-impact countermeasures proven effective in similar rural settings such as crosswalk and lighting upgrades, speed management, shoulder repairs, and enhanced visibility treatments. In addition to infrastructure improvements, we will identify policy and process recommendations that embed safety in Town operations, along with community programs that promote education and awareness.

To ensure recommendations reflect current, successful practices, FHU will conduct a peer review of recently completed SAPs in Gunnison County, Mesa County, and Glenwood Springs. This review will help Paonia benefit from lessons learned and strategies proven effective in comparable Western Slope communities.

3.4 Draft and Final Plan Preparation

The FHU team will prepare a Draft CSAP that brings together the technical analyses, community input, and prioritized strategies and projects developed throughout the planning process. We will share the draft plan with staff, stakeholders, and the community during the final phase of engagement for review and comment to confirm priorities and refine recommendations before final adoption. We will design the plan to be both technically rigorous and visually clear, allowing it to serve as a practical roadmap for implementation and a communication tool for future funding pursuits.

The Draft and Final CSAP will include:

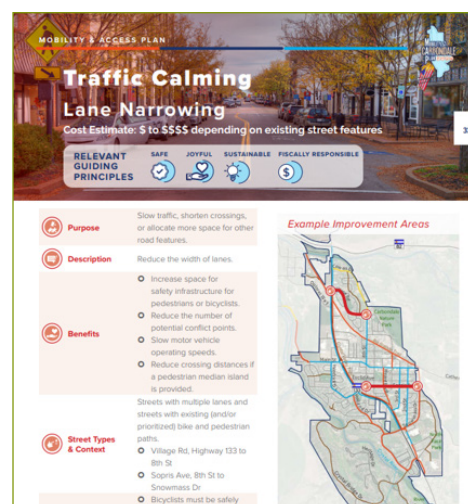
- A summary of crash and systemic safety analyses, including maps and key findings

- Documentation of engagement activities and “what we heard” summaries
- A prioritized list of strategies and projects, organized by short-, mid-, and long-term implementation horizons.
- An implementation matrix identifying lead and partner agencies, timeframes, and potential funding sources
- Recommended policy and process improvements that institutionalize safety within Town operations
- A performance measurement framework
- An accessible and visually engaging executive summary that highlights key findings, goals, and priority actions in a concise, community-friendly format

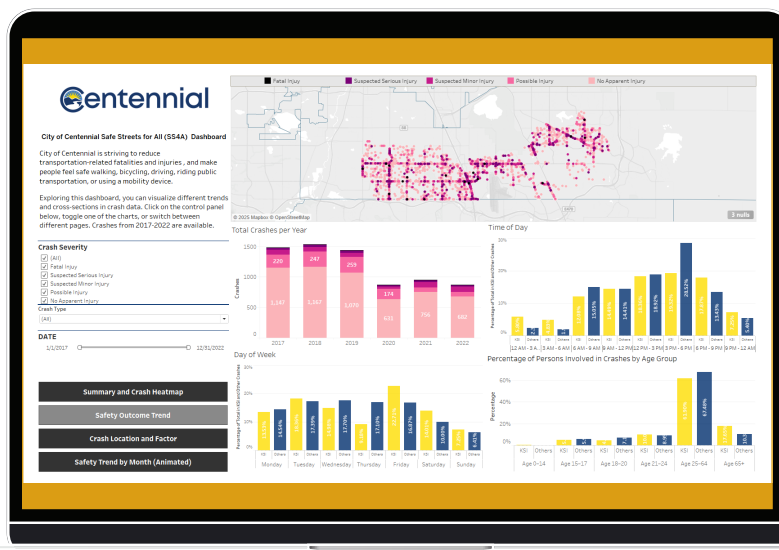


Town of Carbondale Mobility Access Plan Toolkit

For the Town of Carbondale MAP, FHU developed a toolkit of informational cutsheets that helped create a shared understanding of the Plan. Each safety countermeasure includes appropriate locations for implementation and the types of safety issues it addresses. The toolkit also includes systemic safety countermeasures that can be proactively implemented across the transportation network.



Optional Task: To meet the SS4A progress and transparency requirement, we propose the development of a progress dashboard designed to track implementation over time. We will develop the dashboard as a simple, updateable tool such as a GIS-based or web-hosted interface that Town staff can maintain to report progress, track completed projects and communicate outcomes to the community. **FHU has developed numerous dashboards as part of SAPs in multiple platforms including Tableau, PowerBI, and ArcGIS.**





City of Centennial Safety Dashboard

A dynamic tool that provides transparency and tracks progress by integrating updated crash data annually, enabling ongoing evaluation of the SAP's impact over time.

Integration of Paonia's ADA Transition Plan

The CSAP will be developed in close coordination with the ADA Transition Plan team to ensure consistency in data, priorities, and funding strategies. The CSAP will leverage the ADA inventory to:

- Integrate data identifying compliant and noncompliant intersections and curb ramps
- Highlight locations where accessibility improvements align with safety needs such as enhanced crossings, curb extensions, and pedestrian-scale lighting
- Develop coordinated project lists and prioritization criteria that reflect both safety and accessibility goals
- Support the Town in pursuing state and federal funding opportunities to advance projects that address both accessibility and safety outcomes

By aligning these two planning efforts, Paonia will establish a unified roadmap that ensures future transportation investments enhance both safety and accessibility, creating a connected network that serves all residents equitably.



City of Dacono Transportation Master Plan

FHU recently supported the City of Dacono, Colorado in developing a Transportation Master Plan completed concurrently with an ADA Transition Plan. Undertaking these two efforts in parallel allowed the City to leverage the detailed field data and facility assessments from the ADA Transition Plan to inform transportation priorities and accessibility improvements within the Master Plan. This coordination ensured that gaps and needs identified through the ADA Transition Plan's detailed in-field assessment were incorporated into the Master Plan. In addition, because the two projects shared engagement activities and stakeholder coordination, residents and advocacy groups provided input once while influencing both plans. Taking this approach resulted in a more efficient process and a unified vision for safety, accessibility, and multimodal mobility.



Short-Term Strategies			
The City should take action on the following key strategies in the next five years to set up Dacono for success in implementing, funding, and maintaining the transportation network for the next 5, 10, and 15 years and beyond.			
	Asset Management	A4	Establish a proactive inspection and preventative maintenance program to extend asset lifespans.
	Coordination	C05	Update Dacono's Standards and Specifications for the Design and Construction of Public Improvements to reflect evolving conditions and development patterns within the city.
	Funding	F1	Identify appropriate funding levels for the long-term maintenance of the existing and future roadway networks.
	Funding	F2	Identify appropriate funding levels for the long-term maintenance of the existing and future multimodal network.
	Funding	F5	Create or continue to add projects to the Capital Improvement Program, especially projects identified for short-term implementation.
	Quality of Life	Q1	Provide the public information on the benefits and regulations around e-bikes. Place proper signage where necessary on off-street bicycle and pedestrian infrastructure that prohibits Class 3 e-bicycles. Defer to state laws on additional e-bicycle regulations.
	Reliability and Accessibility	RA2	Implement technologies to regularly monitor traffic flow and efficiency and make adjustments to improve signal timing as needed.
	Reliability and Accessibility	RA4	Work with the development community to strengthen the regulatory framework, requiring mitigation of adverse transportation impacts—such as falling levels of service and network deficiencies—resulting from new development.
	Safety	S1	Create a traffic calming policy for streets with speeding and safety concerns based on completed speeding analyses.
	Safety	S7	Work closely with Weld County on the development of their Safety Action Plan.

Quality Assurance and Compliance

Federal Highway Administration SS4A Program Requirements

FHU has a proven track record of successfully managing projects in full compliance with SS4A program requirements, ensuring that plans are both federally compliant and locally implementable. Our team has developed SAPs that have been formally adopted and submitted to FHWA, including the Larimer County SAP and the City of Centennial SAP.

Through these projects, FHU has gained direct experience navigating FHWA's expectations for documentation, progress reporting, and plan structure. For Larimer County, FHU provided critical support in coordinating directly with FHWA to finalize the required leadership commitment documentation, ensuring the plan met all federal criteria before plan to adoption. Our team also assisted the County with developing compliant billing procedures and milestone documentation, ensuring that all deliverables met SS4A grant management standards.

FHU applies this same disciplined, compliance-focused approach to every SS4A effort. We understand the importance of aligning with FHWA's Safe System Approach, ensuring transparent progress tracking, and maintaining the documentation needed to support future implementation grant applications. For Paonia, we will bring this proven experience to guide the Town through every stage of plan development, from leadership coordination to FHWA submission, ensuring the plan is fully compliant, actionable, and ready to advance to implementation.

Americans with Disabilities Act (ADA) and Public Right-of-Way Accessibility Guidelines (PROWAG)

FHU integrates ADA and PROWAG compliance throughout all stages of transportation planning and design. Our experience applying these standards on numerous projects enables us to identify accessibility barriers early in the planning process and ensure that future improvements can be implemented effectively.

For the Town of Paonia, our familiarity with ADA and PROWAG standards will help us evaluate existing conditions, identify locations of noncompliance, and plan for future upgrades that align with accessibility requirements. This includes recognizing where curb ramps, cross slopes, pedestrian crossings, or sidewalk connectivity issues may pose challenges to compliance. By addressing these considerations during the planning phase, FHU will help the Town prioritize improvements, estimate future design needs, and lay the groundwork for successful implementation in alignment with ADA and PROWAG standards.

ADA Document Accessibility Compliance

FHU is committed to ensuring that all digital materials and public-facing content are accessible to users of all abilities. In compliance with Colorado House Bill 21-1110, Senate Bill 23-244, and 8 CCR 1501-11, FHU follows the Web Content Accessibility Guidelines (WCAG) 2.1 A/AA standards set by the Colorado Office of Information Technology. FHU's technical editing and graphics staff can ensure that all digital documents meet ICT (Information and Communication Technology) accessibility standards. Using industry-standard tools such as CommonLook PDF and PAC 2024, our staff manually test and remediate documents to confirm compliance and generate documentation of accessibility, as defined in the project scope. Standardized corporate templates and review processes help maintain consistency across all deliverables.

This approach ensures that all public-facing reports, PDFs, and online materials are accessible, screen-reader compatible, and compliant with both state and federal accessibility requirements, reflecting FHU's ongoing commitment to equitable access for all audiences.

Title VI of the Civil Rights Act and other applicable Equity Requirements

FHU recognizes that federal expectations related to equity, accessibility, and Title VI compliance are continuing to evolve within the SS4A program. Our team remains flexible and responsive to FHWA's guidance, helping communities like Paonia determine an approach that addresses these requirements in a balanced, locally appropriate, and compliant manner.

We can assist the Town in defining its equity framework, identifying available data sources, and developing narratives that reflect both community priorities and federal requirements. FHU's experience coordinating directly with FHWA on recent SS4A projects ensures that the plan will appropriately address accessibility and discrimination-related considerations while maintaining alignment with the Town's goals, resources, and community values.

Quality Assurance and Quality Control (QA/QC)

FHU principal Gaurav Vasisht will serve as the Principal-in-Charge and will be responsible for overseeing all aspects of QA/QC for the Paonia CSAP. Gaurav will coordinate closely with the FHU project team to ensure that all deliverables are accurate, consistent, and meet both the Town's expectations and SS4A program requirements. FHU's longstanding reputation for excellence is built on our commitment to providing high-quality, data-driven, and accessible work products that reflect our clients' goals and values.

The QA/QC process for the Paonia SAP will be continuous and proactive, beginning at project initiation and extending through final plan delivery. Because CSAPs integrate multiple disciplines ranging from engineering and data analysis to policy development and public engagement, FHU will implement a structured QA process that ensures qualified staff review each activity prior to finalization.

FHU's Total Quality Management Plan (TQMP) defines clear quality requirements and protocols for each type of work product. Each discipline within the project team follows standardized review procedures to ensure technical accuracy, readability, and compliance with SS4A expectations. Key elements of the QA/QC approach include:

- Deliverables will be reviewed by staff with the appropriate technical expertise, followed by an independent peer review by senior staff before transmittal to the Town.
- Regular QC check-ins with Town staff will ensure that technical materials, data, and reports meet project goals and accurately reflect community input.
- All reports and plan documents will undergo an independent review for completeness, consistency, and adherence to SS4A Action Plan requirements prior to submittal.

This structured QA/QC process will ensure that all materials produced for the Town of Paonia are technically sound, clearly communicated, and of the high quality required for public-facing documents that support future implementation and funding applications.

Work Plan

FHU will begin the Paonia CSAP by developing a Work Plan that serves as the project's roadmap, defining what will be done and when. The Work Plan will clearly outline the step-by-step process for successfully completing each task to ensure transparency and alignment with the Town's expectations from the outset. Key components will include:

- A final scope of work refined in coordination with the Town
- A detailed project schedule, milestones, and deliverable timelines
- Descriptions of each project task and anticipated outcomes
- Identification of key coordination points, including engagement events and decision milestones

FHU will share the Work Plan with the Town following the kickoff meeting to confirm understanding of the process, responsibilities, and schedule. The Work Plan will serve as a mutual reference tool throughout the project to ensure that all parties remain aligned on project goals, sequence, and timing.

Project Management Plan

Complementing the Work Plan, the Project Management Plan (PMP) will serve as FHU's internal playbook for coordination, communication, and QC. While the Work Plan focuses on the technical roadmap, the PMP defines how the project will be managed to ensure efficiency, consistency, and quality across all tasks.

The PMP will document:

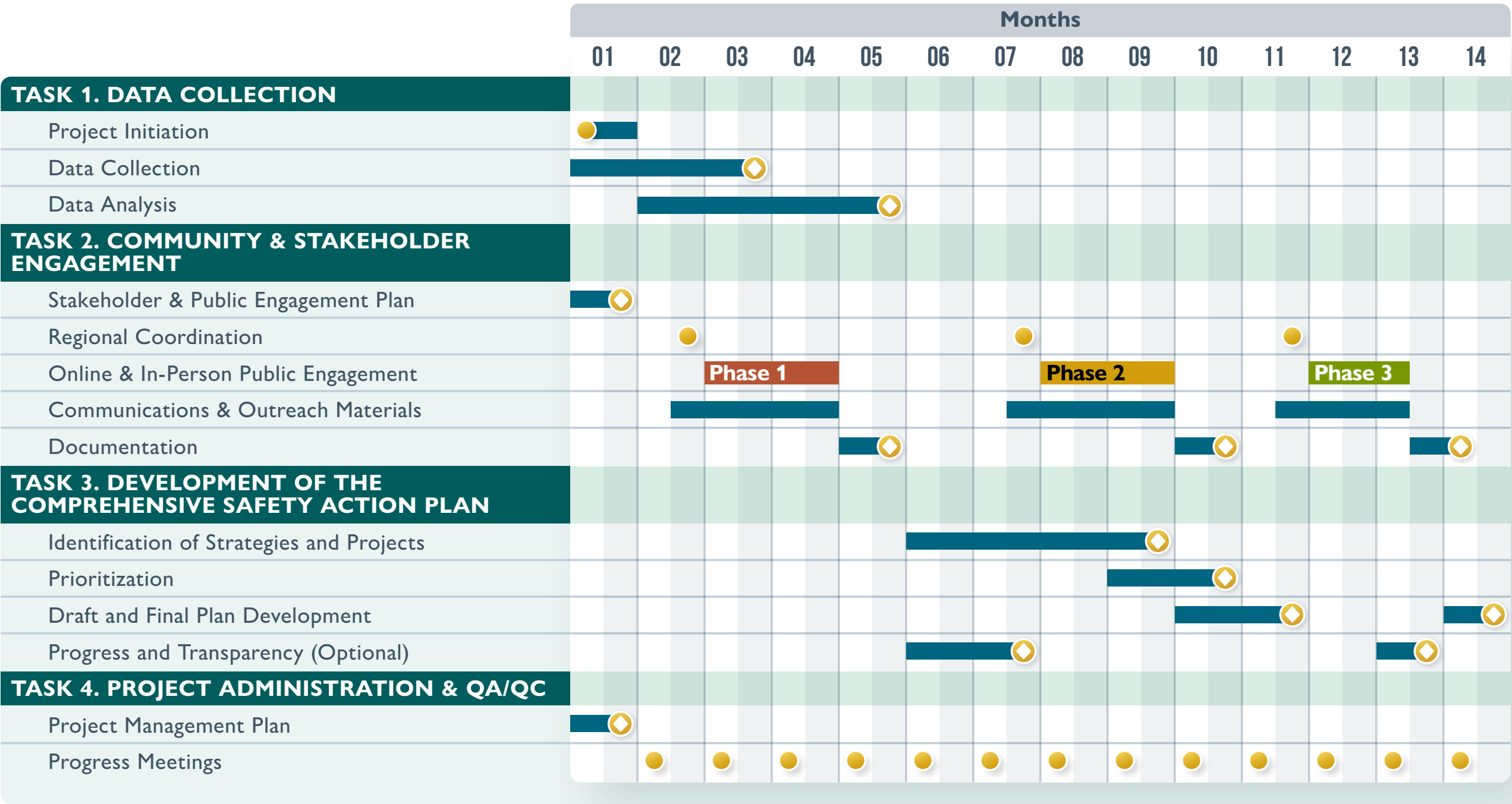
- Roles and responsibilities of FHU staff, subconsultants, and Town representatives
- Communication protocols and coordination structure, including progress reporting and response times
- QA/QC procedures consistent with FHU's TQMP
- Document management and review processes to ensure that all deliverables are accurate and accessible
- Risk management and issue resolution procedures to keep the project on track

The PMP will guide day-to-day operations and provide a framework for accountability, thereby ensuring that all work products meet the Town's expectations and SS4A program requirements.

Progress Meetings

FHU anticipates monthly progress meetings with Town staff and key stakeholders for the duration of the project. These meetings will serve as checkpoints to review progress, discuss findings, and confirm upcoming milestones. Additional coordination meetings may be scheduled around key deliverables or engagement events to ensure timely decision-making and maintain project momentum.

Schedule and Availability



LEGEND: ◆ = Project Milestone ● = Meeting

References

Eric Tracy

Larimer County
E: tracyel@co.larimer.co.us
P: (970) 498-5729

Jared Barnes, AICP

Town of Carbondale
E: jbarnes@carbondaleco.net
P: (970) 510-1208

Anna Bunce, PE

City of Centennial
E: abunce@centennialco.gov
P: (720) 300-7762

Jason O'Brien

Pikes Peak Area Council of Governments
E: jobrien@ppacg.org
P: (719) 471-7080

ACORDTM**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

6/18/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC 4600 S. Ulster Street, Suite 1200 Denver, CO 80237 800 873-8500		CONTACT NAME: PHONE (A/C, No, Ext): 800 873-8500 E-MAIL ADDRESS: den.certificate@usi.com FAX (A/C, No):																						
INSURED Felsburg Holt & Ullevig, Inc. 6400 S. Fiddler's Green Circle, #1500 Greenwood Village, CO 80111		<table border="1"> <thead> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td colspan="2">INSURER A : Valley Forge Insurance Company</td> <td>20508</td> </tr> <tr> <td colspan="2">INSURER B : Continental Insurance Company</td> <td>35289</td> </tr> <tr> <td colspan="2">INSURER C : American Casualty Company of Reading PA</td> <td>20427</td> </tr> <tr> <td colspan="2">INSURER D : XL Specialty Insurance Company</td> <td>37885</td> </tr> <tr> <td colspan="2">INSURER E :</td> <td></td> </tr> <tr> <td colspan="2">INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A : Valley Forge Insurance Company		20508	INSURER B : Continental Insurance Company		35289	INSURER C : American Casualty Company of Reading PA		20427	INSURER D : XL Specialty Insurance Company		37885	INSURER E :			INSURER F :		
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COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:	X	X	8032834034	06/21/2025	06/21/2026	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
B	AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	8032833997	06/21/2025	06/21/2026	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☒ UMBRELLA LIAB ☐ EXCESS LIAB ☒ RETENTION \$10000	X	X	8032834020	06/21/2025	06/21/2026	EACH OCCURRENCE \$7,000,000 AGGREGATE \$7,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? ☒ Y ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	8032834048	06/21/2025	06/21/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Professional Liab Incl. Pollution Claims Made		X	DPR5044826	06/21/2025	06/21/2026	\$2,000,000 per claim \$5,000,000 annl aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

As required by written contract or written agreement, the following provisions apply subject to the policy terms, conditions, limitations and exclusions: The Certificate Holder and owner are included as Automatic Additional Insured's for ongoing and completed operations under General Liability; Designated Insured under Automobile Liability; and Additional Insureds under Umbrella / Excess Liability but only with respect to liability arising out of the Named Insured work performed on behalf of the certificate holder and owner. (See Attached Descriptions)

CERTIFICATE HOLDER**CANCELLATION**

* FOR PROPOSAL PURPOSES ONLY *

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



DESCRIPTIONS (Continued from Page 1)

The General Liability, Automobile Liability, Umbrella/Excess insurance applies on a primary and non contributory basis. A Blanket Waiver of Subrogation applies for General Liability, Automobile Liability, Umbrella/Excess Liability and Workers Compensation. The Umbrella / Excess Liability policy provides excess coverage over the General Liability, Automobile Liability and Employers Liability.

Please note that Additional Insured status does not apply to Professional Liability or Workers' Compensation.

* FOR PROPOSAL PURPOSES ONLY *



734 Main Street
Grand Junction, CO 81501
303-721-1440

WWW.FHUENG.COM

Town of Paonia

STATEMENT OF QUALIFICATIONS

SAFE STREETS FOR ALL CONSULTANT

RFQ 2025-07



olsson®



October 22, 2025

VIA Email - Paonia@TownofPaonia.com

Town of Paonia
Attn: Stefen Wynn (StefenW@TownofPaonia.com)
Town Administrator & Treasurer
214 Grand Avenue
Paonia, CO 81428

RE: RFQ 2025-07 Safe Streets for All Consultant Olsson's Statement of Qualifications

Dear Selection Committee Members:

Congratulations on receiving this Safe Streets for All (SS4A) grant. This award offers Paonia a rare opportunity—not only to address systemic safety needs but also to work with the community to advance broader aspirations. For a town of 1,500, this grant represents a transformational opportunity to connect safety, livability, and local values.

Transportation investments shape the quality of life in every community. The connectivity, size, and speed of streets influence a town's character, social health, and economic vitality. We applaud Paonia for recognizing this and for crafting a scope of work that goes beyond the conventional SS4A requirements and seeks to identify opportunities that also strengthen the community's well-being.

At Olsson, we share this perspective. Our work is built on helping communities plan possibilities and deliver solutions that align with their values. We understand mountain towns and rural communities—their out-of-scale challenges, their limited resources, and the deep pride residents have in place.

This project will be managed from our location in Mt Crested Butte with office support from Glenwood Springs and Denver. Our primary partner, McDowell Engineering, is located in Paonia.

We understand this SS4A Plan must provide actionable data, a shared strategy, and prioritized projects that meet safety needs and position the community for funding. Done well, it can also reinforce Paonia's character and economic vitality. The enclosed qualifications highlight why the Olsson Team is uniquely positioned to help the Town seize this opportunity.

OUR LOCAL PRESENCE AND RURAL EXPERTISE

Our key staff live and work in Paonia, Crested Butte, and Glenwood Springs. We know Paonia and understand the transportation dynamics facing mountain and rural communities. Our team has successfully led and secured SS4A funding for projects across Colorado and the Midwest, including Gunnison County and Crested Butte.

INDUSTRY LEADERS AND COMMUNITY BUILDERS

For over 60 years, Olsson has partnered with municipalities and agencies to plan, design, and deliver multimodal transportation solutions—from Safety Action Plans and neighborhood traffic calming to Safe Routes to School, bicycle/pedestrian plans, and corridor studies. We're equally recognized for community-building initiatives such as comprehensive plans, downtown revitalizations, and zoning updates that create walkable, livable places.

As Project Manager, I bring 30 years of public and private sector experience crafting livable transportation solutions across Colorado, most recently leading Crested Butte's Community Compass, Transportation Mobility Plan, and SS4A Plan for CO-135 when I was Crested Butte's Community Development Director. I'll be supported by a team of planners, engineers, and outreach specialists dedicated to safe, efficient, and implementable multimodal projects.

ENGAGEMENT IS THE CORNERSTONE

We believe engagement is where good plans become great ones. This plan must reflect Paonia's values and priorities. Drawing on lessons from our Safety Action and Comprehensive Plans, we'll design a process that illuminates conditions, fosters meaningful dialogue, and advances projects rooted in broad community support.

This project matters deeply to us, and we're committed to exceeding the Town's expectations for delivery and service. I can attest this qualification package includes all the information required. We look forward to discussing our approach and team. Please feel free to contact me at 303.808.5787, or truss@olsson.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'Troy Russ', with a stylized, cursive script.

Troy Russ, AICP
Olsson Project Manager

Proposer Submission Checklist

RFQ 2025-07 Safe Streets for All Consultant **Town of Paonia, Colorado**

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|---|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm history, size, organizational structure, and expertise. Include at least three (3) similar projects, preferably in Colorado or rural communities. |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding and Approach | Demonstrate understanding of Paonia's transportation safety and accessibility challenges. Outline methodology for data collection, engagement, prioritization, and Action Plan development. |
| ☒ Community Engagement and Equity Approach | Describe strategies to involve residents, schools, businesses, underrepresented groups, and people with disabilities. |
| ☒ Quality Assurance and Compliance | Describe processes to ensure compliance with SS4A program requirements, ADA/PROWAG, Title VI, and federal/state regulations. |
| ☒ Schedule and Availability | Confirm ability to complete all deliverables, including making the Comprehensive Safety Action Plan publicly available by May 8, 2027 , and submitting the final SS4A report by June 1, 2027 . |
| ☒ References | Provide at least three (3) client references from the past five years with contact information. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: <i>"RFQ 2025-07 Safe Streets for All Consultant [Insert Firm Name]"</i> . |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, October 22, 2025 (MT) by email to Paonia@TownofPaonia.com and cc'd to StefenW@TownofPaonia.com . |

2. FIRM QUALIFICATIONS AND EXPERIENCE

Olsson is a full-service, planning, engineering and design firm that specializes in planning possibilities and engineering them to meet our clients' expectations. Our integrated services cover community planning, design, and implementation for highways, streets, aviation, traffic engineering, active transportation modes, and intelligent transportation systems (ITS). The members of our team bring extensive experience with all aspects of the built environment from roadway geometrics and intersection design to lighting, drainage, and utilities. This comprehensive knowledge allows us to focus on the safety of all facility users – pedestrians, cyclists, motorcyclists, transit riders, and drivers – while simultaneously integrating land use considerations and reducing environmental impact.

Structure of Firm

Olsson is an employee-owned, private corporation. Our number one tenet is that we exist for employees. A close second, is that our employees put our clients' needs first. To accomplish both things, we focus on building long term relationships with clients and the communities our people call home. As a firm, Olsson has invested in our Colorado offices' growth and stability. This means ensuring our local staff have the resources and support necessary to provide the Town of Paonia with high-quality, responsive service. We are structured around our project manager, Troy Russ, who is located in Crested Butte and brings a passion for the mountains to everything he does.



95.8%
OF OUR WORK
IN 2024



CAME FROM REPEAT CLIENTS
— a testament to who we are and what we do.

**PRINCIPAL PLACE OF BUSINESS - PROJECT
MANAGER TROY RUSS IS RIGHT NEXT DOOR.**
105 Big Sky, Mt. Crested Butte, CO 81225

A Rich and Varied History of SS4A Success

Olsson's SS4A experience in Colorado is both broad and impactful, with the firm leading and supporting Safety Action Plans and federally funded transportation projects across the state. In Colorado Springs, Olsson guided the city's SS4A Action Plan, bringing together diverse stakeholders and developing a Safe System Toolbox to help reduce fatal and serious injury crashes. The team's work in Fort Collins includes on-call support for multiple SS4A grant applications, where Olsson has helped the city secure funding for safety and equity-focused improvements. In Broomfield, Olsson provided community engagement, GIS, and data analysis services for the Broomfield Transportation Safety Action Plan, managing stakeholder groups and public outreach to advance local safety goals. We are able to facilitate compliance with federal requirements, deliver data-driven solutions, and foster collaboration with local agencies and communities throughout Colorado.



Our Partners

Olsson is proud to collaborate with McDowell Engineering and Sustainable Strategies DC to support the Town of Paonia with a highly experienced team familiar with local mobility challenges and successful SS4A grant implementation. While serving Crested Butte, Troy Russ partnered with Sustainable Strategies DC to secure \$15 million in SS4A grant funding for the CO-135 corridor. Troy collaborated with McDowell Engineering to identify the roundabout at Red Lady Avenue and CO-135 as the preferred solution for the Crested Butte Community School expansion, coordinating between multiple mountain municipalities to guide the future of the local transportation system.

McDowell Engineering

McDowell Engineering offers traffic and transportation engineering services to public and private entities across Colorado. Their expertise spans transportation planning, traffic impact studies, public involvement, and infrastructure design. Known for their professionalism and strong relationships with agencies like the Colorado Department of Transportation, they tailor services to fit project budgets and schedules.

Greg worked directly assisted roy collaborated with McDowell Engineering to identify the roundabout at Red Lady Avenue and CO-135 as the preferred solution for the Crested Butte Community School expansion and Crested Butte with the Red Lady Avenue and CO-135 roundabout.

Sustainable Strategies DC

Sustainable Strategies DC (S2) is a Denver and Washington, DC-based strategic consulting firm that helps local governments, nonprofits, and green technology companies secure funding and resources for community revitalization and sustainability initiatives. Their services include:

1. Grant writing and funding identification
2. Advocacy with federal and state agencies
3. Project development consulting
4. Coalition-building and regulatory assistance

They focus on areas such as clean energy, smart growth, brownfields redevelopment, infrastructure improvements, and environmental law. The firm has helped clients secure hundreds of millions of dollars for innovative local projects for communities like Paonia. **Spiro Maleki, worked directly with Troy to successfully receive \$15 million SS4A Implementation grant funds on behalf of Gunnison County.**



Project Experience

Comprehensive Safety Action Plan (CSAP); Gunnison County, CO

Prior to Troy Russ joining Olsson, Troy was the Community Development Director of Crested Butte. In that position Troy led the development of the Town's Transportation Master Plan, Town-wide Traffic Calming Program, and the Town Parking Management Program.

Also, as the Community Development Director, Troy co-managed the Gunnison County Comprehensive Safety Action Plan with Martin Schmidt, Deputy Gunnison County Manager for Public Works, and Anton Sinkewich, the City of Gunnison's Community Development Director. While the Action Plan showed County-wide safety analysis, the focus of the effort was CO-135, providing more detailed analysis and recommendations.

Separately, Troy led the Town's Management of the SS4A Implementation Grant on behalf of the County through the Town's on-call contract with Sustainable Strategies DC. Through this effort the Town sponsored grant application, and Sustainable Strategies DC grant writing skills, was awarded to Gunnison County \$15 million to implement the safety priority projects, including the Roundabout at CO-135 and Red Lady Avenue in Crested Butte. This award was the largest SS4A Implementation Grant award in the United States in 2024.

"The Town's grant writing consultants pulled together the application on behalf of Gunnison County with strong support from Troy Russ and Martin Schmidt."

*Dara MacDonald, Crested Butte Town Manager**

"The district is thrilled with the award and so grateful to the Town's team for all the work they put into the application—absolutely amazing,"

*Gunnison Watershed School District Superintendent, Leslie Nichols**

**Quoted in "Feds step up to fund major Highway 135 changes with \$15M grant", Crested Butte News, 9/11/2024*



SS4A Action Plan; Colorado Springs, CO

The City of Colorado Springs embarked on a transformative journey to enhance roadway safety through a comprehensive Safety Action Plan, funded by a grant from the USDOT SS4A program. This project, led by Olsson, emphasized engagement and collaboration, bringing together diverse stakeholders to foster a community-driven approach to safety.

In developing the Safety Action Plan, Olsson integrated previous studies to build on existing knowledge and address any gaps. Engagement and coordination efforts were pivotal, involving the creation of a working group and a larger stakeholder group. These groups played a crucial role in promoting safety and collaboration among community partners. The outreach program extended to various stakeholders, including transportation boards, health departments, and active transportation advocates, to promote safety goals and educational components. This collaborative effort aimed to create a public awareness strategy that highlighted the importance of traffic safety.

The project culminated in the creation of a Safe Systems Toolbox, which evaluated a wide range of strategies to reduce fatal and serious injury crashes. This toolbox incorporated best practices in crash reduction and provided a methodology for identifying locations for systemic improvements. The implementation plan combined previous safety efforts with data-driven crash analysis to prioritize actions that would reduce injuries for all users. The plan also identified funding needs and potential sources, directing local safety funding through the Pikes Peak Rural Transportation Authority.

Transportation Safety Action Plan; Broomfield, CO

The City and County of Broomfield received funding through the Safe Streets for All (SS4A) competitive grant program, a federal program managed by the U.S. Department of Transportation. SS4A aims to reduce deaths and serious injuries by creating safe transportation networks. After receiving this funding, the city/county developed the Broomfield Transportation Safety Action Plan (BTSAP) with recommendations and strategies to make the local transportation network safer for all users.

Olsson provided community engagement, GIS, and data analysis services. Community engagement played a critical role in the project's success. Here is a snapshot of what the project included:

Stakeholder Groups. Olsson helped the City and County of Broomfield create and manage three unique stakeholder groups comprised of approximately 70 members. The stakeholders' technical and professional expertise created and defined these groups.

Marketing Collateral. We worked closely with the City and County of Broomfield's Communications and Engagement Department to craft materials that promoted the project and its engagement efforts.

Pop-Up Events. The project team identified existing community events (e.g., Brewhaha, Broomfield Days, Summer Concert Series, etc.) and shared project information through organic conversations.

Virtual and In-Person Public Open Houses. Olsson hosted two in-person public open houses and one virtual public open house to share project information with the community. Shared details included the project background, process, timeline, and draft vision, goals, and recommendations for the BTSAP.



Project Webpage. Olsson helped promote the project and upcoming engagement events by using the Broomfield Voice, the City and County of Broomfield's engagement platform. We used the website as the project's landing page, offering a "one-stop shop" for all interested community members.

Community Survey. Olsson worked with the project team to initiate a survey to identify the community's transportation safety concerns. The survey feedback helped the project team understand the community's current and potential future needs regarding the transportation network.

Interactive Mapping Tool. The community survey incorporated an interactive mapping tool that allowed community members to indicate the locations of their transportation safety concerns. In addition, participants could name their unique concerns (i.e., speed, sight limitations, near-miss concerns, etc.). The tool's geospatial outputs supplemented the crash data analysis, providing a more robust look at transportation safety in the community.

Engagement Summary. At project completion, Olsson provided a full report of all communications and engagement efforts. This report, included as an appendix of the BTSAP, promoted full transparency of the project and its process.

[Check out the plan progress here.](#)

State and Federal Grant Support; Fort Collins, Colorado

Under an on-call contract, Olsson staff supported the City of Fort Collins in applying for Highway Safety Improvement Program (HSIP), Transportation Alternatives Program (TAP), Congestion Mitigation and Air Quality (CMAQ) program, and SS4A. This included evaluation of potential projects for systemic or non-systemic HSIP funding; coordination with the city to develop the final list of HSIP and TAP projects; and performing scoring evaluations for the projects. Once this information was collected, Olsson staff prepared draft and final applications to CDOT on behalf of the city. The HSIP grant was approved for nearly \$800k to support signal upgrades and pedestrian safety improvements.

Citywide Traffic Study; Loveland, CO

The City of Loveland engaged the team of Next Phase and Olsson to conduct a comprehensive citywide traffic safety study aimed at enhancing the city's response to crashes and injuries while considering equity impacts on safe mobility across the city.

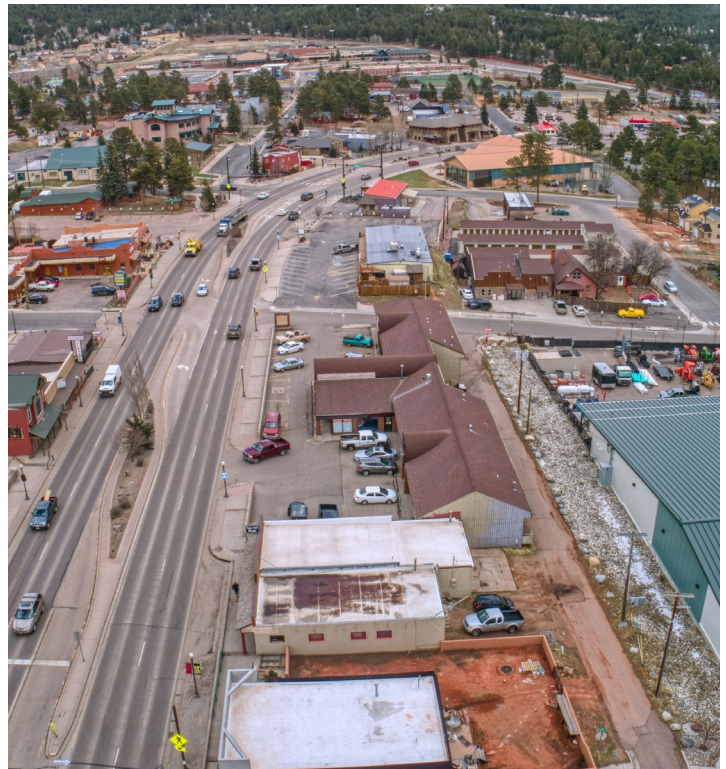
Our team modeled the study after the Federal Highway Administration's "Local Road Safety Plan." We performed extensive crash data analysis, intersection screening for more than 100 locations, corridor reviews along all major arterials, and a holistic safety review. Once safety concerns and locations of interest were identified, our team completed 15 detailed intersection safety audits.

The project included several levels of stakeholder and public engagement. Next Phase coordinated with a core leadership team and technical advisory committee and led a robust public outreach effort that garnered more than 1,000 community comments.

The final deliverable was a "Roadmap to Safety" document. It provides detailed guidance for policies and processes to improve the city's safety culture as well as concept designs and cost estimates for tangible infrastructure improvements. The city is actively using the Roadmap to Safety to inform decision-making and support grant applications for future improvements.

"The consultant team working on the communication for this Roadway Safety Study has been one of the best experiences that I have had working on a project. Your professionalism, consideration for collaboration with City communication channels and the high-quality of your work is appreciated."

Nicole Yost, Engagement Coordinator/Public Information Officer, City of Loveland, CO



Traffic Safety & Driver Behavior Study; Pikes Peak Region, CO

The Pikes Peak Area Council of Governments (PPACG) partnered with Olsson to study an alarming trend in crashes that has persisted since the COVID pandemic and indicates changes in driver behavior. We developed an organized, data-driven approach to the study that includes a literature review/desktop analysis, and stakeholder input gathered from experts in enforcement, education, health care, and the insurance industry. The study also included several public surveys that generated 2,500 responses.

From the information collected, our team identified key themes related to the observed increase in fatal and serious injury crashes and the fact that aggressive driving behavior had replaced driving under the influence as a leading cause.

Follow up discussions with expert coalitions such as Drive Smart Colorado helped identify potential countermeasures including infrastructure, enforcement, and education. Countermeasure recommendations included consideration for education of the next generation of drivers, technology-based enforcement, and a deliberate approach to safety including setting expectations and conducting before and after review for any implementation.





Safety Action Plan; Mayes County, OK

Mayes County, awarded SS4A funding in the 2022 funding cycle, proposed a hybrid approach to preparing the county's Safety Action Plan in its SS4A application. This hybrid approach entails not only the preparation of the Safety Action Plan but also leveraging the data and results from the SAP into two additional documents: a Countywide Bicycle & Pedestrian Master Plan and a Countywide Safe Routes to School Plan. Mayes County boasts one of the nation's largest industrial parks – MidAmerica Industrial Park, spanning 9,000 acres with an employment base exceeding 4,500.

Moreover, five of the County's School Districts are actively participating in the planning process, culminating in a unique, targeted SAP that addresses safe routes to schools and countywide bicycle and pedestrian recommendations. These efforts are aimed at promoting safe multimodal transportation options for the residents of Mayes County. Olsson is working with the city to help bring this plan to fruition.

Vision Zero, Safety Action Plan; Lawrence, KS

The Lawrence Vision Zero Project, led by Olsson, is dedicated to eliminating all traffic-related deaths and severe injuries in Lawrence and its neighboring communities. Rooted in Vision Zero principles and the Safe System Approach, our goal is to create a safer, more efficient transportation network.

The team conducted thorough crash data evaluations and developed a High Injury Network (HIN) to pinpoint and prioritize high-risk areas. This data-driven approach helps us understand crash patterns and target interventions effectively. Community engagement and equity are central to our strategy. Through meetings, open houses, pop-up events, and surveys, we've gathered diverse input from residents, making sure the plan reflects their needs. By analyzing census data, we've identified disadvantaged communities to determine if crashes disproportionately occur there and to focus interventions in those areas to reduce disparities.

We developed a comprehensive crash data dashboard to track progress and display key metrics related to safety initiatives. Our focus on sustainable solutions includes enhancing roadways for pedestrians, cyclists, and public transit users, promoting safer and more environmentally friendly transportation options.

Olsson's dedication to creating a safer future for Lawrence is evident in our methodical approach. By leveraging data-driven strategies and community engagement, we are moving toward the goal of zero traffic-related deaths and serious injuries. This project showcases our expertise in developing actionable safety plans, making us a trusted partner for clients seeking effective, innovative road safety solutions.

<https://lawrenceks.org/mpo/vision-zero/>



McDowell Experience

Center for the Arts Traffic Study; Crested Butte, CO

McDowell Engineering provided traffic engineering and transportation planning services for the Center for the Art's new facility that is being constructed in 2018. The new facility will accommodate more activities, classes, and events. McDowell prepared the traffic circulation plan, event traffic control plans, and transportation impact study. McDowell also discussed traffic recommendations at public meetings and permitted the project with CDOT.

Transportation Master Plan; Silverthorne, CO

McDowell is the traffic engineer for the Town of Silverthorne's update to their Transportation Master Plan. McDowell is currently working with Town staff to develop short-term and long-term infrastructure concepts to improve circulation throughout this small town that is inundated with visitor traffic during peak recreational seasons.

Cordillera Traffic Calming; Eagle County, CO

The Cordillera community was experiencing excessive speeding on their private winding mountain roadways. The community does not have law enforcement and is currently not allowed to write citations for speeding or reckless driving violations. McDowell Engineering analyzed the community's traffic data/speeds and gave recommendations for implementing traffic calming solutions to impact driver behavior. The community has been thrilled with some of the simple solutions and results that have impacted driver behavior in all four Cordillera neighborhoods.



On-call Traffic Engineering Consultant; Delta County, CO

McDowell Engineering was the On-Call Consultant Traffic Engineer for Delta County. As Project Manager, Kari ensured that the County's interests and standards are represented in the review of proposed new/modified developments. This has included the traffic impact review of new development, determination of financial impacts of heavy vehicles on the roadway network, feasibility of future roadway improvement projects, and CDOT processing for State Highway Access Permits.

- US 50 Passing Zone Safety Improvements, Hotchkiss
- Delta County Fairgrounds Traffic Study and State Highway Access Permits, Hotchkiss
- Haller Gravel Pit – Heavy Vehicle Roadway Impact Report, Delta
- Warren Gravel Pit – Traffic Impact Analysis, Delta
- Hidden Mesa Road Roadway Improvement Feasibility Study, Austin
- Gervan Heights Traffic Impact Study, Cedaredge

North Portal (US 40) Multimodal Corridor Improvements; Winter Park, CO

McDowell was the Traffic Engineer for the Town of Winter Park's corridor and safety analysis to examine traffic forecasting, transit circulation, pedestrian safety and impacts on US 40 through their tourist-oriented downtown. McDowell worked with the Town and CDOT to implement the multimodal streetscape improvements in 2013.

Park Avenue (SH 9) and Village Road Roundabout Design Analysis; Breckenridge, CO

McDowell was the traffic engineer for the Town of Breckenridge's design of the Park Avenue and Village Road roundabout. McDowell worked together with CDOT, the Town of Breckenridge, and project engineers to prepare a design that was compatible with the capacity requirements identified in the Park Avenue Corridor Analysis and worked with the site constraints at this busy intersection.

Sustainable Strategies DC Grant Expertise

While S2 writes grant applications across all sectors and to private, state, and federal funding opportunities, they specialize in developing highly competitive proposals for U.S. Department of Transportation discretionary grant programs, including programming authorized under the 2021 Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law (BIL). Below are some winning grant applications that S2 developed and submitted for their clients:

USDOT Safe Streets and Roads for All Program

- **\$15,265,600 for local and highway safety measures in Gunnison County, CO**
- \$480,000 for a Safety Action Plan in Jackson, WY
- \$480,000 for a Safety Action Plan in Glenwood Springs, CO
- \$443,000 for planning and demonstration activities in San Mateo County, CA
- \$200,000 for a Safety Action Plan in Charleston, WV
- \$200,000 for a Safety Action Plan in Roswell, GA
- \$200,000 for a Safety Action Plan in Silverthorne, CO
- \$120,000 for a Safety Action Plan in Rifle, CO
- \$80,000 for a Safety Action Plan in Minturn, CO

USDOT Better Utilizing Investments to Leverage Development (BUILD) Program

- \$14,400,000 for multimodal street improvements in Norfolk, VA
- \$10,200,000 for a highway reconstruction in Bourbon County, KY
- \$7,007,562 for roadway realignment in Glenwood Springs, CO
- \$5,452,023 for road corridor improvements in Dubuque County, IA
- \$1,300,000 to expand a Roaring Fork Transportation Authority (RFTA) facility

USDOT Rebuilding American Infrastructure with Sustainability & Equity (RAISE)

- \$25,000,000 for a new overpass in Dubuque, IA
- \$25,000,000 for waterfront multimodal infrastructure in Charleston, WV
- \$25,000,000 for highway safety enhancements in Thornton, CO
- \$24,448,164 for downtown streetscape upgrades in Johnstown, PA
- \$20,000,000 for passenger rail infrastructure in Baton Rouge, LA
- \$5,000,000 for mobility upgrades in Sacramento, CA
- \$2,000,000 for multimodal planning in Pitkin County, CO

USDOT Rural Surface Transportation Grant Program

- \$49,680,000 for the South Bridge project in Glenwood Springs, CO

USDOT Charging and Fueling Infrastructure Program

- \$14,700,000 for charging infrastructure across Connecticut
- \$5,506,368 for charging infrastructure in Jackson, WY

USDOT Reconnecting Communities/ Neighborhood Access and Equity Program

- \$22,500,000 for mobility upgrades in Sacramento, CA
- \$20,185,000 for complete street upgrades in Frankfort, KY
- \$17,000,000 for safety improvements in Stamford, CT
- \$8,245,000 for complete street upgrades in Frankfort, KY
- \$2,000,000 for a multiuse path in Roswell, GA
- \$1,600,000 for safety planning in Norfolk, VA
- \$485,000 for multimodal planning in Frederick, MD

USDOT Bridge Investment Program

- \$15,100,000 for bridge replacements in Madison, WI

USDOT Railroad Crossing Elimination Program

- \$40,480,000 for a new grade separation in Washougal, WA

Additional Experience

These types of projects require a blend of technical, multidisciplinary expertise, collaboration, and a commitment to making our roads safer for everyone. Below is a summary matrix displaying a variety of additional projects with relevant expertise.

Project Name	Client	Data Analysis	Public / Stakeholder Engagement	Safe Systems Toolbox	Safety Dashboard	Plan Development
Transportation Capital Projects Prioritization Study (TCPSP)	Fort Collins, CO	X	X			X
Traffic Safety & Driver Behavior Study	Pikes Peak Area Council of Governments (PPACG)	X	X			X
ConnectCOS Plan	Colorado Springs, CO	X	X	X	X	X
Vulnerable Road Users Assessment	Nebraska Department of Transportation (NDOT)	X	X	X	X	
Comprehensive Safety Action Plan (sub)	City and County of Broomfield, CO	X	X	X		X
Vision Zero Safety Action Plan	Lawrence, KS	X	X	X	X	X
Comprehensive Safety Action Plan	Mayes County Trails Alliance	X	X	X		X
Comprehensive Safety Action Plan (sub)	Norfolk, NE	X	X			X
Active Transportation Plan	Oklahoma Department of Transportation (ODOT)	X	X		X	X
Husband St. Low Stress Bicycle Corridor	Stillwater, OK		X	X	X	X
Public Transportation Study	Moore, OK	X	X		X	
Congestion Management Process (CMP) Update	Association of Central Oklahoma Governments (ACOG)	X				
Merriam Drive Connected Corridor Plan	Mid-America Regional Council (MARC)	X	X	X		
11th and 12th Complete Streets Connections Plan	MARC/Kansas City, MO		X	X	X	
Joplin Connected Active Transportation Assessment	Joplin, MO	X	X		X	
Mobility Management Plan & Implementation	NDOT	X	X		X	X
Complete Streets Design Guide Development	Omaha, NE	X	X		X	X
Central 24th St. Multimodal Transportation Study	Metropolitan Area Planning Agency (MAPA) / Omaha, NE	X	X		X	X
13th St. Walkability Study	Omaha, NE	X	X			
Transportation Master Plan	Olathe, KS	X	X		X	X
Complete Streets Plan	Lenexa, KS					
Traffic Safety Planning Studies & Project Development	Arkansas Department of Transportation (ArDOT)	X	X			
Statewide Rural Unsignalized Intersection Safety Study	ArDOT	X		X		

3. PROJECT TEAM

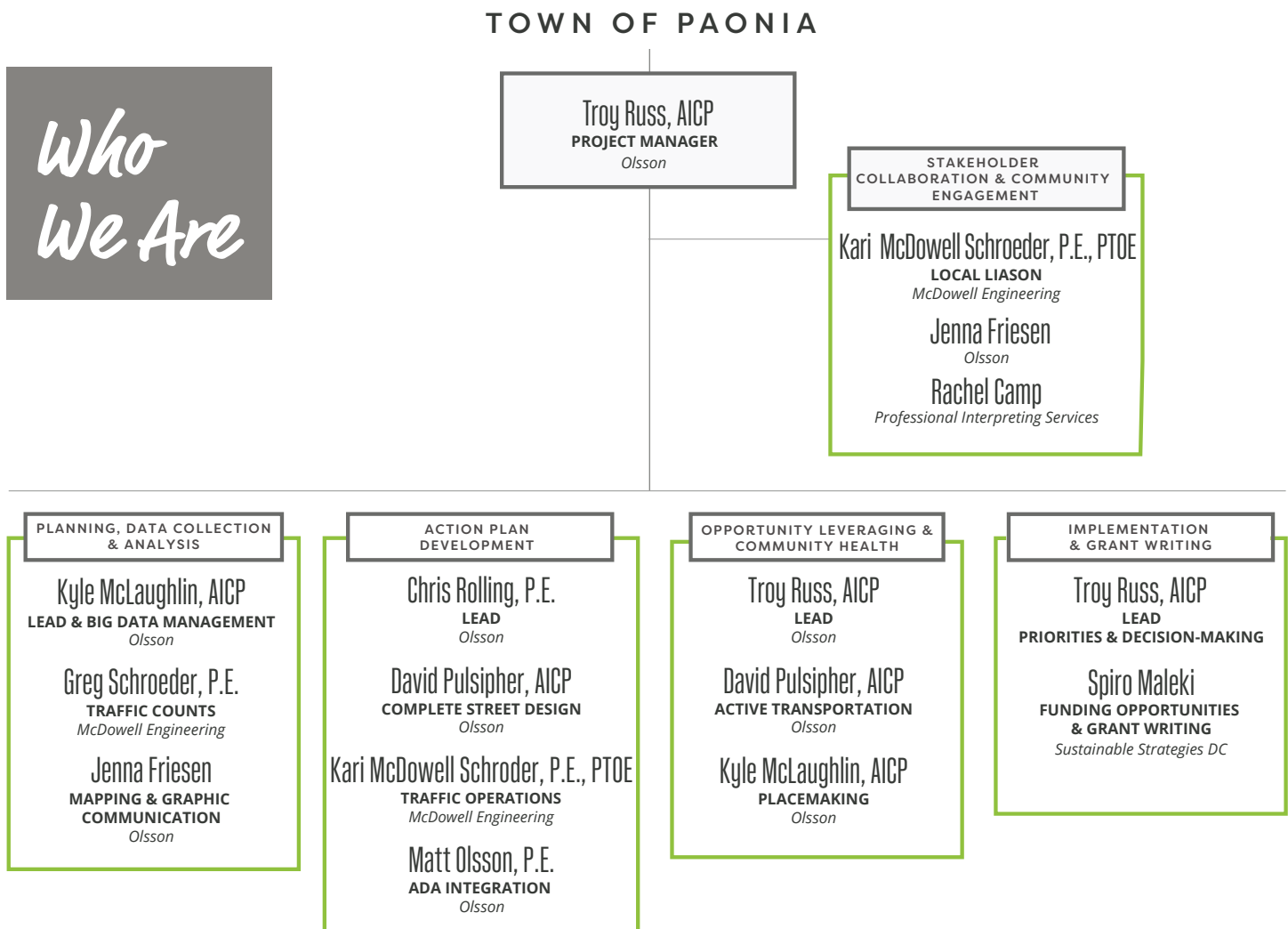
Olsson is thrilled to partner with McDowell Engineering and Sustainable Strategies DC to provide the Town of Paonia with a deeply talented team familiar with Paonia, mountain town mobility challenges, and proven experience in crafting comprehensive safety study and delivering SS4A implementation Grants. We have worked together in Crested Butte, delivering a shared safety solution between the Town of Crested and the Gunnison Valley Watershed School District with the Red Lady Avenue and CO-135 Roundabout and delivering \$15 million dollars in SS4A Implementation grant monies to the CO-135 Corridor.

Troy Russ will be Olsson's project manager and primary point of contact for the Town. He will oversee all phases of the project and work hand-in-hand with the appropriate Olsson team members, Kari McDowell Schroeder, and

Spiro Maleki to make sure your project receives the attention and resources it deserves. Key team members are depicted in the organizational chart below; their full resumes are included in our attachments.

Availability

The availability of qualified professionals is an important factor when choosing a consulting partner. Our team has evaluated their workload and commits our project team to this project. The team members identified in our organizational chart are available to begin work upon notice to proceed. The Town of Paonia is important to Olsson and our partners, and we are 100 percent committed to exceeding your expectations for project delivery and client service.



4. PROJECT UNDERSTANDING AND APPROACH

Project Understanding

We begin by acknowledging the profound loss the Paonia community experienced last year. In a small mountain town where neighbors know one another, such a tragedy resonates deeply. While it is impossible to eliminate all roadway incidents, they are preventable. The Federal Highway Administration's Safe Streets for All program is built on this principle: humans make mistakes, but those mistakes should never result in death or serious injury. Infrastructure must not be the cause of tragedy.

Paonia is a historic, close-knit town in western Delta County that serves as the North Fork Valley's primary economic and cultural hub. Like many small mountain communities, Paonia's sense of place and community pride are strong, but its resources are limited compared to the scale and complexity of its transportation and safety challenges. These challenges stem from two interrelated factors:

1

Evolving Economy and Travel Patterns -

Paonia has transitioned from being solely a mining town to a community more defined by agriculture, art, and outdoor culture. Growth in nearby unincorporated areas has increased traffic volumes, while remote work and online retail have changed daily travel behavior—bringing more pedestrians, delivery vehicles, and freight activity to local streets. Shifts in school locations, safety concerns, and rising housing costs have lengthened commuting patterns. Today's travel characteristics differ greatly from those of Paonia's past.

2

Historic, Rural Infrastructure - Much of Paonia's transportation system was built decades ago, before modern traffic speeds, multimodal needs, and the Americans with Disabilities Act (1990). Narrow rights-of-way, missing sidewalks, limited bicycle facilities, and non-compliant curb ramps present barriers to accessibility and safety. In a rural context where funding and maintenance resources are limited, the result is infrastructure that no longer meets the mobility or safety needs of today's residents and visitors alike. Some specific observations are shown in our issues graphic on the following page.

We recognize this SS4A award offers Paonia a rare opportunity—not only to address systemic safety needs but also to work with the community to advance broader aspirations. For a town of 1,500, this grant represents a transformational opportunity to connect safety, livability, and local values.

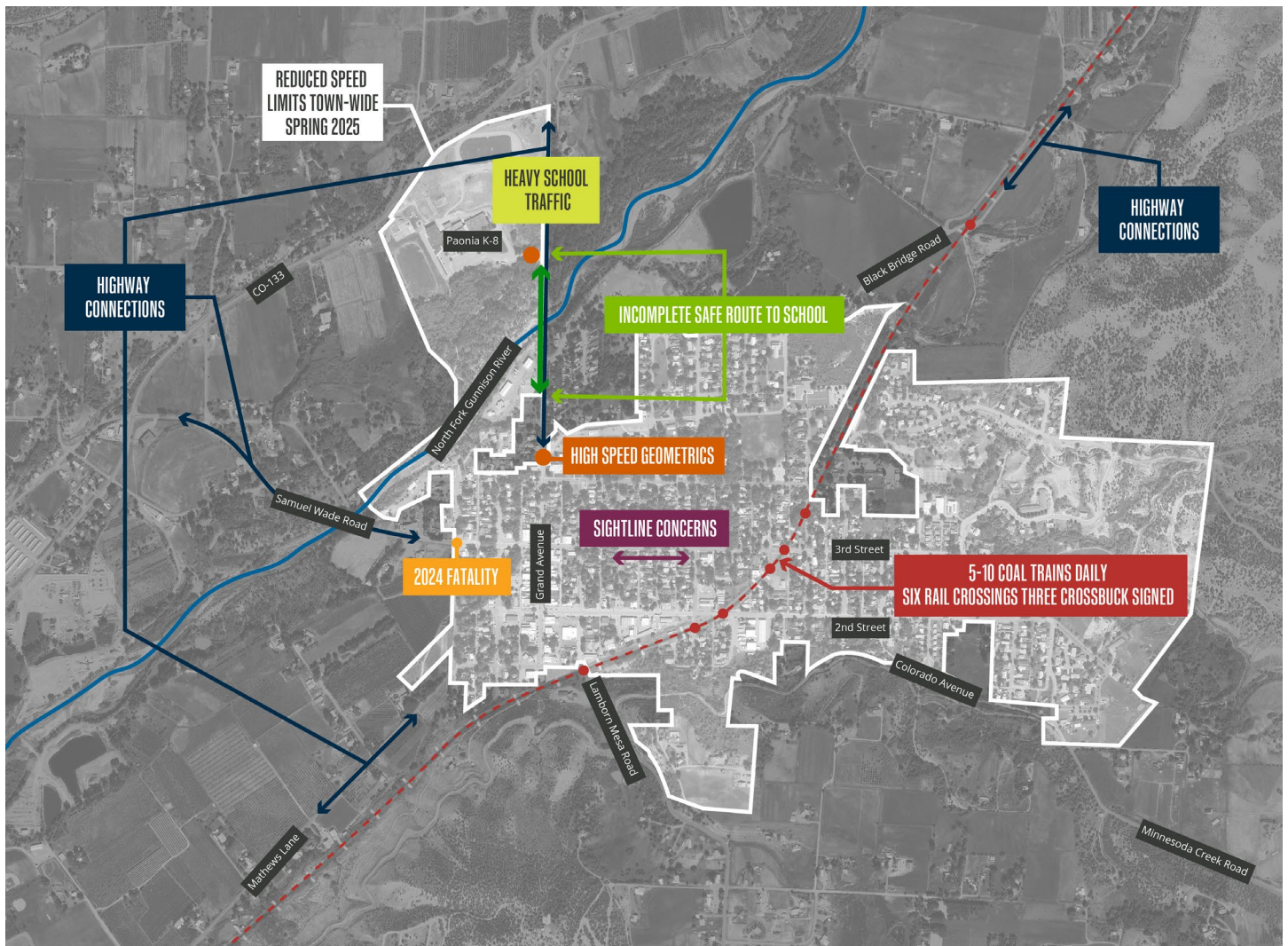
The SS4A program has been a boon for communities large and small across the country in their efforts to improve traffic safety. It has allowed them to quickly move from a reactive position to a proactive one. Small communities like Paonia, have been able to acquire the data and planning needed to overcome the historic lack of information or resources to “get ahead” of issues. With this grant, Paonia has a rare opportunity to move into a proactive position, not only for transportation safety but asset management and community health in general.

We understand Paonia's desire to complete the Safety Action Plan per the requirements of the SS4A program, use this project to gain a broader understanding of the safety and transportation issues you face, and take advantage of this opportunity to strengthen the community's health. This plan will give you the data and action plan to address crashes and get ahead of potential safety challenges related to latent maintenance needs of your bridges, railroad crossing, and street surface.

Paonia is a community changing. Its economy is at the confluence of mining, agriculture, the arts, access to outdoor recreation, and growing tourism. Each of these factors present substantial seasonal traffic, often from heavy trucks. That leads to the unique transportation safety and planning challenges you hope to address with this plan.



Key Issues Map



Project Approach

Olsson's approach to this project will result in an innovative and practical implementable Safety Action Plan for the Town of Paonia that looks beyond the SS4A for funding opportunities. Our working style and basic approach have four guiding principles:

Team Approach: By team approach, we mean not only the consultant team with the technical expertise in various substantive elements that comprise a Safety Action Plan, but also the appointed and elected officials, staff, the regional stakeholders and mobility partners, advocacy organizations, and community residents and business owners alike.

Public Engagement: A structured approach to public involvement is required to effectively involve regional stakeholders, advocacy groups and the community for the project team fully understand Paonia lived experience and how the transportation should be shaped to ensure it safely serves the valley high quality of life.

Data-Informed Locally Calibrated Planning: These SS4A action plans are opportunities to amass and organize contextual and useful data that can be used to inform decisions about improving transportation safety. Our approach includes consolidating and scrubbing the existing data from third-party data providers and calibrating the information locally, with the community. Nothing compares to collecting data in the field and verified by the community's real experiences to fill in the remaining gaps.

Problem Solving and Opportunity Seeking

Orientation: Our approach to the development of Paonia's Safety Action Plan will be problem-solving-oriented to address the transportation and safety challenges of the community. But we also recognize the rare opportunity a grant of this magnitude represents and will simultaneously seek opportunity that can ensure the community's resiliency and long-term health. We will seek to understand the issues and concerns of Paonia and develop contextual solutions specific to connect and implement a safe and efficient multimodal transportation network.

TASK 01

PROJECT MANAGEMENT

FALL 2025 TO SPRING 2026

The success of the project depends on strong communication, project management, and building local trust. With three decades of managing the planning, design, and implementation processes for the full-range community building efforts ranging from removing a freeway in Downtown Chattanooga, to planning and implementing the Town of Crested Butte's transportation program, town-wide traffic calming program and co-managing the Gunnison County Comprehensive Safety Action Plan and CO-135 Safety Improvements grant application, which was awarded \$15 million, Troy Russ will manage this project from start to finish using the tools and resources available from Olsson. Our approach follows the industry standards laid out by the Project Management Institute (PMI) and will manage key elements of the project purposefully through a quality control plan and communication plan with the Paonia team consistently throughout the project's life cycle.



TASK 02

DATA COLLECTION & ANALYSIS

FALL 2025 TO WINTER 2026

To complete this Plan by May 8th and deliver the final Action Plan to the FHWA by June 1st, Paonia will need a partner that can get started with the data analysis right away. Identifying hot spots and serious crashes, safety related risk factors, and vulnerable communities are necessary to meet federal requirements and assess the areas of greatest need. The Olsson team not only has a thorough understanding of the necessary analysis, but also of the data necessary to conduct the evaluation in the study area, locally. We have a strategic four-step approach to provide the delivery of a comprehensive crash trend analysis. The four-step approach is summarized as follows:

1. CRASH DATA ACQUISITION

Olsson will acquire the most recent five years of crash data from CDOT, Delta County Sheriff, and the Town of Paonia Police as the foundation for the safety action plan. Safety action plans rely on more contextual analysis of what causes crashes, though. Therefore, our team gathers assets and demographic data as well. We also gather information from third party data partners, lean on AI applications to process aerial imagery, and when needed, investigate the information in the field and calibrate the results with the community real life experience to develop the most accurate information. Together these sources help the team understand the full picture of what causes crashes and what geometrics could evolve into challenges in the future as the community continues to grow and travel patterns change.



2. CRASH DATA CLEANSE

Critical to the efficacy of the existing safety analysis is the crash data scrubbing, standardizing, and where needed, joining data. Crash data can be incongruent, both in the individual fields and overall format, hindering analysis. Upon acquisition of the crash data, we will conduct an extensive data review to verify consistency and completeness of the data, with specific focus on crash type, contributing factors (e.g., what caused the crash), location of the crash, and narrative.

3. CRASH DATA ANALYSIS

The third step of the existing safety analysis is the crash data analysis. We will use the cleaned crash data, in conjunction with the other data sources mentioned above, to evaluate patterns and correlations between crash types, crash modes, crash locations, crash time periods, crash severities, and crash causations.

Overall Safety Performance - The first part of the crash analysis will be a comprehensive review of relevant attributes such as contributing factors, weather conditions, temporal analyses, traffic attributes, and roadway attributes. This is intended to understand if these factors influence the occurrence of fatal or serious injury crashes. These factors are generally considered individually but will be reviewed specifically for vulnerable road user crashes.

Spatial Analysis - To facilitate an understanding of the physical environment surrounding crashes, we will input the crash data into a Geographic Information System (GIS) platform to map the crashes and their attributes to other special data like demographics, roadway attributes, traffic volume and speeds. These maps will be utilized to identify problematic locations, summarize correlations between crashes and the existing network, and identify solutions.



4. CRASH DATA SUMMARY

Finally, the crash data summary which provides a largescale overview of the safety narrative. We will develop a formal narrative of the safety conditions, which will be an understanding of the existing conditions with both textual and figural (e.g., histograms, charts, and maps) outputs. Both outputs will help summarize the conditions throughout Paonia and will help identify the problems and their related solutions.

High Injury Network Analysis – The High Injury Network (HIN) analysis will review all roads that experienced serious injury, fatal, vulnerable road user (VRU) crashes, and perceived problems from the community. They are analyzed segment by segment ranking each based on their crash occurrence, assigning additional weight to those experiencing fatal and serious injury crashes. The segments are then symbolized based on their rank, pinpointing the most dangerous road and least comfortable segments, allowing for targeted interventions to improve road safety.

High Risk Network Analysis - While historical crash data and the HIN give insight into safety concerns, they only tell a portion of the narrative. Because crashes can be random, it is important to evaluate factors that are known to be well-correlated with safety. Posted speed limit, shoulder width, intersection type, sightlines, lighting, and presence of bicyclist and pedestrian accommodations are factors that can give indication of safety risk. This is following the systemic safety analysis approach, which is not only a SS4A requirement, but an effective way to achieve the overall goals for the Town of Paonia.

Systemic safety analysis helps proactively identify risks within the roadway network and prioritize locations based on both historical crash data and its likelihood of future crashes based on risk presence. Using outputs of this analysis, we use spatial analysis to overlay them and determine which roadway segments have the relatively highest numbers of associated risk factors. This constitutes the High-Risk Network which, when combined with the HIN, will be powerful reference for where to apply systemic safety treatments or prioritize individual safety projects.

ADDITIONAL DATA COLLECTION & ANALYSIS

We recognize the Town of Paonia is using this opportunity to gather a collection of traffic and safety-related data beyond what may be typical for a Safety Action Plan. This will support not only the Safety Action Plan, but maintenance and upgrading of transportation infrastructure in the future. Below is a summary of our approach to collecting this data and the approach to leveraging it for decision-making.

We will perform field data collection with ArcGIS Field Maps so that the data goes straight into an electronic database for use in analysis, prioritization, and progress tracking in later phases of the Safety Action Plan. Olsson's field data collection prioritizes safety from the earliest planning stages.



TASK 03

STAKEHOLDER AND COMMUNITY ENGAGEMENT

FALL 2025 TO SPRING 2026

A key distinguishing factor of a comprehensive safety action plan is a strong emphasis on public and stakeholder engagement. Data analysis can only reveal so much. It must be calibrated with the users of the system. To truly understand causes and impacts of traffic crashes, the project team will meet with the people who are directly affected by them. The team will accomplish this through a series of public, stakeholder, and steering committee engagement events.

STEERING COMMITTEE

A key requirement is that these plans be realized. One of the ways we do this is to assemble a Steering Committee that will not only help shape the plan through an integral feedback process but be responsible for carrying forward actions that are recommended from this plan. This begins by working with you to determine who will be most appropriate individuals from your community to bring into the group and then extending invitations to them. In this step, it is essential that we define the responsibilities of committee members and communicate that to them. Committee members will attend approximately two to three meetings throughout the plan development. These generally coincide with the following milestones:

- **Visioning and Data Gathering:** During the first phase, committee members will have a chance to shape the defining characteristics of the plan and what the community will accomplish with it. The team will encourage committee members to share their lived experience of transportation safety as well as initiatives or projects they are doing or plan to do that can help achieve the common goal.
- **Opportunity Leveraging:** In the second phase of the effort the steering committee members will be engaged to review data and brainstorm on interconnecting community resilience and health opportunities, such as reviewing the Town's maintenance program. The team will encourage the committee to interconnect regional stakeholder needs and improve collective safety improvement actions.

- **Action Plan Development:** As Olsson completes the data analysis, opportunity leveraging, and developing preliminary recommendations, the team will take the time to hear directly from staff, regional stakeholder, and the Steering Committee. It is critical that the team garner buy-in and consensus among committee members as they will be partly responsible for implementing the plan.

PUBLIC ENGAGEMENT

The public engagement strategy involves three rounds of targeted outreach, with smaller activities in between. To reach and represent all types of citizens within the Town, it's important that the team offer people a range of methods and opportunities to communicate their desires, questions, and ideas to our team. To do this, Olsson will not only use various methods (e.g., written survey, focus groups, online questionnaire, etc.), but we will also ask the same question in different ways. This iterative process will paint a clearer picture of the Town's vision, goals, and preferred outcomes for the plan.

Community Meeting No. 1 - Education and Input:

The first round of public engagement is aimed at educating the residents about the Safe Systems Approach, Vision Zero, and existing traffic safety conditions. We will also collect feedback about the safety concerns and challenges people face as users of the network (whether they drive, bicycle or walk).

Community Meeting No. 2 - Existing Conditions

and Review of Data Analysis: This round will inform residents of Paonia of the transportation network's existing conditions and the result of Olsson's data analysis. This information will indicate a variety of ways in which the plan's safety recommendations could be framed. Information gathered from the public will help direct and shape the plan's final recommendations.



Community Meeting No. 3 - Reviewing the Draft Plan: The third round of engagement will occur once the plan is drafted before being finalized. At this point, the team will host a round of public open houses to gather input regarding the draft plan and recommended action for implementation. The open house style meeting format allows for multiple stations, each one addressing different plan-related topics such as data analysis and findings, initial public and stakeholder feedback, recommended actions, and implementation timeline. This format also provides an opportunity to collect additional input on the draft plan and recommendations. For those unable to attend in person, similar materials and opportunities for comments will be posted to the project's website.

TOWN LEADERSHIP MEETINGS

Communicating with your Town leaders is a powerful way to gain advocates that can help promote the vision, goals, and recommendations of this plan. Olsson will discuss with you the format of the meeting(s) so staff can use them most effectively. This effort combines presentations at Town Council, meetings with Town Council during their study sessions, and one-on-one meetings with Town administrators and Department Heads and relevant County staff.



WEBSITE

A project website is recommended to provide additional information gathering opportunities and for updates to the plan to be posted for public review and input. The website is recommended to be a page on the town's existing website. A summary of all public outreach activities and input obtained during the plan development process will be incorporated into the plan.

TASK 04

ACTION PLAN DEVELOPMENT

WINTER 2026 TO SPRING 2026

A holistic, multimodal approach is needed around the Safe System Approach framework realistically achieve a long-lasting impact. Strategies are needed that address not just infrastructure or engineering improvements, but also maintenance, operations, culture, policies, procedures, and partnerships. Olsson will identify strategies in close coordination with the Town, regional partners, and the steering committee that are based on best practices, practical, and realistically implementable in the near term.

Once strategies are developed, the project team will recommend action items for each in close coordination with the core group and the steering committee. The action items will be SMART - Specific, Measurable, Achievable, Relevant, and Time- based. Action items that pertain to policies, procedures, and guidelines that are not infrastructure specific for instance—will be based on a gap analysis that assess current local and regional documents and compare to best practices. This assessment is important to not only meet SS4A requirements but also to provide a roadmap for the Town and its regional partners to consider future action.

DEVELOP VISION & GOALS

The Town must identify their vision of transportation safety and a goal through a decision-making framework they can realistically achieve. It is important to provide education on the vision and goal of this process, as well as to answer questions that can help bring people along. To do that, the project team will establish goals and a decision-making framework to lay the foundation of the plan and review how the goals align with existing national, state, regional and local visions, missions, goals and objectives.

Relative to satisfying all requirements of the SS4A program, an important step in visioning is to establish the Town's explicit goal to reach zero traffic deaths and serious injuries. This step will allow us space to decide what your comfort level is with when you can reach these goals. Furthermore, this will be when we decide who will be among the city's leadership who will sign the letter of commitment which will go in the final adopted plan.

PROJECT DEVELOPMENT

A crucial series of action items will pertain to infrastructure improvements. These items that are location specific will also be identified as potential projects that will meet criteria for SS4A funding eligibility. Two tiers of projects will also be considered in the recommendation of these infrastructure projects where appropriate using a benefit-cost approach consistent with FHWA guidelines. For instance, low-cost countermeasures such as traffic control devices may be beneficial for a roadway corridor until funding becomes available for more thorough safety improvements.

Furthermore, low-cost countermeasures that can be implemented systemically on roadways that fit certain criteria or risk factors will be identified as appropriate. Olsson's Actions Plans emphasize identification of projects that will be most effective at addressing apparent transportation safety issues as well as ones that will be competitive for future grant applications. Olsson will use a three-phase approach, leveraging systemic safety analyses, including the following:

- 1. Identification of Crash Causes** – The project understands that crashes are not only a result of driver behavior, but built infrastructure, traffic control devices, and environmental conditions. As such, Olsson uses results of the data analysis to focus on the locations within the Town that have a higher propensity of crashes and the highest potential for safety improvement.
- 2. Screening of Candidate Sites and Risk Identification** – Post identification of the crash locations and their respective characteristics, Olsson will facilitate a screening of candidate sites. The team will screen candidate sites to determine and inventory risk factors that are present such as traffic control devices, geometric design of interchanges, and environmental conditions. This risk-inventory will be used to determine contextual causes of traffic safety issues.
- 3. Countermeasure Selection** – Post completion of screening candidate sites and identifying critical risk factors, our team will compile a framework that will identify countermeasures based on facility type and risk factor presence. Our experience shows the countermeasure decision-making framework to be both intuitive and simplistic, but useful in providing short-term, mid-term, and long-term solutions to alleviate the crashes evaluated.



TASK 05

ACTION OPPORTUNITY LEVERAGING AND COMMUNITY HEALTH

SPRING 2026

Like most mountain towns, Paonia is a small town with a big community. And with a big community, there are big challenges. However, as small town, Paonia has limited resources. During this task, our team will use collected data, regional collaboration, and community engagement to support a comprehensive approach to safety. This rare opportunity allows the team to create an action plan that improves transportation safety for Paonia while also identifying actions that strengthen community health and resiliency.



TASK 06

IMPLEMENTATION STRATEGY

SPRING 2026

LOCATION PRIORITIZATION

Using the crash data and potential for improvement, intersections and segments will be prioritized in Paonia. To identify priorities, Olsson will collaborate with the Town of Paonia staff and regional stakeholders to identify performance measures that will help us identify poor-performing locations where safety investments should be prioritized. A variety of performance measures may be applicable, from simple metrics such as number of crashes and percentage of severe crashes, to more complex, predictive methodologies laid out in the Highway Safety Manual. The complete network screening results will be mapped with the top locations documented in a table and highlighted on a map.

POLICIES, PROGRAMS, AND PARTNERSHIPS

An integral component of a community's Safety Action Plan is the thorough review of the community's existing documents and their associated policy statements to guide implementation of the community's development. For the Town of Paonia, this review includes its Comprehensive Plan, Downtown Economic Development Plan, Zoning Ordinance, and Subdivision Regulations. Each of the documents presents policy and process procedures that will need updating to reflect the safety actions and approaches required by the SS4A program. From these, we will develop a set of policies, programs, and partnerships that can be implemented with the infrastructure improvements to fortify the layered philosophy that underscores the Safe System Approach.

TARGET AND GOAL SETTING

Using the crash analysis results, we will establish specific and achievable safety goals and forecasts for roadway fatalities and serious injuries and nonmotorized fatalities and serious injuries. As much as this analysis is a review of the historical crash data, it will also help determine forecasts for the city's safety performance and demonstrate the impacts of "doing nothing." Through this target and goal setting exercise, we will set interim targets that can be used to evaluate the area's performance towards eliminating fatalities and serious injuries. These targets will include specific reductions in a finite time frame.

TASK 07

DRAFT AND FINAL TRANSPORTATION SAFETY ACTION PLAN

SPRING 2026

At each step of the entire plan development process, Olsson will submit preliminary findings through interim deliverables to Town staff for review and comment, which will help expedite the draft plan document.

The draft plan will be the compilation and formalization of the previously reviewed materials, utilizing graphics, images, tables, and charts to be publicly consumable and easy to follow. Once comments are received from the core team, the steering committee, regional stakeholders, and public, Olsson will update and revise the plan into its final form and resubmit it to the core team and steering committee for final adoption by the Town Council.

The public draft will be published before May 8th and the final document will be submitted to the FHWA before June 1st.

REPORTING

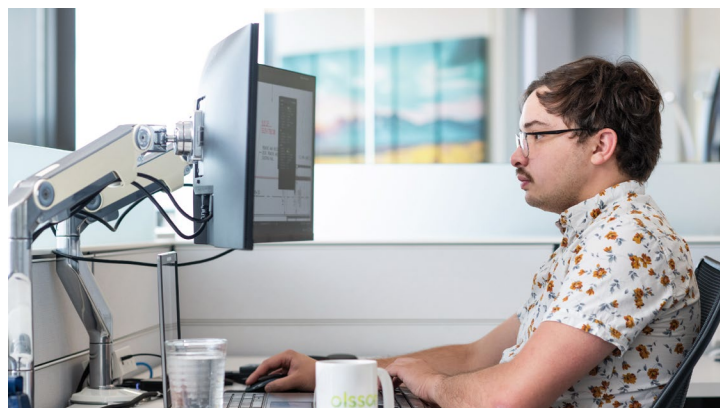
Meeting the requirements of the SS4A action plans also means establishing a system for long-term reporting of crash occurrence and progress towards completing the action plan goals. Olsson has developed a system to create intuitive GIS-based dashboards that effectively accomplish this task. Our team has built them for communities large and small, tailoring them to the reporting needs. The team is also mindful of Paonia's limited capacity to maintain the dashboard and underlying data. Thus, our dashboards are coupled with a standard operating procedure document that provides instructions on how to maintain and troubleshoot it.

TASK 06

SS4A AND OTHER OPPORTUNITY GRANT APPLICATIONS

SPRING 2026

After the submittal of the adopted Comprehensive Safety Action Plan to FHWA, Olsson has Sustainable Strategies DC on the Team to assist Paonia in preparing grant applications from upto three different sources including the SS4A Implementation grant



5. QUALITY ASSURANCE AND COMPLIANCE

Olsson brings a strong portfolio of relevant experience to SS4A and ADA transition planning projects, supporting clients in meeting federal requirements while advancing safety, accessibility, and equity.

Olsson's approach to supporting compliance with Federal Highway Administration SS4A program requirements, ADA and PROWAG, and Title VI of the Civil Rights Act is rooted in a robust, collaborative quality management process. The team leverages proven digital tools—such as Bluebeam Revu and Smartsheet—to facilitate real-time document review, transparent project tracking, and seamless communication among Olsson staff, subconsultants, and clients. While these platforms are standard, Olsson is flexible and can integrate client-preferred systems to align with project needs.

For SS4A program compliance, Olsson's process begins with a tailored Quality Management Plan (QMP) that outlines deliverables, review procedures, responsible parties, and the schedule for quality assurance and quality control (QA/QC) activities. The QMP is accessible to all team members and subconsultants, supporting a unified approach to meeting federal requirements. Subconsultants—whether providing traffic counts, operations analysis, interpreting, or grant writing—are held to the same rigorous standards as Olsson's in-house staff. Their deliverables undergo formal review and peer evaluation before integration into the project.

ADA and PROWAG compliance is addressed by incorporating accessibility standards into every phase of design and review. Olsson's team includes professionals with national expertise in ADA and PROWAG, who apply current guidelines to all pedestrian and public right-of-way elements. Field checks and walk-throughs supplement digital reviews, capturing on-the-ground conditions vital to accurate, accessible design.

Title VI and equity requirements are embedded in Olsson's project delivery. The team follows nondiscrimination policies and actively supports inclusive public engagement, ensuring that all community members, regardless of race, color, national origin, or ability, have equitable access to project benefits. Subconsultant agreements include explicit quality and equity provisions, and Olsson's project managers monitor compliance throughout the project lifecycle.

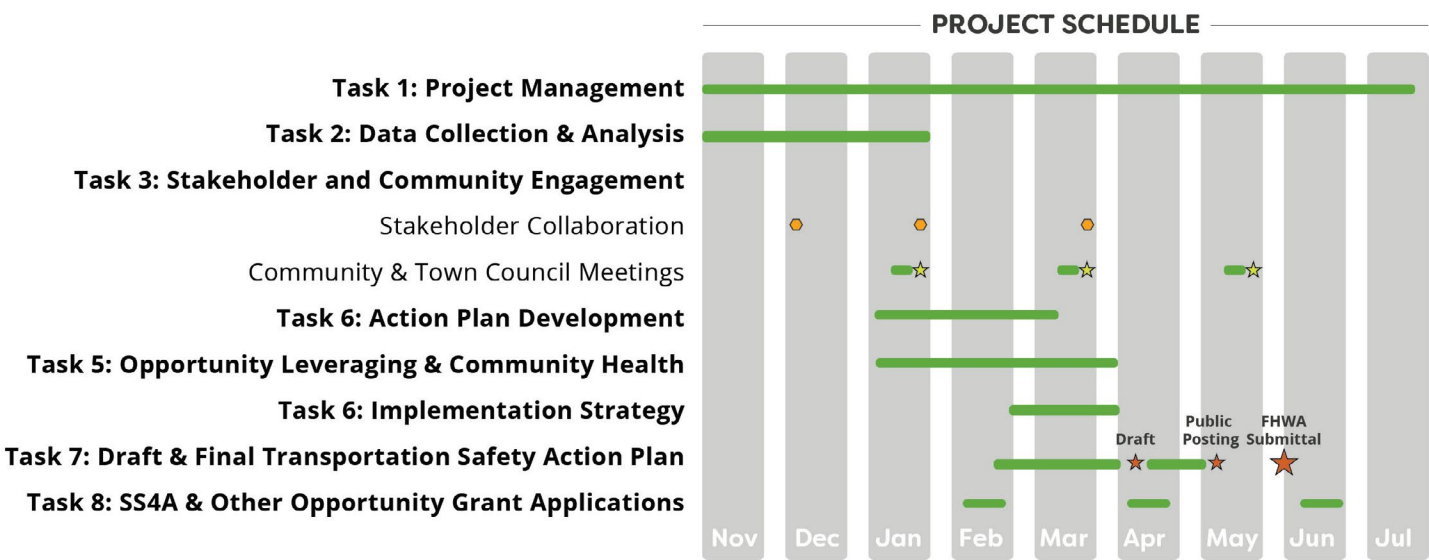
Internal quality control processes are comprehensive and transparent. Each deliverable is reviewed at key milestones using standardized checklists and digital markups. Project managers, technical staff, and quality managers share responsibility for accuracy, timeliness, and completeness, with senior leadership reinforcing quality as a core value. All review comments and resolutions are documented and tracked, promoting accountability and continual improvement.

Olsson's approach is both structured and adaptable, enabling us to help achieve compliance with all SS4A, ADA/PROWAG, and Title VI requirements, all while remaining responsive to client preferences and project-specific needs.



6. SCHEDULE AND AVAILABILITY

Below, is a tentative schedule for this project. This schedule will enable the Town to complete the Comprehensive Safety Action Plan and publish it publicly by May 8, 2027, with the final SS4A report delivered to FHWA no later than June 1, 2027. Our team has the capacity and availability to meet this ambitious timeframe not only just to meet minimum federal requirements, but also to provide meaningful, long-lasting change to improve the safety of the Town's transportation network. The Olsson team is committed to successfully delivering a plan that makes the most of this funding boon.



7. REFERENCES

Comprehensive Safety Action Plan (CSAP)

CRESTED BUTTE, CO

Dara MacDonald
Town Manager
970.349.5338
dmacdonald@crestedbutte-co.gov

Citywide Traffic Study

LOVELAND, CO

Matt Ruder
Traffic Engineer
902.962.2647
matt.ruder@cityofloveland.org

SS4A Action Plan

COLORADO SPRINGS, CO

Todd Frisbie, P.E., PTOE
719.385.7628
todd.frisbie@coloradosprings.gov

Transportation Safety Action Plan

BROOMFIELD, CO

Bryce Hammerton, P.E.
Traffic Engineer
303.253.0474
bhammerton@broomfield.org

Traffic Safety & Driver Behavior Study

PIKES PEAK REGION, CO

Jason O'Brien
Project Manager
719.471.7080
jobrien@ppacg.org





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/30/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER HUB International Great Plains LLC 11516 Miracle Hills Drive Suite 100 Omaha NE 68154	CONTACT NAME: Jill Aldredge PHONE (A/C, No, Ext): 402-964-5575 E-MAIL ADDRESS: jill.aldredge@hubinternational.com FAX (A/C, No): 402-557-6325
INSURED Olsson, Inc. P.O. Box 84608 402-474-6311 Lincoln NE 68501	INSURER(S) AFFORDING COVERAGE INSURER A: Amerisure Mutual Insurance Company INSURER B: Amerisure Insurance Company INSURER C: Indian Harbor Insurance Company INSURER D: MSIG Specialty Insurance USA Inc INSURER E: INSURER F:

COVERAGES**CERTIFICATE NUMBER:** 610380566**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:	Y	Y	CPP21194510302	1/1/2025	1/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY	Y	Y	CA 21194500301	1/1/2025	1/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$	Y	Y	CU 21194520202	1/1/2025	1/1/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	Y	WC 21194530202	1/1/2025	1/1/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D C	Professional/Pollution Liability Claims Made XS Professional/Pollution Liability XS Professional		Y	MSTAEC-00010 DXS7100317 Binder	1/1/2025 1/1/2025	1/1/2026 1/1/2026	PL Each Claim/Agg 5,000,000 PL Ded Per Claim 750,000 Excess PL Claim/Agg 10,000,000 Excess PL 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

All carriers listed above have an AM Best Rating of at least A, XV. Pollution coverage is included in the Professional Liability policy if it arises out of the negligence of the insured in performing their professional services. General Liability, Auto Liability, and Workers Compensation/Employers Liability are underlying policies of the Umbrella Liability.

Professional Liability - Claims Made - Retro Date - 08/01/94

CERTIFICATE HOLDER**CANCELLATION**

For Information Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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RESUMES

olsson®

TROY RUSS

Project Manager | Planning and Engagement

EXPERIENCE SUMMARY

Troy is a land use and transportation planner and community strategist with 32 years of experience in public and private sector planning. Known for his values driven approach to urban and rural planning, Troy is a recognized leader in creating pedestrian environments, complete street policies and designs, and successfully leveraging transportation investments to create more livable and economically vibrant communities.

Troy is passionate about communities and the role of placemaking. His work is grounded in a deep understanding of how the uncertainty of change and future growth can erode public trust among residents and business owners. Troy is well versed in municipal government operations and the political realities in which they operate. He crafts inclusive and transparent strategies to build community trust, enabling his clients to navigate complex challenges and make decisions aligned with their values and expectations.

PROJECT EXPERIENCE

- Gunnison County, SS4A Comprehensive Safety Action Plan; Crested Butte, CO*
- Town of Crested Butte, Transportation Mobility Plan; Crested Butte, CO*
- Town of Crested Butte, Traffic Calming Program; Crested Butte, CO*
- Town of Crested Butte, CO-135/Red Lady Roundabout; Crested Butte, CO*
- City and County of Broomfield, Integrated Comprehensive Plan and Transportation Mobility Plan, Broomfield, CO
- City of Golden, Transportation Master Plan; Golden, CO*
- City and County of Denver, Denver's Living Street Program; Denver, CO*
- New Jersey and Pennsylvania Departments of Transportation, Smart Transportation Guidebook, Philadelphia, PA
- City of Louisville, Comprehensive Plan; Louisville, CO*
- City of Sedona, Transportation Master Plan; Sedona, AZ*

* Previous Experience



EDUCATION

- Master of City Planning, Georgia Institute of Technology
- B.S., Environmental Design, University of Colorado, Boulder

CERTIFICATIONS/TRAINING

- American Institute of Certified Planners #011710

PUBLICATIONS & PRESENTATIONS

- "A New Approach to Comprehensive Planning", APA Colorado Annual State Conference (2023)
- "From Concept to Completion", APA Colorado Annual State Conference (2013)
- "It's Not OD It's Infill", Boulder Real Estate Conference (2010)
- "Implementing Denver's Living Streets" ASCE, Green Street Conference (2010)

OLSSON EXPERIENCE

- 2025 to Present

OVERALL EXPERIENCE

- 1993 to Present

DAVID PULSIPHER

Complete Street Design/Active Transportation

EXPERIENCE SUMMARY

David brings more than 20 years of experience in the communications and transportation planning fields. He has led and supported some of the most transformational efforts in the industry, with specific expertise in multimodal transportation, intelligent traffic enforcement, traffic safety, project prioritization and community engagement. David combines his municipal transportation planning experience with an established history of leading and developing successful teams that exceed results.



RELEVANT EXPERIENCE

- City and County of Denver, Community Multimodal Transportation Networks; Denver, CO*
- City and County of Denver, SH 285 Hampden Corridor Study; Denver, CO*
- City and County of Denver, Denver Complete Street Design Guidelines; Denver, CO*
- City and County of Denver, Denver Moves: Pedestrian and Trails Master Plan; Denver, CO*
- City and County of Denver, Northwest Denver Connectivity Study; Denver, CO*
- City and County of Denver, Intersection Prioritization Study; Denver, CO*
- City and County of Denver, NACTO Designing Cities: Walkshop Program Development; Denver, CO*
- City of Chicago, Child Safety Zone and Automated Speed Enforcement Initiative; Chicago / Cook County, IL*
- City of Los Angeles Department of Public Works, Los Angeles Bike Master Plan; Los Angeles, CA*
- Culver City, Culver City Bicycle & Pedestrian Master Plan; Culver City, CA*
- Santa Clarita Public Works, Santa Clarita Safe Routes to School Action Plan; Santa Clarita, CA*

EDUCATION

- M.A., Urban Planning, University of California Los Angeles
- B.S., Journalism, University of Colorado at Boulder

OLSSON EXPERIENCE

- 2025 to Present

OVERALL EXPERIENCE

- 2003 to Present

** Previous Experience*

CHRIS ROLLING, P.E.

Active Plan Development Lead

EXPERIENCE SUMMARY

With a background in traffic engineering, roadway design, and planning studies all with an emphasis on multimodal transportation, Chris solves transportation challenges from the perspective of multiple users and technical disciplines. His background includes municipal street design, traffic control design, bike and pedestrian facility design, interchange justification reports, corridor studies, walkability studies, and safety plans. He has worked with municipalities and state agencies across the country, giving him a diverse perspective to develop integrated and creative solutions based on local needs and cultural differences.

RELEVANT EXPERIENCE

- City of Loveland, Citywide Safety Study; Loveland, CO
- City of Colorado Springs, Safe Streets and Roads for All (SS4A) Action Plan; Colorado Springs, CO
- City of Fort Collins, Transportation Capital Projects Prioritization Study; Fort Collins, CO
- City of Fort Collins, Vision Zero Dashboard; Fort Collins, CO
- City of Fort Collins, SS4A Grant Assistance; Fort Collins, CO
- City of Boulder, Baseline Road Phase 2 Enhanced Transit Stops and Bike Lanes; Boulder, CO
- City of Thornton, Residential Speed Reduction Program; Thornton, CO
- City of Lawrence, Vision Zero Safety Action Plan; Lawrence, KS
- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan (LRTP); Bellevue, NE
- City of West Plains, Safety Action Plan; West Plains, MO
- Mayes County, Safety Action Plan; Mayes County, OK
- City of Omaha, 13th Street Walkability Study; Omaha, NE
- Nebraska Department of Transportation (NDOT), Vulnerable Road Users (VRU) Assessment; Statewide, NE



EDUCATION

- B.S., Civil Engineering, University of Nebraska-Omaha

PROFESSIONAL REGISTRATIONS

- Professional Engineer: CO, NE, WY

OLSSON EXPERIENCE

- 2005 to Present

OVERALL EXPERIENCE

- 2005 to Present

AWARDS

- Bellevue Comprehensive + Transportation Plan, Daniel Burnham Comprehensive Plan Award, Nebraska Planning & Zoning Association (2025)

MATT OLSSON, P.E.

ADA Integration

EXPERIENCE SUMMARY

Matt's experience is in heavy highway civil construction as well as transportation analysis and design. He takes a progressive approach to transportation design, which promotes creative, technology-driven solutions to solve increasingly complex systems. Matt has completed design work all across the country, providing him with a diverse perspective. He has experience with roundabouts, traffic signals, roadway safety improvements, pedestrian safety improvements, and intersection reconfiguration.

RELEVANT EXPERIENCE

- Town of Windsor, 11th Street Multimodal Improvements; Windsor, CO
- Town of Windsor, SH 257 and Eastman Park Drive Intersection Improvements; Windsor, CO
- City of Fort Collins, Transportation Capital Project Prioritization Study; Fort Collins, CO
- City of Fort Collins, 2023 Intersection Safety Audit; Fort Collins, CO
- City of Fort Collins, Zach Elementary School Crossings; Fort Collins, CO
- City of Fort Collins, Laporte Corridor Improvements; Fort Collins, CO
- City of Boulder, Baseline Road Phase 2 Enhanced Transit Stops and Bike Lanes; Boulder, CO
- City of Boulder, Pearl Parkway Sidewalk, 48th Court to 49th Street; Boulder, CO
- City of Colorado Springs, West Woodmen Road Design Concept; Colorado Springs, CO
- City of Colorado Springs, Platte / Nevada Roundabout Feasibility Study and Conceptual Design; Colorado Springs, CO
- City of Greeley, C Street – 59th to 66th Avenue Roadway Improvements; Greeley, CO
- Colorado Department of Transportation, I-25 Arapahoe Interchange Reconstruction; Greenwood Village, CO



EDUCATION

- M.B.A., University of Colorado Denver
- B.S., Civil Engineering, Colorado School of Mines

PROFESSIONAL REGISTRATIONS

- Professional Engineer: AZ, CO, NE, WY

CERTIFICATIONS/TRAINING

- Stormwater Management Plans Preparer

OLSSON EXPERIENCE

- 2018 to Present

OVERALL EXPERIENCE

- 2015 to Present

JENNA FRIESEN

Mapping and Graphic Communication

EXPERIENCE SUMMARY

Jenna has extensive experience working in geographic information systems (GIS) and database management. Jenna has served as the lead GIS analyst on multiple projects for Olsson's transportation projects. These projects have entailed extensive building and updating of GIS databases, running complex spatial analysis, and presenting geographic data to clients in the forms of maps, applications, and reports. Jenna's experience using ESRI's online web mapping applications has provided valuable applications for clients who want to view statistical data in a visual, interactive format.

RELEVANT EXPERIENCE

- City of Loveland, Citywide Safety Study; Loveland, CO
- Pikes Peak Area Council of Governments, Active Transportation Plan; Colorado Springs, CO
- Pikes Peak Area Council of Governments, Traffic Safety Study; Colorado Springs, CO
- City of Fort Collins, Transportation Capital Project Prioritization Study; Fort Collins, CO
- City of Fort Collins, Vision Zero and Enforcement Dashboards; Fort Collins, CO
- City of Colorado Springs, ConnectCOS Transportation Master Plan; Colorado Springs, CO
- Mayes County, Trails Alliance Safety Action Plan; Pryor, OK
- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan (LRTP); Bellevue, NE
- Douglas County, Transportation Master Plan; Douglas County, CO
- City of Norwalk, Comprehensive Plan; Norwalk, IA
- City of Fairbury, Comprehensive Plan; Fairbury, NE
- City of Norfolk, Comprehensive Plan; Norfolk, NE
- Nebraska Department of Transportation, Stimulus Projects Providing GIS Mapping, Database Management, and Fieldwork; Various Locations, NE



EDUCATION

- Master of Community and Regional Planning, University of Nebraska, Lincoln
- B.A., Geography, University of Nebraska, Lincoln

CERTIFICATIONS/TRAINING

- eRailsafe, UPRR/BNSF Contractor Orientation Test
- 38-hour Wetland Delineation Training

OLSSON EXPERIENCE

- 2007 to 2017
- 2021 to Present

OVERALL EXPERIENCE

- 2007 to Present

AWARDS

- Bellevue Comprehensive + Transportation Plan, Daniel Burnham Comprehensive Plan Award, Nebraska Planning & Zoning Association (2025)

KYLE McLAUGHLIN, AICP

Placemaking

EXPERIENCE SUMMARY

Kyle is a regional planner, specializing in transportation and mobility along with land use and corridor planning. His expertise spans across a variety of communities, from metropolitan areas to distinct tribal groups. His portfolio includes projects for small area plans and comprehensive city-wide multi-modal strategies. Kyle is a strong advocate for sustainable, resilient, and equitable planning. His primary goal is to enhance the quality of life for residents. His plans strive to integrate aspects of connectivity, resource allocation, and climate resilience, making them strategic road maps for the future.

PROJECT EXPERIENCE

- City of Bennet, Bennet NE Transportation Safety Action SS4A; Bennet, NE
- City of Norfolk, Comprehensive Safety Action Plan; Norfolk, NE
- City of Omaha, Revolutionizing Roadway Safety and Efficiency in the Omaha Metro Area, Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Application; Omaha, NE
- City of West Plains, Safety Action Plan; West Plains, MO
- Douglas County, Transportation Master Plan; Douglas County; CO
- City of Castle Rock, Downtown Mobility Study; Castle Rock, CO*
- City of Colorado Springs, Platte Avenue Corridor Study; Colorado Springs, CO
- City of Colorado Springs, ConnectCOS Transportation Master Plan; Colorado Springs, CO
- City of Colorado Springs, North Nevada Avenue Transit Connectivity Study; Colorado Springs, CO*
- City of Colorado Springs, Tech Support for Pikes Peak Rural Transit Authority Projects; Colorado Springs, CO
- City of Fayetteville, Program Management Support; Fayetteville, AR
- City of Fountain, Link Road Final Design; Fountain, CO*
- City of Golden, Transportation Master Plan; Golden, CO*
- City of Green River, Flaming Gorge Way Corridor Study; Green River, WY*
- City of Lawson, Raum Road Rural Grant Application; Lawson, MO
- City of Lincoln, Climate Smart Collaborative EV Readiness Planning; Lincoln, NE

** Previous Experience*



EDUCATION

- M.C.R.P., Community and Regional Planning, University of Nebraska-Lincoln
- M.S., Civil Engineering, University of Nebraska-Lincoln
- B.S., Civil Engineering, University of Nebraska-Lincoln

CERTIFICATIONS/TRAINING

- American Institute of Certified Planners (AICP)
- Engineer in Training; NE
- FEMA Mitigation Planning for Local and Tribal Communities

OLSSON EXPERIENCE

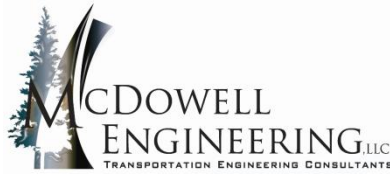
- 2021 to Present

OVERALL EXPERIENCE

- 2016 to Present

AWARDS

- Bellevue Comprehensive + Transportation Plan, Daniel Burnham Comprehensive Plan Award, Nebraska Planning & Zoning Association (2025)



Kari J. McDowell Schroeder, PE, PTOE

Traffic and Transportation Engineer



Education:

BSCE, Iowa State University

Registration:

Professional Engineer, Colorado
Professional Traffic Operations Engineer
Disadvantaged Business Enterprise
CDOT Pre-Qualified Engineer

Experience:

Kari Schroeder has twenty-six years of transportation engineering experience specializing in the project management, traffic safety analysis, and the design of roadway/intersection improvements. Kari's previous experience includes many projects with CDOT Region 3 staff, access permitting, ROW coordination, and NTP construction plan coordination.

Professional Awards:

2019 & 2010 Colorado/Wyoming Transportation Professional of the Year - Institute of Transportation Engineers
2018 Colorado/Wyoming Outstanding Service Award - Institute of Transportation Engineers
2007 American Consulting Engineers Council Engineering Excellence Merit Award Winner

Professional Memberships and Boards:

Institute of Transportation Engineers Executive Committee, American Consulting Engineers Council,
National ONE Institute of Transportation Engineers Board Member for the ITE Western District,
Town of Eagle Economic Vitality Committee Member



Park Avenue (SH 9) and Village Road Roundabout Design Analysis, Town of Breckenridge

McDowell was the traffic engineer for the Town of Breckenridge's design of the Park Avenue and Village Road roundabout. McDowell worked together with CDOT, the Town of Breckenridge, and project engineers to prepare a design that was compatible with the capacity requirements identified in the *Park Avenue Corridor Analysis* and worked with the site constraints at this busy intersection.



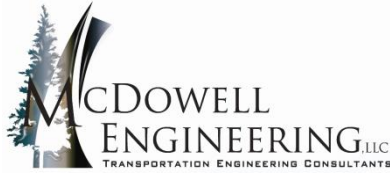
US 6 Access Management Plan, Eagle

McDowell is currently completing an Access Management Plan for US 6 with the Town of Eagle, Eagle County, and CDOT. The plan will identify safe and efficient access locations and types to direct future development on the US 6 corridor. McDowell Engineering analyzed corridor crash data, traffic characteristics, and operations on the corridor. Future land use forecasts were used to determine appropriate future infrastructure improvements.



Silverthorne Transportation Master Plan, Silverthorne

McDowell is the traffic engineer for the Town of Silverthorne's update to their Transportation Master Plan. McDowell is currently working with Town staff to develop short-term and long-term infrastructure concepts to improve circulation throughout this small town that is inundated with visitor traffic during peak recreational seasons.



Greg Schroeder, PE

Senior Traffic and Transportation Engineer

Education:

BS Engineering, Colorado School of Mines

Registration:

Professional Engineer, Colorado

Experience:

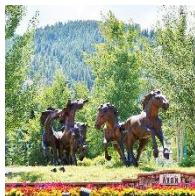
Greg Schroeder has twenty-five years of civil engineering and transportation experience in civil design, transportation planning, traffic safety analysis, construction management, project management, and development review. Greg has experience with numerous projects ranging from small development reviews to large civil site designs and construction projects. He currently specializes in transportation impact analysis for heavy vehicles, microsimulation, and public presentations.



Community Boards:

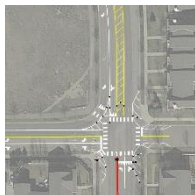
Town of Eagle Downtown Business Alliance Member, 2019-2020

Town of Eagle Downtown Development Authority Board of Directors, 2020-Current



Beaver Creek Boulevard Streetscape Improvements, Town of Avon

Greg was the Project Manager for the Town's streetscape project involving the right-sizing of Beaver Creek Boulevard. The project involved a two lane with two way left turn center lane and creating a pedestrian and multimodal street. Includes the analysis of a roundabout intersection and the addition of crosswalks and stormwater management. The project also featured a "test drive" where proposed improvements were striped during a summer season for residents to provide comments and gather further understanding for site optimization.



Eagle Ranch Road and Sylvan Lake Road Striping and Intersection Improvements, Town of Eagle

Greg was a Project Manager for the creation of intersection improvements at Eagle Ranch Road and Sylvan Lake Road in Eagle. The intersection is adjacent to Brush Creek Elementary School, and dedicated turn lanes, a RRFB, and updated crosswalks were striped at the intersection to increase safety and awareness, improving both traffic operations and pedestrian and bicycle safety.



Grand Avenue Corridor Plan, Eagle

In 2016, the Town of Eagle and CDOT reached an agreement to devolve US Highway 6 to a local street. Now that Eagle has control over the corridor, they are pursuing a multimodal corridor that includes opportunities for economic investment, access control, and streetscape improvements. McDowell is providing traffic and transportation expertise along with public outreach, landowner meetings, and stakeholder coordination.



US 6 Access Management Plan, Eagle

McDowell is currently completing an Access Management Plan for US 6 with the Town of Eagle, Eagle County, and CDOT. The plan will identify safe and efficient access locations and types to direct future development on the US 6 corridor. McDowell Engineering analyzed corridor crash data, traffic characteristics, and operations on the corridor. Future land use forecasts were used to determine appropriate future infrastructure improvements.



Crested Butte, Center for the Arts

McDowell Engineering provided traffic engineering and transportation planning services for the Center for the Art's new facility that is being constructed in 2018. The new facility will accommodate more activities, classes, and events. McDowell prepared the traffic circulation plan, event traffic control plans, and transportation impact study. McDowell also discussed traffic recommendations at public meetings and permitted the project with CDOT.

Contact

1801 California St, Suite 2400
Denver, CO 80202
(949) 307-7201
spiro.maleki@strategiesdc.com

Top Skills

Implementation Strategies
Grant Writing

Spiro Maleki

Senior Associate at Sustainable Strategies DC
Denver, Colorado, United States

Experience

Sustainable Strategies DC
3 years 5 months

Senior Associate
August 2025 - Present (3 months)
Denver, Colorado, United States

Associate and Grant Writer
June 2022 - August 2025 (3 years 3 months)
Denver, Colorado, United States

Office of Los Angeles Mayor Garcetti
Data Intern
October 2020 - June 2021 (9 months)
Los Angeles, California, United States

Education

University of California, Los Angeles
BA Public Affairs, BA Geography · (2017 - 2021)



**TOWN OF PAONIA
BOARD OF TRUSTEES MEETING
STAFF REPORT**

AGENDA ITEM:	Ratification of Selection of Mayor Pro-Tem
SUBMITTED BY:	Samira Vetter, Town Clerk
DATE:	November 10, 2025
BACKGROUND:	On November 10, 2025, the Board added the selection of a new Mayor Pro-Tem to the Agenda by unanimous vote at the request of the Town Clerk. The Board of Trustees selected Trustee Rick Stelter as the new Mayor Pro-Tem and would like to ratify this decision in a properly noticed agenda action.
BUDGET:	n/a
RECOMMENDATION:	
ATTACHMENT:	



**TOWN OF PAONIA
BOARD OF TRUSTEES MEETING
STAFF REPORT**

AGENDA ITEM:	Delta Compost Project
SUBMITTED BY:	Rodney Byrge
DATE:	11-20-2025
BACKGROUND:	This project includes preparing the towns Twin Lakes parcel for a composting site that is aimed at dealing with yardwaste/compostible material generated by both town employees and town residents. Key points to consider include: A contractor will be needed to perform grade work to correct sub-grade issues that are needed to correct drainage issues. A 10' x 20' concrete pad will need to be poured and will be the location that composting material be dumped. Pre-cast concrete blocks will be used to form walls along the perimeter of the concrete pad effectively making a compost bin. The grade and drainage of the area needs to be correct so a third party company is able to access this area with heavy trucks to load and unload rolloff containers. This project, once complete, will create a no cost solution to yard waste disposal and decrease the cost to the Town at the landfill.
BUDGET:	
RECOMMENDATION:	Considering the bids from contractors and the current abilities of the public works department. It is hereby recommended that the town moves forward with Farnsworth Construction to complete subgrade, surfacing and the concrete Pad. Farnsworth Construction has a positive reputation and has offered a reasonable price to complete the work.
ATTACHMENT:	Best Sand and Gravel material qoute Western Gravel material qoute Benson Brothers material qoute Whitewater building supply material qoute Roop Excavation bid Farnsworth Construction bid



Quote By:

Best Sand and Gravel LLC

6454 Graff Rd
Delta, CO 81416
970-201-3250

To:

Town of Paonia

P.O. Box 460
Paonia, CO 81428
970-914-2213

Quote #: 54

Description: New parking lot

Quote Created: 11/3/2025

Quote Expiration: 12/31/2025

Sales Person: Rod Hall

Start Date:

Award Date:

<u>Product Code - Description</u>	<u>Est Qty</u>	<u>Material</u>	<u>Units</u>	<u>Freight</u>	<u>Freight Type</u>	<u>Freight Amt</u>	<u>Mat Amt</u>
403 - 3" Road Base	100	\$12.50	Ton	\$7.50	Per Unit	\$750.00	\$1,250.00
440 - 1 1/2" Screend/Crushed	125	\$15.00	Ton	\$7.50	Per Unit	\$937.50	\$1,875.00

\$3125.-

Est Total: \$2,937.50

Notes / Special Conditions:

Quote Terms

Signature of Approval

Printed Name

Date

Product	Price	Price Qty	Extend Price	Delivered
Mix Product				
31	\$18.55	90	\$1669.50	\$0.00
Extra Product				
1111	\$60.00	6	\$360.00	\$0.00
1110	\$225.00	6	\$1350.00	\$0.00
1119	\$0.28	6	\$1.68	\$0.00
Tax Amount	Taxable	Non-Taxable		
	\$0.00	\$3381.18	\$0.00	\$0.00
* indicates taxable items		Total:	\$3381.18	\$0.00
Customer: CASH SALES	Order Date: 10/31/2025	Order#: null	PO#:	





Roop Excavating LLC.

P.O. Box 655 Paonia, CO 81428

(970) 234-0897

roopexcavating@hotmail.com

CLIENT

Town Of Paonia

Nicki Poulos

(970) 250-3796

nickip@townofpaonia.com

Rodney Byrge

(970) 424-7906

rodneyb@townofpaonia.com

DESCRIPTION OF WORK

- Mobilize needed equipment to job location.
- Cut and fill 450 cubic yards of native onsite material.
- Export and dispose of onsite trees and shrubs.
- Import, place, and compact 330 tons of 3" road base.
- Import and place 150 tons of 1 1/2" screened rock.
- Excavate for 10' x 20' concrete pad.
- Import, moisturize, place, and compact 15 tons of 3/4" road base for concrete pad.
- Pour concrete pad.

TERMS & CONDITIONS

This quote does not include services, parts, or materials other than what is listed in this quote. Any additional or unplanned materials, parts or services will incur a change order for additional charges.

An interest charge of 1% will be applied to all invoices that are unpaid after 30 days following invoice.

This quote is valid for 14 days and is subject to change, based on rising supplies costs.

There will be a fuel surcharge of 3% on all Equipment and trucking for every \$0.20 that fuel rises from when this quote is dated.

By signing this document you are agreeing to pay Roop Excavating LLC for all services rendered at the prices that are quoted.

THANK YOU!

EXCAVATION QUOTE

WORK SITE LOCATION

Delta Compost Project
Samuel Wade Road
Paonia, CO 81428

DATE OF QUOTE	VALID UNTIL	QUOTE NUMBER
11/18/2025	12/2/2025	2233
DOWN PAYMENT (25%)	PAYMENT DUE BY	CURRENT FUEL PRICE
--	Due Upon Receipt	\$3.69

	QTY.	UNIT	UNIT \$	TOTAL \$
Mobilization	1	LS	\$1,000.00	\$1,000.00
Parking Sub Grade	450	CY	\$10.00	\$4,500.00
Export	2	LD	\$120.00	\$240.00
Import 3" Road Base	330	TN	\$38.90	\$12,837.00
Import 1 1/2" Screened Rock	150	TN	\$38.38	\$5,757.00
Concrete Pad Excavation	1	LS	\$500.00	\$500.00
Import 3/4" Roadbase	15	TN	\$38.90	\$583.50
Concrete	1	LS	\$5,000.00	\$5,000.00
Total:				\$30,417.50

CUSTOMER SIGNATURE

DATE

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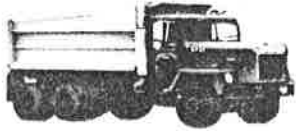
ROOP EXCAVATING MANAGER SIGNATURE

DATE

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WHITewater BUILDING MATERIALS CORPORATION

940 South 10th Street, P.O. Box 1769
GRAND JUNCTION, COLORADO 81502



SAND & GRAVEL PRODUCTS
Phone 242-7537



READY MIXED CONCRETE
Phone 242-4843

DATE: November 13th, 2025

To: Town of Paonia

Attn: Rodney

<u>Block</u>	<u>Price</u>	<u>Extension</u>
16 - 6' Plain	\$90.00 per block	\$1,440.00

Total \$1,440.00

<u>Delivery</u>	<u>Price</u>	<u>Extension</u>
Estimated 4 ¼ hr trip	\$155.00 per hour	\$658.75
	Estimated 1 trip:	\$658.75 estimated total

Whitewater estimates that the hauling of blocks will take 4.25 hours per load. Prices above are subject to actual truck time. Any blocks that are picked up will not have delivery charges applied.

Blocks are priced picked up at 940 S 10th Street, Grand Junction Co.

940 S 10th Street Hours: 7am – 4:30pm

The above prices are subject to applicable taxes and firm to 12/31/2025. Whitewater uses leftover concrete to make blocks and therefore makes no representation that the concrete used in the blocks will meet any mix design specified in the plans for this project.

Ty Gardner
Whitewater Building Materials Corporation
(970) 242 - 7538



Jared R Farnsworth
Chief Operations Officer

(970) 527-4434

175 Hwy 133

Paonia, CO 81428

Email:

fcgc.operations@gmail.com

Exhibit A

Job Location & Owner Town of Paonia @ Old sewer ponds
Attn: Rodney Byrge
Paonia, CO 81428

Brief Description of Project:

Town requested a price for site grading and concrete work near the bridge where the sewer ponds used to be. The concrete pad requested was 10'x20'x8". Area to be graded is approx 10,000 sq feet, and a 2% slope towards the east was discussed to maintain proper drainage.

The Grading:

FC intends to use a Dozer to cut and fill material onsite and push out approx 100 to 120 feet to the west. Utilizing industry best laser equipment (Spectre) dozer will get grade to approx 2% slope to the east, where a natural drainage exists. The north to south slope away from the road will be graded to maintain drainage, but allowing for a smooth transition. The south side of the work area will be a little steeper as it drops off the existing fill so that we can maximize use of the area, but can ultimately be what ever slope the town wishes within reason.

FC will then utilize a 2D Dual slope grade controls system on a CAT 299 box blade to fine tune the grades (as best as possible for amount of rock). In order to keep costs down for the Town, at this point, FC will utilize the firehose and water provided by the town to water the newly graded material for compaction.

This price expires 11/14/25; unless locked in with a contract and deposit

Page 1

The last step in the grading will be the placement of gravel supplied and delivered by the town. I believe Best Gravel will be delivering and spread dumping the gravel. Adam had initially talked about 2" of RB, but then contacted me and told me he would like to get it up to 4 inches. The price on my end stays the same regardless, but I highly recommend the town go with 4 inches if they can afford it. Even though the ground is relatively solid, that large river run does not grade out like glass and even if I can get it covered with 2 inches of material, rocks will begin to surface very quickly (they like to migrate in freeze thaw). Also gravel works best as a bridge. With only 2 inches the gravel will have difficulty creating a compacted cohesion and will not perform well. Lastly, for the sake of ongoing maintenance. When gravel is too thin it makes trying to clean up pot holes or or fix gouges in the future next to impossible due to the material blending with the river run.

After the gravel is spread FC will once again utilize its 2D Grade control system on its machine to spread the gravel uniformly to maintain a crisp flat plane that slopes 2% to the east for good drainage. FC will then water again and compact.

The Concrete:

The pad will be subject to front end loaders and potential semi trucks. 10 foot wide by 20 foot long and 8 inches thick. #5 bar ($\frac{5}{8}$) on 24" centers and 3" clear on sides. Concrete will be CDOT Class D with microfiber. Contraction joint at 10' (middle), and a broom finish. Winter concrete has increased add ons due to cool temperatures and shorter days. Batch plant charges additional fees for hotwater, and I generally have to utilize an ad mixture to accelerate the cure time. (so it will cure enough to cover before it gets too cold in the evening). I support all my rebar with dobie bricks. Rebar supported on the cheaper plastic chairs has a tendency to tip over during the pour process (almost always with #5 bar) leaving the rebar placement to the eyeball of pour crew who are lifting it up while pouring. Rebar will be tied to ACI standards utilizing a state of the art rebar tie gun. Corners of the pad will have corners bent and tied in that have no less of 3 foot over lap on each side.

Due to the planned use of this pad, and the fact the public will be dumping on it, I recommend a heavy broom finish to ensure good traction even in the winter. FC understands the walls will be redi mix blocks placed around the perimeter of the pad.

Normally on an 8" pad I would utilize 2x8 lumber, which leaves a lip on the bottom 1 inch most of the time. Knowing the town's plan, I will utilize forming

This price expires 11/14/25; unless locked in with a contract and deposit

Page 2

methods that prevent this lip and leave a planed edge so the redi mix blocks will sit tight to the pad. I would also recommend that we maintain a 2% cross slope on the pad (same slope as many municipal sidewalks) so that melting snow and water will drain off the pad.

Under the pad I will place 6" of moisture conditioned and compacted cdot class 6 roadbase (supplied by me). I will extend base material 2 foot past the edges of the slab footprint so the town has a solid base for the redi mix blocks.

Concrete blankets are included for 2 weeks to maintain the concrete exothermic heat and prevent freezing.

Total Bid Price

\$9,975

* FC recommends that 30 days after the pour the town utilize a sprayer and spray a sealant on the concrete surface. This will help protect the slab from abrasive chemicals and oils if someone dumps something they shouldn't. It is a guarantee, but would be a very good idea and it extends the life of the surface.

* FC did not figure any bond fees for this project and Town Administrator already has a Certificate of Insurance from FC with town listed as an additional insured from my project for a private residence in Paonia

*FC figured on town providing closure signs and cones to keep people out during the project.

*FC priced to have this completed before 1/1/2026 assuming a timely response from the Town

Does not include:

- Any permit
- Compaction or soil testing
- Liquid Damages due to C-19 virus or unforeseen future pandemics
- Change in scope of work
- Severe weather or conditions
- Large Rocks or rocky conditions that require extra work
- Issues arising from Groundwater
- Issues arising from unstable or unusable native material
- Applicable taxes if any.
- Underground utilities that extend or prohibit the scope of work, or require physical locate to determine if they interfere with or change the scope of work.
- Unexpected changes in price of materials or fuel (notification to client will be made if this occurs)
- Farnsworth Construction & Gravel Inc. (FC) is not a survey company, and is not responsible for shortages, or overages on cut and fill bids, nor is it responsible for setting grade elevations or flow lines that have not been professionally surveyed and/or designed.
- Farnsworth Construction & Gravel Inc. (FC) is not a survey company, and is not responsible for determining easement boundaries or right of ways that have not been professionally surveyed and staked.
- Farnsworth Construction & Gravel Inc. (FC) is not an Engineering Company and is not responsible for determining if the material is suitable for supporting structures or concrete.
- Obstructions or delays beyond FC's control
- Farnsworth Construction & Gravel Inc. (FC) is not an Engineering Company and does not do design work. FC only builds what is directed by customer.

If the price is accepted, a deposit is required to secure a place in the schedule and a contract will need to be signed. (The contract is very simple, you agree to pay me, I agree to have insurance, etc)

Exhibit B Payment Schedule

Bills are sent weekly and payment is due on receipt days. Late Fees will begin occurring after 4 days of delinquency.

Failure to pay bills on time will be cause to immediately cease work, retain and remove any materials pertaining to the work, along with all equipment and items belonging to and/or rented to Farnsworth Construction & Gravel Inc. (FC) at the owner's expense.

A non-refundable deposit of \$..... (1/2 of anticipated total) is due immediately to secure your place in the schedule and will be applied to the final bill (or bills).

All prices in this document are based on cash or check payment. Electronic mediums will incur additional charges.