

NORWOOD TOWN BOARD OF TRUSTEES

Meeting Minutes For: Wednesday, February 12, 2025

Regular Session starting at: 7:00 p.m.

Meeting at: 1670 Naturita Street, Norwood CO 81423 at Norwood Town Hall and Zoom option.

CALL REGULAR MEETING TO ORDER:

The special meeting of the Town of Norwood Board of Trustees, San Miguel County, and State of Colorado was called to order by Mayor Candy Meehan at 7:00 pm.

BOARD ATTENDANCE:

MAYOR - CANDY MEEHAN- PRESENT

MAYOR PRO TEM - SHAWN FALLON- PRESENT

TRUSTEE – NIVEN DRYBROUGH- ABSENT

TRUSTEE – MICHAEL GRADY- PRESENT

TRUSTEE – LIZA TANGUAY – PRESENT

STAFF ATTENDANCE:

TOWN CLERK – AMANDA PIERCE- PRESENT

PUBLIC WORKS DIRECTOR – RANDY HARRIS- PRESENT

DEPUTY TOWN CLERK – BECKY HANNIGAN- PRESENT

OTHER ATTENDANCE: Multiple community members via Zoom. Those in person are asked to sign in on the sign in sheet.

PUBLIC COMMENT: NONE

SPECIAL DISTRICT AND STAKEHOLDER REPORTS OR ANNOUNCEMENTS:

Becky, spoke regarding an up-and-coming Norwood Chamber event

- First, we are planning a banquet for our community, business members and nonmembers, that will be coming in May. More to come with this.
- Starting in May through September there will be the Fourth Friday Films, held for free in our town park, with family-friendly films being shown.

CONSENT AGENDA:

- a. Minutes of December 23, 2024
- b. Minutes of January 8, 2025
- c. Minutes of January 14, 2025
- d. Minutes of January 29, 2025
- e. January Financials
- f. Special Event Liquor License for West End Sledders at 1460 Naturita Street, Norwood CO 81423

MOTION: Mike Grady made a motion to approve the consent agenda.

- a. Liza Tanguay seconded.
- b. All others approved. Motion Passed.

Continued, next page

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BOARD BUSINESS AGENDA

Resolution No. 0212 Series 2025 A RESOLUTION REGARDING POSTING LOCATIONS FOR NOTICE OF ORDINANCES AND PUBLIC MEETINGS

MOTION: Liza Tanguay made a motion to approve Resolution No. 0212 Series 2025 A Resolution Regarding Posting Location for Notice of Ordinances and Public Meetings.

- a. Shawn Fallon seconded.
- b. All others approved. Motion Passed.

Contract for Administrative Director, Sara Owens

MOTION: Shawn Fallon made a motion to accept the contract for administrative Director Sara Owens

- a. Mike Grady seconded.
- b. Liza Tanguay abstained; all others approved. Motion Passed.

Returned Check Policy

MOTION: Liza Tanguay made a motion to approve the updated Return Check Policy as presented.

- a. Mike Grady seconded.
- b. All others approved. Motion Passed.

EXECUTIVE SESSION: None

STAFF REPORTS:

San Miguel Sheriff's Office, None this month.

Public Works Director, Randy Harris –

- The new shop building will be done next week, did a walk through and really looks great and will help with public works operations. Discussion with the board asking if Randy had gotten quotes on the insulation and electrical, he is working on them.
- Working on getting drainages cleared for the spring runoff.
- We might need to utilize the street sweeper for cleaning up soon if we don't get snow.
- Public Works did get a new truck, and we are waiting for the delivery.

Administrative Director, Sara Owens –

- Went through her written report
- Working on the Personal Policy
- Would like to suggest a couple of policies for consideration is a Dog Policy and Offering paid maturity and paternity leave.
- Meet with Monet Ragsdale on the current Land Use application and she stated how important it was to caution on giving variances for the town.
- Put together the Return Check Policy.
- Discussed the operations, training and public outreach section of the report
- Town was approached by the owners of property by the Community Gardens, for public use and presented the town with an offer. Sara sent it to the attorney for review. Discussion regarding due diligence on the town's part. Will bring more information at next meeting.

Continued, next page

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Town Clerk, Amanda Pierce –

- Didn't provide a written report due to time restraints and other things needing done.
- Sara mentioned a lot of the items they both have been working on and trying to blend conversations with community, partners, and departments.
- Spoke to the extra days for Senior Meals and how it wasn't in the original MOU with the Fresh Foundation and checking with the board to see if adding extra day was approved. The board agreed that the extra day was great.
- Weed mitigation for 2025, Randy will be working on his certification.
- Starting the process for bids on painting the rental house.
- P & Z positions open and will be putting in out soon.
- Town planner application due by the 16th, requesting a work session for application review.
- Capstone visit to Washington DC, coming up and might be on hold due to Federal Freeze. Waiting to hear if it's still going to happen. Our region's four representatives will be the only ones going for the State of Colorado. Discussion by the board was to see if they could find some funding for the regional group to go if it's still happening in DC.
- WE Vision is asking for all to do the survey. The next leadership opportunity will be a dinner to get more leaders there.
- Brownfields is on hold right now, due to the Federal Freeze.
- On our website, we now can let our community know when postings are added, the community needs to sign up for this option.
- The 2023 audit will be completed within a week. For the water commission the incorrect budget was submitted to the auditors via the secretary and corrections have been made to get the auditors the correct budget for the audit.

MAYOR AND TRUSTEE REPORTS AND ANNOUNCEMENTS:

Mayors Report – Written report, also working on congressional spending for 2025.

- Mayor Meehan gave Amanda congrats for getting the UEI number for the Water grants that was difficult to get.
- Correspondence discussion, CML will be attending the workshop next week.
- Would like board and staff to look at the master plan and form a good fountain regarding to strategic planning.
- Went through the meetings portion with some detail for the board.
- Mayor Meehan read off the education she had been doing.
- Ran through the administrative requests.
- Working with groups all over the state regarding water and getting some movement with it.

Continued, next page

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Liza Tanguay reported on Norwood Parks and Rec. Dist. happenings,

- Ice Rink might be closed next week regarding the weather, Roller Hockey will take its place
- Competitive puzzle building on Tuesday
- Saturday night at the livery starting on March 1st.
- Astrology for beginners, by Cynthia Zem
- Brendon Forrest will be working with a nonprofit MOX project about music.
- N3 Theater group will be doing a play on March 13th -15th.
- Sat with Montrose Parks and Rec to get informed on their different programs for different age groups.
- Attended the WE Vision leadership breakfast, took the survey and had a good informative meeting.
- Regarding the Letter of Intent with the Norwood Public School Liza wanted to say for the record, they want to take the burden of the cost of the asbestos mitigation off the school district without putting in on the Norwood Town Taxpayers.

Mike Grady asked if the board would ok with him working on the PSA for, the WE Vision project that was discussed earlier. The board thought it was a great idea to help with the project.

ADJOURN:

MOTION: Shawn Fallon made a motion to adjourn at 8:23 pm

- a. Liza Tanguay seconded.
- b. All others approved. Motion Passed.

APPROVED

APPROVED AS CORRECTED

DATE APPROVED:

Minutes Taken by: Becky Hannigan, Deputy Town Clerk

Amanda Pierce, Town Clerk

**TOWN OF NORWOOD
ACCOUNTS PAYABLE - February 2025**

			TOWN PAID	NWC Portion	NSD Portion
1043210	Adobe	Adding Shawny Darby pro rate.	\$ 33.13	\$ -	\$ -
1022250	Aflac	Employee Insurance Jan. and Feb.	\$ 2,855.36	\$ -	\$ -
1060280	AT&T/ FIRSTNET	Telephone	\$ 116.73	\$ 91.89	\$ 56.73
1043740	Amazon	Community Center Table and Chairs	\$ 3,149.64	\$ -	\$ -
1043240	Amazon	Office supplies	\$ 14.28	\$ -	\$ -
1052275	Black Hills Energy	CC Gas	\$ 315.24	\$ -	\$ -
1060270	Bruin Waste Mngt.	Trash Service at PW Shop 2096 Cnty Rd	\$ 118.77	\$ -	\$ -
1052495	Bruin Waste Mngt.	Trash Service at Town Hall 1670 Naturita st.	\$ 179.76	\$ -	\$ -
1060270	Bruin Waste Mngt.	1470 S. Pine	\$ 41.73	\$ -	\$ -
1060240	Blink Monitor	Cameras for Public Works	\$ 119.99	\$ -	\$ -
1052260	Capital One Trade Credit	Building Cleaning and Maint	\$ 495.28	\$ 26.99	\$ -
1043132	CEBT	Employee Insurance	\$ 2,980.70	\$ 1,804.20	\$ 945.70
1043240	Clarks	Office supplies	\$ 13.77	\$ -	\$ -
1043280	Clearnetworx	Office Phones and Internet	\$ 260.00	\$ -	\$ -
1050310	Dufford Waldeck	Legal Services	\$ 1,304.00	\$ -	\$ -
1043760	Fidelity	Pierce Retirement	\$ 3,000.00	\$ -	\$ -
1043428	FP Mailing Solutions	Postage Machine Maintenance	\$ 52.00	\$ 52.00	\$ -
1043420	FP Mailing Solutions	Postage	\$ 100.00	\$ 293.20	\$ 141.44
1043210	ICMA	Annual membership Town Clerk	\$ 200.00	\$ -	\$ -
1080605	Ken Graff Ford Greeley	2024 Ford F150 Public Works	\$ 32,916.00	\$ 15,000.00	\$ 5,000.00
1042310	Law Office of Daniel T Zemke	Municipal Judge	\$ 400.00	\$ -	\$ -
1043132	MASA	Medical Transport Benefit for Staff	\$ 150.00	\$ -	\$ -
1060250	Norwood Pit Stop	Parts and Supplies	\$ 173.89	\$ -	\$ -
1060240	Norwood Fire Protection Dist	CPR Certification for Public Works	\$ 55.00	\$ 55.00	\$ 55.00
1060270	Norwood Water Commission	1475 S, Pine St.	\$45.65	\$ -	\$ -
1043210	Nucla-Naturita Chamber of Comm.	Annual Chamber Membership	\$50.00	\$ -	\$ -
1043430	Prime Time Early Learning Center	Child Care Scholarship	\$ 628.00	\$ -	\$ -
1043510	Pinnacle	Workers Comp annual	\$ 3,439.20	\$ 3,009.30	\$ 2,149.50
1043760	Pershing	Harris Retirement	\$3,000.00	\$ -	\$ -
1060490	RMC Builders	Final Draw, Equipment Storage Building	\$ 21,000.00	\$ -	\$ -
1058310	San Miguel County	Building Inspector February	\$ 100.00	\$ -	\$ -
1043270	San Miguel Power Association	Lights & Flashers	\$579.11	\$ -	\$ -
1052270	San Miguel Power Association	1130 Lucerne St.	\$26.75	\$ -	\$ -
1060270	San Miguel Power Association	Community Center 1670 Naturita St.	\$180.15	\$ -	\$ -
1060270	San Miguel Power Association	PW Shop 2096 Cty Rd	\$177.50	\$ -	\$ -
1060270	San Miguel Power Association	1470 S Pine St.	\$327.00	\$ -	\$ -
1043490	The Divide	Staff Lunch Jan.	\$ 173.70	\$ -	\$ -
1043490	The Divide	Staff Lunch February	\$ 215.62	\$ -	\$ -
1043220	Telluride New Paper	Legal and Election Ad	\$ 25.55	\$ -	\$ -
1043132	United Life Ins	Emp. Life Ins	\$ 61.34	\$ 6.05	\$ 5.19
1043760	US Bank	FBO Earl McWilliams Retirement	\$ 3,000.00	\$ -	\$ -
	TG Allocation	Employee Salaries	\$17,394.23	\$ 9,877.26	\$ 4,934.64
1022210	US Bank	Emp. SS & Med Feb. 15th	\$ 1,567.90	\$ -	\$ -
1022210	US Bank	Town SS & Med Feb. 15th	\$ 1,567.90	\$ -	\$ -
1022220	US Bank	Emp. FWT Feb 15th	\$ 1,783.73	\$ -	\$ -
1022210	US Bank	Emp. SS & Med Feb. 23rd	\$ 857.02	\$ -	\$ -
1022210	US Bank	Town SS & Med Feb 23rd	\$ 857.02	\$ -	\$ -
1022220	US Bank	Emp. FWT Feb 23rd	\$ 527.36	\$755.61	\$377.50
1043426	UT Scenic ByWay Council	Membership	\$ 500.00	\$ -	\$ -
1060310	Vero/ Brainstorm	Internet at the Shop	\$ 260.00	\$ -	\$ -
1043210	WEEDC	Annual Membership	\$ 300.00	\$ -	\$ -
1060310	West End Wash LLC	Washes for PW Vehicles	\$ 60.00	\$ -	\$ -
1043430	Zoom	Monthly Cloud Storage	\$ 10.69	\$ -	\$ -
TOTAL			\$ 107,727.56		

RAW WATER

San Miguel Power Association	Raw Water Shack	\$103.82
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Application for a Special Events Permit

700 App Fee
25.00 x 5 EVENTS
\$ 125.00
Pd 2/24/25 CK 4896

Liquor Permit Number (Do Not Fill Out)

In order to qualify for a Special Events Permit, You **Must Be a Qualifying Organization Per 44-5-102 C.R.S. and One of the Following (See back for details.)**

- Social Athletic Philanthropic Institution
- Fraternal Chartered Branch, Lodge or Chapter Political Candidate
- Patriotic National Organization or Society Municipality Owned Arts Facilities
- Political Religious Institution Chamber of Commerce

LIAB Type of Special Event Applicant is Applying for:

- 2110 Malt, Vinous And Spirituous Liquor \$25.00 Per Day
- 2170 Fermented Malt Beverage \$10.00 Per Day

5 EVENT

Name of Applicant Organization or Political Candidate State Sales Tax Number (Required)

Norwood Park & Recreation District

98-20038-0000

Mailing Address of Organization or Political Candidate

PO Box 645

City State ZIP Code
Norwood CO 81423

Address of Place to Have Special Event

1555 Summit Street

City State ZIP Code
Norwood CO 81423

Authorized Representative of Qualifying Organization or Political Candidate

President

Date of Birth (MM/DD/YY) Phone Number
April 8, 1962 970 708 8042

Authorized Representative's Mailing Address (if different than address provided in Question 2.)

PO Box 531

City State ZIP Code
Norwood CO 81423

Event Manager

Liza Tanguay

Date of Birth (MM/DD/YY)

4/8/1962

Phone Number

970 708 8042

Event Manager Home Address

1420 S. Pine St. / Box 531

City

Norwood

State

CO

ZIP Code

81423

Email Address of Event Manager

LB Tanguay 2020@gmail.com

1. Is the place to have the Special Event located on State-owned property?

Yes No

2. Has Applicant Organization or Political Candidate been issued a Special Event Permit this Calendar Year?

No Yes, How many days?

3. Is the premises for which your event is to be held currently licensed under the Colorado Liquor or Beer codes?

No Yes, License Number

4. Does the Applicant Have Possession or Written Permission for the Use of The Premises to be Licensed?

Yes No

5. For Chambers of Commerce - Each member who holds a retail establishment permit attests they are not exercising the privileges of the retail establishment permit for the duration of the SEP days.

Yes No

6. For Chambers of Commerce - Please list all members participating in the SEP.

List Below the Exact Date(s) for Which Application is Being Made for Permit

Date
March 13, 2025
From: 5:00 pm To: 10:00 pm

Date
From: To:

Date
March 14, 2025
From: 5:00 pm To: 10:00 pm

Date
From: To:

Date
March 15, 2025
From: 1:00 pm To: 3:30 pm

Date
From: To:

Date
June 6, 2025
From: 5:00 pm To: 10:00 pm

Date
From: To:

Date
June 7, 2025
From: 5:00 pm To: 10:00 pm

Date
From: To:

Date
From: To:

Date
From: To:

Date
From: To:

Date
From: To:

Date
From: To:

Date
From: To:

Oath of Applicant

I declare under penalty of perjury in the second degree that I have read the foregoing application and all attachments thereto, and that all information therein is true, correct, and complete to the best of my knowledge.

Title

President, Board of Directors

Signature

[Handwritten Signature]

Date (MM/DD/YY)

Feb 24 2025

Report and Approval of Local Licensing Authority (City or County)

The foregoing application has been examined and the premises, business conducted and character of the applicant is satisfactory, and we do report that such permit, if granted, will comply with the provisions of Title 44, Article 5, C.R.S., as amended.

Therefore, this Application is Approved.

Local Licensing Authority (City or County)

City County

Telephone Number of City/County Clerk

Title

Signature

Date (MM/DD/YY)

Do Not Write in this Space - For Department of Revenue Use Only

Liability Information

License Account Number

Liability Date

State

Total

-750 (999)

\$

.00

Application Information and Checklist

The following supporting documents must be attached to this application for a permit to be issued:

- Appropriate fee.
 - Diagram of the area to be licensed (not larger than 8 1/2" X 11" reflecting bars, walls, partitions, ingress, egress and dimensions. **Note:** If the event is to be held outside, please submit evidence of intended control, i.e., fencing, ropes, barriers, etc.
 - Copy of deed, lease, or written permission of owner for use of the premises.
 - Certificate of good corporate standing (NONPROFIT) issued by Secretary of State within last two years; **or**
 - If not incorporated, a NONPROFIT charter; **or**
 - If a political Candidate, attach copies of reports and statements that were filed with the Secretary of State.
-
- Application must first be submitted to the Local Licensing Authority (city or county) at least thirty (30) days prior to the event.
 - Public notice of the proposed event and procedure for protesting issuance of the permit shall be conspicuously posted at the proposed location for at least (10) days before approval of the permit by Local Licensing Authority. (44-5-106 C.R.S.)
 - State Licensing Authority must be notified of approved applications by Local Licensing Authorities within ten (10) days of approval.
 - Check payable to the Colorado Department Of Revenue

Qualifications for Special Events Permit

(44-5-102 C.R.S.)

A Special Event Permit issued under this article may be issued to an organization, whether or not presently licensed under Articles 4 and 3 of this title, which has been incorporated under the laws of this state for the purpose of a social, fraternal, patriotic, political or athletic nature, and not for pecuniary gain or which is a regularly chartered branch, lodge or chapter of a national organization or society organized for such purposes and being non profit in nature, or which is a regularly established religious or philanthropic institution, and to any political candidate who has filed the necessary reports and statements with the Secretary of State pursuant to Article 45 of Title 1, C.R.S. A Special Event permit may be issued to any municipality owning arts facilities at which productions or performances of an artistic or cultural nature are presented for use at such facilities.

Colorado Documentary Fee
\$20.00



State Documentary Fee
Date: October 29, 2018
\$20.00

Warranty Deed
(Pursuant to 38-30-113 C.R.S.)

THIS DEED, made on October 29th, 2018 by CKO ENTERPRISES, LLC, A NEVADA LIMITED LIABILITY COMPANY Grantor(s), of the County of Clark and State of Nevada for the consideration of (\$200,000.00) ***Two Hundred Thousand and 00/100*** dollars in hand paid, hereby sells and conveys to NORWOOD PARK AND RECREATION DISTRICT, a Colorado Special District, whose street address is PO BOX 845, NORWOOD, CO 81423-0845, County of San Miguel, and State of Colorado, the following real property in the County of San Miguel, and State of Colorado, to wit:

See attached "Exhibit A"

also known by street and number as: 15559 SUMMIT STREET, NORWOOD, CO 81423

with all its appurtenances and warrants the title to the same, subject to TAXES AND ASSESSMENTS FOR THE YEAR 2018 AND SUBSEQUENT AND THOSE MATTERS SET FORTH ON EXHIBIT B2 ATTACHED HERETO AND MADE A PART HEREOF.

CKO ENTERPRISES, LLC, A NEVADA LIMITED LIABILITY COMPANY

BY: CKO IRREVOCABLE SPENDTHRIFT TRUST, MANAGER/MEMBER

By: 
CURTIS ODOM, TRUSTEE

State of Colorado)
County of Gasfield) ss.

The foregoing instrument was acknowledged before me on this day of October 29, 2018 by CURTIS ODOM AS TRUSTEE OF CKO IRREVOCABLE SPENDTHRIFT TRUST, MANAGER/MEMBER OF CKO ENTERPRISES, LLC, A NEVADA LIMITED LIABILITY COMPANY.

Witness my hand and official seal

My Commission expires: 11/13/2019 
Notary Public

JAIRO ISAI GARCIA
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20154044689
MY COMMISSION EXPIRES NOVEMBER 13, 2019

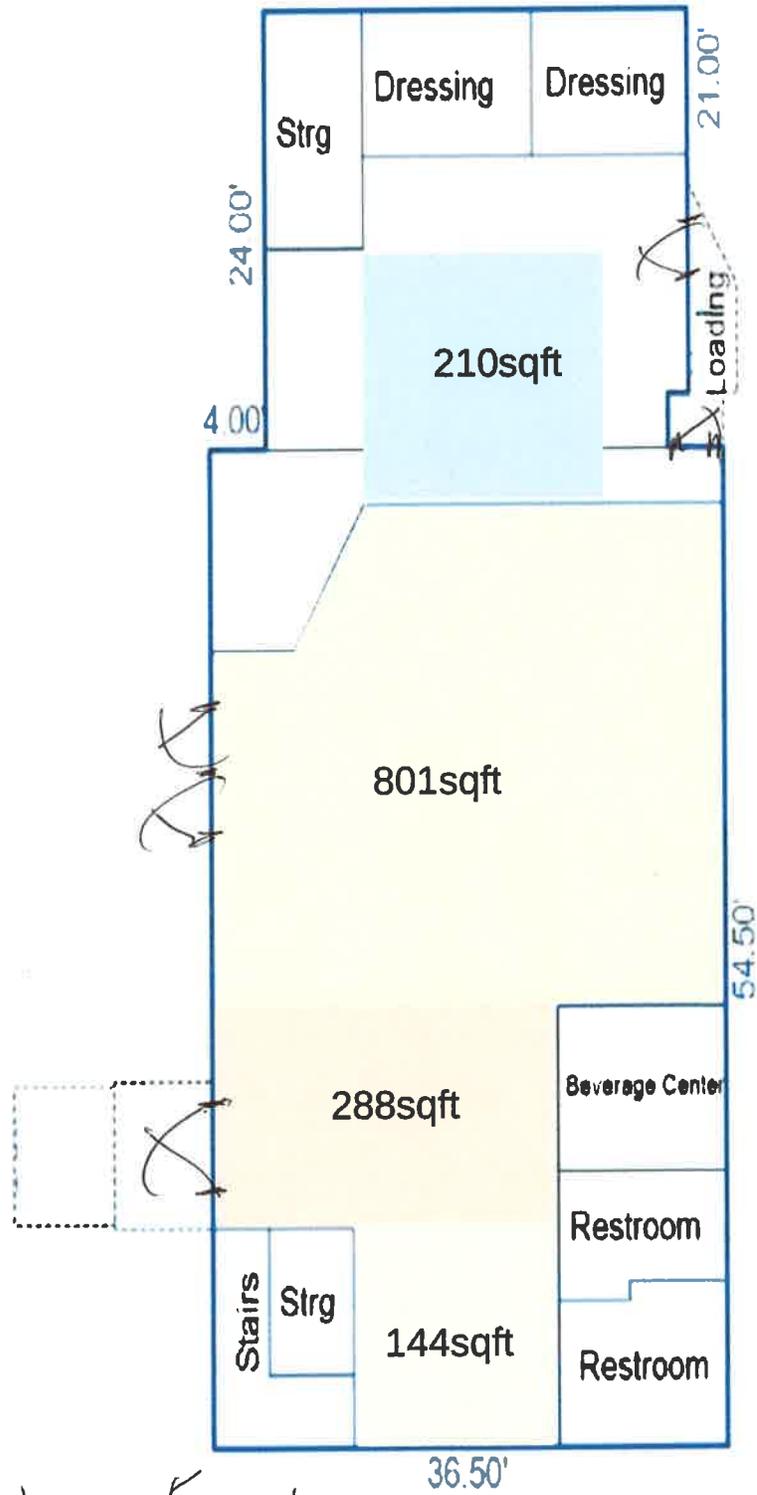
When recorded return to: NORWOOD PARK AND RECREATION DISTRICT
PO BOX 845, NORWOOD, CO 81423-0845



Exhibit A

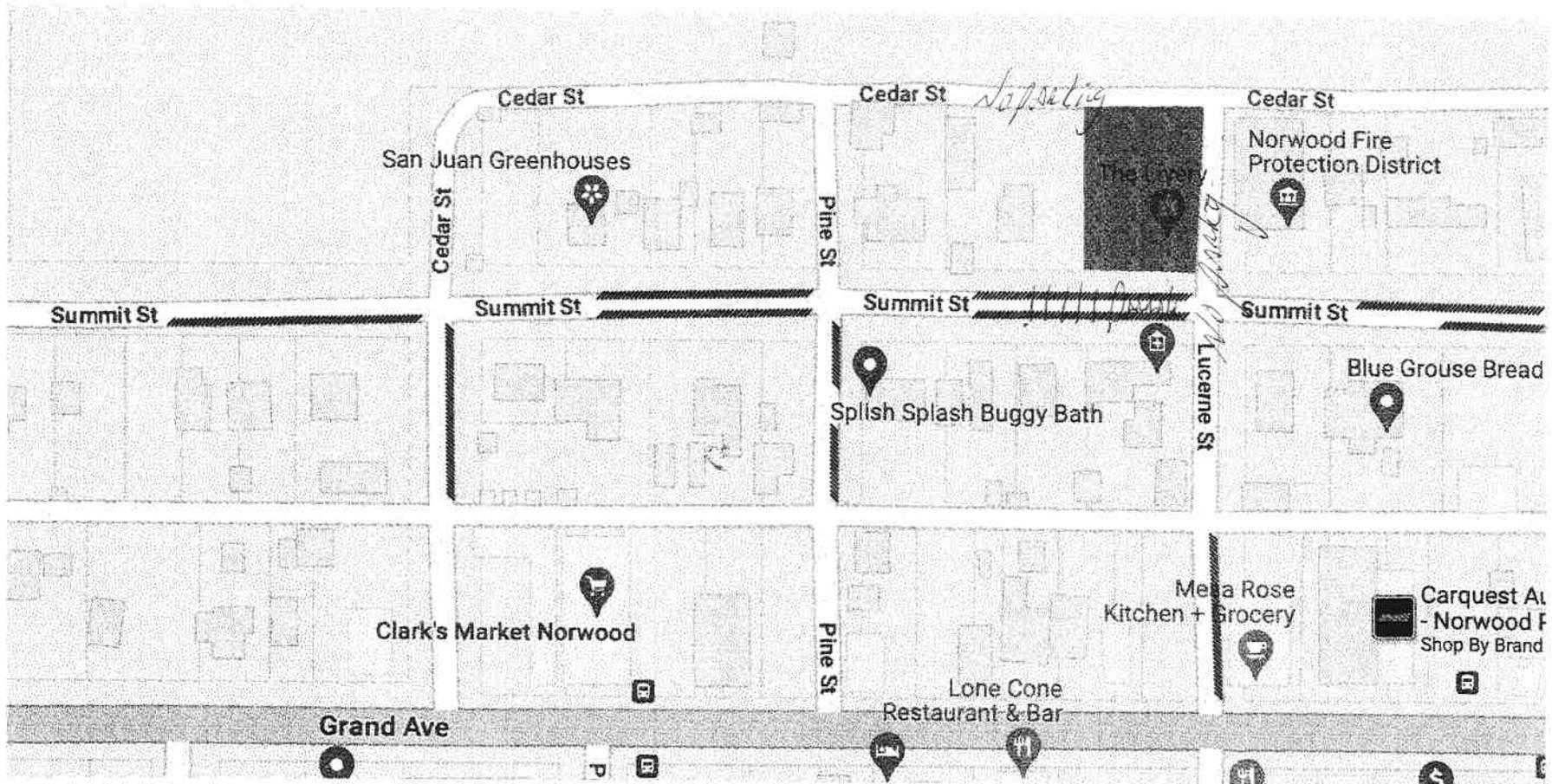
UNIT 2, NORWOOD LIVERY CONDOMINIUMS, ACCORDING TO THE DECLARATION OF COVENANTS, CONDITIONS AND RESTRICTIONS FOR NORWOOD LIVERY CONDOMINIUMS RECORDED AUGUST 8, 2008 UNDER RECEPTION NO. 403186, AND AS AMENDED IN INSTRUMENT RECORDED 11-1-2013 UNDER RECEPTION NO. 455642 AND ACCORDING TO THE PLAT FOR NORWOOD LIVERY CONDOMINIUMS RECORDED AUGUST 8, 2008 IN PLAT BOOK 1 AT PAGE 3882.

Livery Playhouse Floor Plan



All - Indoor Events

Norwood Park and Recreation District (NPRD) – Oliver House & Livery Event Parking Map



-  = NPRD Campus
- Oliver House
- The Livery
- The Yard

 = Closest parking options but not limited to these.

NOTE: Two parking spots are available on the NPRD Campus and are reserved for staff or volunteers at the discretion of the event organizers.

CIVILITY RESOLUTION

Resolution No 0312 Series: 2025

A RESOLUTION PLEDGING TO PRACTICE AND PROMOTE CIVILITY IN THE TOWN OF NORWOOD

Whereas, the Board of Trustees recognizes that civility is the steadfast practice of respect, even in disagreement; and

Whereas civility fosters constructive dialogue and connection, recognizing the inherent dignity of every person; and

Whereas, Civility isn't passive politeness; It is characterized by actively listening, seeking areas of commonality, bridging divides, and respecting differences with dignity when they cannot be resolved; and

Whereas, robust dialogue that includes respectful consideration of all viewpoints is key to a thriving democracy; and

Whereas, it is imperative to cultivate an environment of mutual respect and cooperation within our town, to ensure the well-being of all its inhabitants and the efficacy of our governance; and

Whereas, as elected officials entrusted with the responsibility of representing all our constituents, we have a duty to lead by example in promoting civility and fostering an atmosphere conducive to respectful dialogue and collaboration;

Now, Therefore, the Board of Trustees hereby commit to engage in civil discourse; We commit to communicating respectfully, even in disagreement, avoiding personal attacks and inflammatory language and commit(s) to the following behaviors that support civility:

1. **Listen as intently as you speak** by active listening and confirming what I hear to ensure understanding.
2. **Focus on issues, not individuals** by disagreeing with ideas, not the person.
3. **Distinguish between fact and opinion** by seeking clarity on both to understand the fundamental points of difference.
4. **Get curious instead of furious** by managing my emotions in the moment and asking questions with the intent of learning.
5. **Acknowledge knowledge** by appreciating others' contributions and embracing a continuous learning mindset.
6. **Own your intentions and your impact** by recognizing our words and actions may not reflect our intent to those receiving them.
7. **Seek common ground** by building bridges and prioritizing shared values and goals.
8. **Be a role model** by encouraging each other to practice these principles and courteously challenging disrespectful behavior.

CIVILITY RESOLUTION

Resolution No 0312 Series: 2025

ADOPTED this 12th day of March 2025.

Mayor

Trustee

Trustee

Trustee

Trustee

Trustee

ATTEST:

Town Clerk

DREW NELSON, AICP

MOUNTAIN VILLAGE – COLORADO – 81435 – 970.509.9081 – DREWNELSON1977@GMAIL.COM

January 23, 2025

Town of Norwood
Attn: Candy Meehan, Mayor and Amanda Pierce, Town Clerk
1670 Naturita Street
Norwood, CO 81423

RE: RFP On-Call Planning Services

Dear Mayor Meehan and Clerk Pierce,

As an executive management and community development professional with over twenty-five years of relevant experience, it is my pleasure to submit this Letter of Interest in response to the Request for Proposals for on-call planning services for the Town of Norwood. It is my belief that my unique skills and experience would be of benefit to the Town responds to regional growth and development opportunities.

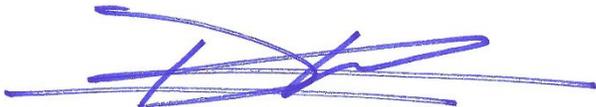
My understanding of the Town of Norwood's needs includes an in-depth understanding of the community's Land Use Code, Comprehensive Plan, and Future Land Use Plan. I have extensive experience throughout Colorado in interpreting regulations and delivering professional analysis to elected and appointed officials in a local government setting. My expertise also includes fifteen years of management and administration of local municipal governments as well as oversight of workforce housing programs. I believe these skills are well-rounded and meet the expectations of Norwood's residents and officials.

I would propose reimbursement for hourly services of \$125 per hour, with a minimum retainer of \$500 per month from the Town billed at the end of each month. This retainer would provide four (4) hours of general consultation every month to the Mayor, Clerk, and Administrative Director at the Town's discretion. All other cost of services would consist of pass-through review of development applications that have been presented to the Town at the same rate of \$125 per hour. Should it be needed, I am available to attend evening meetings and special sessions as part of the monthly retainer.

As a disclaimer, I work for the Town of Mountain Village as my primary employer and all needs of Mountain Village would be my priority in any consulting relationship with the Town of Norwood. Should Mountain Village choose to approach Norwood about development opportunities, including the Spruce property, I would need to recuse myself from Norwood's service to avoid any conflict of interest.

I greatly appreciate the opportunity to present this offer to the Town of Norwood to serve in the capacity of on-call planner. I believe that my skills, education, expertise and experience would provide the Town with organizational depth in conjunction with appointed and elected officials. I look forward to discussing this opportunity with you in greater detail.

Sincerely,



Drew Nelson

Enclosure - Resume

DREW NELSON, AICP

MOUNTAIN VILLAGE – COLORADO – 81435 – 970.509.9081 – DREWNELSON1977@GMAIL.COM

PROFESSIONAL SUMMARY AND CORE QUALIFICATIONS

Local government management and community development expert with over twenty-five years of experience focused on exceptional public service delivery and visionary project conception and implementation combined with a passion for community-based, collaborative local solutions to reach organizational objectives in unique mountain communities.

RELEVANT WORK EXPERIENCE

Town of Mountain Village, Colorado – November 2023 to Present

- *Housing Director – December 2024 to Present*

Oversight and management of all workforce housing projects and deed restrictions in the Town of Mountain Village, including ownership and rental opportunities for workers and residents of the greater Telluride region. This includes daily management of the 222-unit Village Court Apartments, planning and development opportunities of the Town's Ilium project, and collaboration with regional partners on expanding workforce housing options.

- *Senior Planner – November 2023 to December 2024*

Municipal planning-related duties within the Town of Mountain Village, including planning and envisioning, master planning, subdivision review, zoning administration, construction permitting, commercial and residential design administration, and attainable/affordable housing review in a fast-paced resort environment.

City of Salida, Colorado – October 2018 to August 2023

- *City Administrator*

Local government administrative executive with management responsibilities for a full-service Colorado mountain community which serves as a regional hub of commerce, trade, and tourism. Duties include executive oversight and leadership, public safety (police and fire departments), director of regional water and wastewater utilities, attainable and workforce housing projects, community development and planning, parks and recreation programming and facilities (including a hot springs aquatic center), arts and culture programming and facilities, financial oversight (including cultivating GFOA award-winning budgets and audits), airport management, and general administrative responsibilities.

Outcomes:

- Stabilized a diverse and unique organization through transformational change of local government culture;
- Managed complex programming and strategies to steady the community through pandemic-related challenges;
- Created and managed a talented organizational culture dedicated to quality customer service based on values of integrity, inclusiveness and commitment to others.

Significant Professional Accomplishments:

- Represented the City of Salida in the creation of a new Multi-Jurisdictional Housing Authority as authorized under Colorado Revised Statutes along with electoral approval of new Short-Term Rental taxes to provide affordable workforce housing in Salida and Chaffee County.
 - Led the formation of the Chaffee Housing Authority through a negotiated Intergovernmental Agreement with Chaffee County and the Town of Buena Vista, establishing a new taxing and spending authority as allowed under C.R.S.
 - Managed the City of Salida's November 2022 municipal election in which voters approved a new Occupational Lodging Tax for Short-Term Rentals, which is anticipated to generate up to \$800,000 annually in funding for production of new affordable workforce housing.
 - Directed and managed the implementation of a new Inclusionary Housing Ordinance in the Salida Municipal Code, requiring developer participation in the construction of affordable workforce housing.
-

- Ordinance implementation will create more than 140 new affordable deed-restricted dwelling units for workforce making between 60% and 140% of Area Median Income in the next few years, with more projected over the course of community build-out.
- Managed multiple improvements to the Inclusionary Housing Ordinance to require one out of every six units to be deed-restricted as affordable for Salida's workforce.
- Provided staff support for the City of Salida's grassroots-based Climate Action Plan, including community outreach and support for sustainable practices to meet community desires for energy consumption and conservation.
 - Represented the City of Salida as lead staff person for participation in Xcel Energy's Partners In Energy process, including City Council approval of the City's Action Plan in 2023.
 - Negotiated Power Purchasing Agreements with Xcel Energy-approved solar garden developers to offset all City-related electricity consumption with renewable sources in 2019, making the City the first in Chaffee County to run on renewable sources.
 - Directed and managed the City's negotiations with Rivian electric vehicles to lease City space for their first Level 3 charging station for part of their Adventure Network, with the location online and operating in 2022.

Town of Winter Park, Colorado – June 2006 to February 2018

- *Town Manager (September 2008 – February 2018)*

Public administration executive duties, including oversight of all municipal operations for a high-performing Colorado resort community servicing over one million annual winter visitors. Services provided included executive oversight and leadership, attainable and workforce housing, community development, planning, building inspection, public works, parks and public facilities, police, finance, and general administrative departments. Additional services in a resort-oriented community included special events, marketing, economic development, public relations, and transit programs.

Significant Professional Accomplishments:

- Led strategic acquisition, negotiations, envisioning, and master planning effort for the Sitzmark property in downtown Winter Park, leading to the development of the award-winning Hideaway Station mixed-use affordable housing project and the Headwaters Ecology and Community Center.
 - Acquired nearly 16 acres in downtown Winter Park through a series of purchases for \$1.95M in 2010 and 2013 for use as future economic development opportunities as well as open space connectivity with the Fraser River.
 - Coordinated master planning efforts in 2014, leading to a conceptual mixed-use master plan including market-rate and workforce housing, retail and office opportunities.
 - Negotiated master development agreements with private development partner in 2015, resulting in over \$40M of direct private and public investment in downtown Winter Park.
 - Purchased 38 workforce housing units for \$9.2M, creating housing opportunities for more than 80 new workforce residents, adding 8% to the Town's year-round residency.
 - Hideaway Station awarded Governor's Award for 2018 Best New Downtown Addition by Downtown Colorado, Inc.
- Directed negotiations and acquisition of private resort-owned transit operation, converting it to a public transit system serving the Upper Fraser Valley's half-million annual riders.
 - Secured more than \$2M in capital rolling stock grants for new bus acquisition between 2016 and 2018.
 - Completed 24-bus transit fleet replacement with ADA-compliant vehicles.
 - Guided full transit system rebrand and public outreach programs, leading to a 20% increase in ridership.
 - Secured new community-supported transit and trails tax, generating approximately \$2M annually for transit, trail, and capital project expenditures via successful election campaign.
- Managed envisioning, planning, design and construction of the Town's Hideaway Park facility and concert venue.
 - Completed construction of multiple phases of Hideaway Park's development, including the completion of a \$3.7M stage and events center in 2017.
 - Negotiated naming rights for stage and events center, now called the Rendezvous Events Center, for \$3.5M in 2017, leading to the redevelopment of a new Visitor's Center and housing in downtown Winter Park.

PREVIOUS EXPERIENCE

Town of Winter Park, Colorado – June 2006 to Sept 2008

- *Town Planner*

City of Greeley, Colorado – April 2001 to January 2002

- *Planner I*

Jefferson County, Colorado – June 2004 to June 2006

- *Planner I – III (Multiple Positions)*

City of Cortez, Colorado – January 2000 to April 2001

- *Planning Intern*

Town of Fraser, Colorado – January 2002 to June 2004

- *Town Planner*
-

EDUCATION AND CERTIFICATIONS

University of Kansas – Bachelor of General Studies, Political Science – 1999

American Planning Association – American Institute of Certified Planners (AICP) – 2006 to 2010, 2024 to Present

PROFESSIONAL REFERENCES

Paul Wisor – Town Manager, Town of Mountain Village, Colorado

pwisor@mtnvillage.org – 970.369.6411

Michelle Bulson – Assistant Town Manager, Town of Mountain Village, Colorado

mbulson@mtnvillage.org – 970.239.4061

Christy Doon – City Administrator, City of Salida, Colorado

christy.doon@cityofsalida.com – 719.539.4555

Jimmy Lahrman – Former Mayor, Town of Winter Park, Colorado

gesrlc@aol.com – 970.531.4231

Bob Christiansen – County Administrator (Retired), Chaffee County, Colorado

bchristiansen@chaffeecounty.org – 719.530.1212

P.T. Wood – County Commissioner, Chaffee County, Colorado / Former Mayor, City of Salida, Colorado

pt.wood@gmail.com – 719.239.0222

Cheryl Hardy-Moore – Municipal Court Judge, City of Salida, Colorado

hardymoore@usa.net – 970.846.1251

RFP: On-Call Planning Services

ATTN: AMANDA PIERCE, TOWN CLERK; TOWN OF NORWOOD



2695 Patterson Rd Suite 2-285
Grand Junction, CO 81506
www.insightbuildingcode.com
970.902.0982

Town of Norwood
PO Box 528
1670 Naturita St
Norwood, CO 81423
Attn: Amanda Pierce, Town Clerk

Cover Letter

January 23, 2025

Dear Selection Committee,

It is my pleasure to present my firm's qualifications to provide the services associated with the Town of Norwood's on-call planning services request for proposals.

Insight Building Code Consulting is currently a one- person building code consulting firm that has recently relocated to the Western Slope of Colorado. We are entering our second 5 year contract as a code consultant to the office of the State Architect's office and have been in business since 2019.

Our current physical location is near Parachute, Colorado, which provides insight into the unique challenges and opportunities that are common in small mountain communities. Sherryn Hensley, the owner of Insight Building Code Consulting is ICC certified, has a Master's of Architecture from UC Denver, and has nearly 25 years of experience working with state agencies, local municipalities, engineers, architects, and home/ business owners. Sherryn brings her expertise and professionalism to every project and will be personally involved in every assignment. Sherryn truly enjoys small town life as well as genuinely and compassionately interacting with the community to explain the goals of regulations as well as evaluate creative solutions to problems that might otherwise create an unreasonable burden for homeowners. We look forward to working with you!

Thank you for considering our application.

Sincerely,

A handwritten signature in black ink, appearing to read "Sherryn Hensley".

Sherryn Hensley
Owner of Insight Building Code Consulting

Company Qualifications:

Understanding of the Work to be Performed:

Insight Building Code Consulting has been performing plan reviews and processing permit applications since 2019. Its owner, Sherryn Hensley has performed similar work as an employee of Code Consultants International since 2002 where her duties included providing as needed building code services for the Cities of Lakewood, Wheatridge, Arvada, and Boulder County. Sherryn Hensley, has a Master's Degree in Architecture as well as ICC certification in commercial and residential plan review and has a deep understanding of reading construction and development plans. Her experience also includes a deep background in performing research on properties and their legal designations. She is proficient in ICC's Zoning and Land Use Code standards. Insight Building Code Consulting has a history of strong written and verbal communication skills. We have the ability to present complex material in a way that is easy for the public to understand. As a consultant, much of our work involves presenting our findings in written and verbal reports for use by either the client's design team or the municipality. We have a long history of working with architects, engineers, contractors, home and business owners as well as local and state municipalities to work together for outcomes that are satisfactory and fair to all parties. Our work with the State of Colorado has created a network of highly qualified engineers and real estate attorneys with whom we can consult with on complex cases. We believe that when building codes and zoning ordinances are explained effectively to the people in the community that compliance is more easily achieved. We are committed to attending meetings and listening to concerns from the community and to effectively explain the relevant zoning issues and intentions behind them. Ms. Hensley has a deep understanding of building codes, architecture, and engineering as well as state and municipal codes and amendments and has worked on projects from the side of the municipality and has also represented homeowners, business owners, and design teams. This experience has contributed to a compassionate approach with an emphasis on educating the public. Her engaging personality lends to positive relationships with various parties involved. Sherryn Hensley is also fluent in Spanish.

Demonstrated Technical Skill, Experience, Performance, and Approach:

We are ICC certified for both plan review and inspections. If hired to provide planning services for the Town, we will become ICC certified in the Planning and Zoning code. Since we are a one-person firm, Sherryn Hensley, who also is educated as an architect, will be performing the work herself. Any employees will be required to also be ICC certified, demonstrate a proficiency in reading building

and development plans and construction documents, and if necessary, be licensed in the State of Colorado. We work with a network of highly qualified state licensed professional engineers and real estate attorneys who we can consult with when necessary.

Our approach to submittals will depend on the volume of submittals. If the volume of submittals is low, we believe that receiving permit applications by email is acceptable and the Town would have our permission to post our email address on their website. If the volume of submittals requires an online submittal and recordkeeping process, we will work with the Town to find a good fit for that purpose. We will learn and follow the Town's current process for keeping records.

Familiarity with Town, County, and State Procedures

Insight Building Code Consulting has nearly 25 years of experience working with State Agencies and local municipalities. It is our understanding that the building plan review and inspection in Norwood is typically done by San Miguel County. We will work with San Miguel County to keep communication paths open and efficient for all parties since most properties will require approval from both Norwood and San Miguel County. We will study the Town of Norwood's Planning and Zoning ordinances and master plan documents and apply those to proposed projects. We are familiar with the Dark Sky Ordinance and the new State laws as they relate to energy efficiency and handicapped accessibility. We have a good working relationship and contacts with many state agencies.

References:

Tana Lane, State Architect:

Worked with directly since 2019, direct oversight of my work as a state contractor for the state buildings program.

720-607-4228

Tana.lane@state.co.us

Miklos Berecz; Project Manager, CDHS and DMVA

Worked with on projects for two state agencies from 2020- current. Mr. Berecz duties were to work with me to achieve regulatory compliance on several construction projects.

720-948-4273

Miklos.berecz@state.co.us

Ross Robinson; Superintendent Howell Construction

Superintendent for the General Contractor on the Vehicle Maintenance facility and remodel of the Ft Lupton resource center for DMVA. Project spanned 2021-2023. Mr. Robinson was the contractor and it was my responsibility to inspect his work.

303-246-7959

Cost Approach:

In the absence of office space at the Town, our approach to on-call services would be to do much of the work remotely from our office in the Parachute area. When inspections, site visits, and in-person community meetings are necessary, a \$200 trip fee would be assessed in addition to the time on site. Relocating our office to a location closer to Norwood is a possibility if the need for our services increases in frequency.

Our hourly rates are posted below:

Hourly rate: \$115/ hour

Engineering services: \$150/ hour, 2-hour minimum

Legal services: \$300/ hour, 2-hour minimum

Administrative services: \$50/ hour

Drafting services: \$65/ hour

On-site services: \$200 trip fee + hourly rate for time spent on site

Sherryn Hensley, M. Arch
ICC Certified Plans Examiner/ Building Inspector
303.385.9983 sherryn@insightbuildingcode.com

Summary

I am organized, conscientious, and detail oriented. I am able to organize large amounts of data accurately and efficiently. I enjoy interacting with other team members and am able to facilitate communication within the team and motivate team members towards a deadline and common goal. I am a self-starter and am able to work efficiently with minimum oversight. I also appreciate and respect the guidance of other team members when it is available.

I have more than **25 years** of experience working in the architecture and construction industry, twenty of those are in the **code compliance and project management field**. I have proven my capabilities in my knowledge of the building codes, administrative decisions, ability to train staff, and direct discussions with major players across all disciplines in large projects to work towards a common goal.

I am currently the owner of Insight Building Code Consulting. I started my own building code consulting company in 2019 after 17 years of working for other code consulting companies. I was awarded a contract with the State of Colorado as a Code Consultant to the State Architect's Office. I perform plan reviews and building inspections on State owned property and also do my own marketing and contracts and billing.

My work experience includes working on all types of projects. Notably I was the lead plans examiner for the Children's Hospital bed tower, the UC Hospital towers on the Anschutz campus. I was also the lead plans examiner on the science laboratory and classroom buildings on the Anschutz campus. I have worked on oil and gas projects and am comfortable with the International Fire Code requirements and HAZMAT projects. When I worked for CCI, we provided building department services for the City of Arvada and City of Wheatridge.

Education:

Masters of Architecture 05/2001

University of Colorado at Denver

Thesis: Privacy and Communication in Office Design

Bachelors of Environmental Design 12/1999

University of Colorado at Boulder

Texas A& M University

Certifications:

ICC Certified Commercial Plans Examiner 2006, current

ICC Certified Commercial Building Inspector 2017, current

ICC Certified ICC A117.1 2020, expired, plan to re-test

ICC Certified Commercial Mechanical Inspector 2022, current

ICC Certified Residential Building Inspector 2023, current

ICC Certified Commercial Plumbing Inspector 2023, current

Currently studying the Chief Building Official Code module

InterNACHI CPI (Home Inspector) – in progress – exams have been passed.

203K HUD Consultant

ICC# 5294916

NACHI23103028

Work Experience:

Insight Building Code Consulting 2019 – present

Owner

AEC-West Code Consultants 2017-2018

Plans Examiner/ Building Inspector/ Architectural Designer

Code Consultants International/ IDEA Solutions 2002-2017

Plans Examiner/ Project manager

My typical work experience includes but is not limited to the following:

Project Manager:

- Manage all aspects of building code review of each project.
- Interface with clients, design professionals, owners and the construction team.
- Manage a team of consulting design professionals (architects and engineers).
- Design work and drafting.

Plans Examiner:

- Execute plan review for building code issues for all projects.
- Specialize in architectural, life safety, and ADA review.
- Write reports.
- Work with the design team in developing creative solutions when a code issue arises.
- Work with the inspection team to identify potential/ historical issues in the field.

Building Inspector

Responsible for inspections and writing reports, follow up with items in the field and having a good professional demeanor in the field. Residential and Commercial Inspections – Building, Mechanical, Plumbing, and Handicapped Accessibility.

Marketing:

- Create text for brochures and the company websites.
- Chronicling and updating the experience of our design team members.
- Market and legal research for website design.
- Website design and maintenance

Past Experience:

Coal Creek Canyon Architects – 4/2007- 9/2007 (contract)

Architectural Intern

Yon Tanner Architecture - 8/2001 – 1/2002

Architectural Intern

Josh Comfort Architects - 1/2000 – 8/2000

Architectural Intern

Projects Of Note/ Role:

As the primary plans examiner for CCI:

UC Anchutz Inpatient Tower 1

Children's Hospital Bedtower Addition with orthopedics and MFM

UC Medical School Biomedical Science Laboratory 1

CSU Pueblo Auditorium

UCCS Alpine Village Dormitories

Primary Plans Examiner for C-West:

UCCS Baseball field

UCCS Indoor Practice Facility

UCCS Auditorium

CSM Hazardous Materials Processing Center

CSM Off Campus Dormitories

Various VCLC Remodels (CDHS)

Various DOC and CDHS/YSC small remodels

As plans examiner and building inspector Insight Building Code Consulting:

CDHS Ft Logan Cottages F2/F3 – inpatient psychiatric facility (full building)

Liberty View Apartments (Colorado Coalition for the Homeless on CU land – full building)

DMVA Ft Lupton Maintenance Training Bay + Additions (full building)

DMVA Ft Carson ECTMS Maintenance Bay (full building)

DMVA Sleeping study (all installations)

CDHS Ft Logan Infrastructure + Tunnels (full site refurbish of roads, and sidewalks and infrastructure)

DPA Centennial Restrooms

DPA 1313 Sherman Restrooms

DOLA Ft Lyons



PROPOSAL TO PROVIDE

**On-Call
Planning Services**

TOWN OF NORWOOD, CO

FEBRUARY
2025

February 13, 2025

Amanda Pierce
Town Clerk
pierce@norwoodtown.com



1601 Riverfront Drive, Suite 204
Grand Junction, CO 81501
970-450-7474
KLJENG.COM

RE: Request For Proposals (RFP) On-Call Planning Services

Dear Selection Committee:

KLJ Engineering LLC (KLJ) is pleased to submit this proposal for consideration in response to the Town of Norwood's RFP for on-call planning services. With a deep understanding of municipal planning processes and extensive experience in land use analysis, zoning compliance, and development review, KLJ Engineering is well-positioned to provide high-quality, cost-effective planning services tailored to the needs of Norwood.

Our firm is committed to providing professional, timely, and detailed planning support to the Town, assuring compliance with its Land Use Code, Comprehensive Plan, and all relevant regulations. The interdisciplinary planning team project manager, Jason Reimer, has assembled has a proven track record of working with municipalities, developers, and the public to facilitate efficient planning processes while maintaining transparency and regulatory compliance.

PROJECT MANAGEMENT AND LEADERSHIP, WITH AN UNDERSTANDING OF NEEDS SPECIFIC TO NORWOOD: Jason will provide leadership and management and assure responsive and effective service to meet the Town's needs. Backed by KLJ's Colorado staff in Grand Junction and Englewood, as well as specialists from across our organization, Jason and the team will deliver quick, efficient, and cost-effective solutions. Specifically, Joel Quanbeck, Jonathan Tarr, and Kat Herbert bring real-world planning from across Western Slope to support the Town of Norwood. Their deep understanding of the Central Mountains and Western Slope, and the unique challenges faced by mountainous areas, enables them to offer practical, tailored approaches to complicated planning issues. We add specialized planning, engagement, and government relations experience with Ben Manibog, Sarah Brooks, and Carrie Kellerby to provide a well-rounded interdisciplinary team of professionals to the Town of Norwood.

COMMITMENT TO BUILDING LONG-STANDING RELATIONSHIPS: KLJ has a well-established history of delivering exceptional service to rural clients. With more than 50 active on-call planning and engineering service contracts across our service area, including for the Towns of Telluride, Eagle, Collbran, Gypsum, and Monument, as well as Ouray and Huerfano Counties in Colorado, we are proud of the trust communities place in us. We look forward to building that same enduring partnership with the Town of Norwood. Our aim is to be your trusted, go-to firm – ready to provide assistance, offer professional guidance, answer questions, navigate regulations, support capital improvement planning, and collaborate on securing state and federal grant funding. We are committed to being your creative partner, focused on finding simple, safe, and cost-effective solutions to infrastructure challenges.

What sets KLJ apart is our comprehensive suite of in-house planning, public engagement, and government relations services. Jason is eager to demonstrate how KLJ can help Norwood plan for the future of their community. Our proven record of continuous partnerships and repeat planning and projects reflects the quality and excellence that define our deliverables and the dedication of our team. We are confident in our ability to meet and exceed your expectations, and we look forward to showcasing our expertise

Sincerely,
KLJ Engineering LLC

A handwritten signature in black ink that reads "Jason Reimer".

Jason Reimer, PE
Senior Project Manager
970-975-0375
jason.reimer@kljeng.com

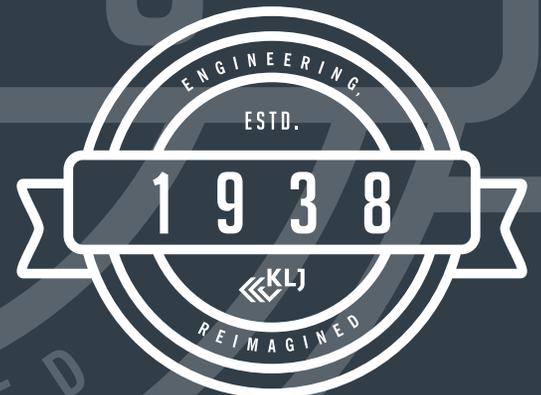
A handwritten signature in black ink that reads "Wade S. Kline".

Wade Kline, PTP
Group Project Delivery Leader
701-271-5009
wade.kline@kljeng.com

Table of Contents

Firm Information	1
Understanding of Scope of Services	2
References	2
Timeliness and Staffing	4
Familiarity with Norwood	5
Relative Experience	6
Additional Experience	7
Cost Details	13
Appendix: Staff Resumes	

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Firm Information

KLJ Engineering LLC (KLJ)

Principal Office Address: 400 E Broadway Avenue, Suite 600, Bismarck, ND 58501-4073

Other Office Locations:

7801 Academy Rd NE - Building 1, Suite 209
Albuquerque, NM 87109

2611 Gabel Road
Billings, MT 59102-7329

985 Technology Boulevard, Suite 201
Bozeman, MT 59718-4015

1820 Walnut Street East, Suite 6
Devils Lake, ND 58301-3411

667 27th Avenue East
Dickinson, ND 58601-7168

2750 Blue Water Road, Suite 100
Eagan, MN 55121-1661

400 Inverness Parkway, Suite 150
Englewood, CO 80112-5830

1900 West Warlow Drive, Suite B
Gillette, WY 82716-2582

864 West 12th Street
Grafton, ND 58237-2120

2750 Gateway Drive, Suite A
Grand Forks, ND 58203-0811

1601 Riverfront Drive, Suite 204
Grand Junction, CO 81501

1301 12th Avenue South, Suite 105
Great Falls, MT 59405-4600

2969 Airport Road, Suite 1B
Helena, MT 59601-1201

1830 3rd Avenue East, Suite 201
Kalispell, MT 59901-5778

10716 State Highway 191, Suite 5
Midland, TX 79707

2915 10th Street SW, Suite B
Minot, ND 58701-6930

18 East Main Street, Suite 229
Rapid City, SD 57701-2949

Montrose, CO (Remote)

Contact Information:



JASON REIMER, PE

Client Manager/Liaison

970-975-0375 | jason.reimer@kljeng.com

5110 East 57th Street
Sioux Falls, SD 57108-8748

1660 South Highway 100, Suite 340
St. Louis Park, MN 55416-1529

1010 4th Avenue SW
Valley City, ND 58072-3907

300 23rd Avenue E, Suite 100
West Fargo, ND 58078-7820

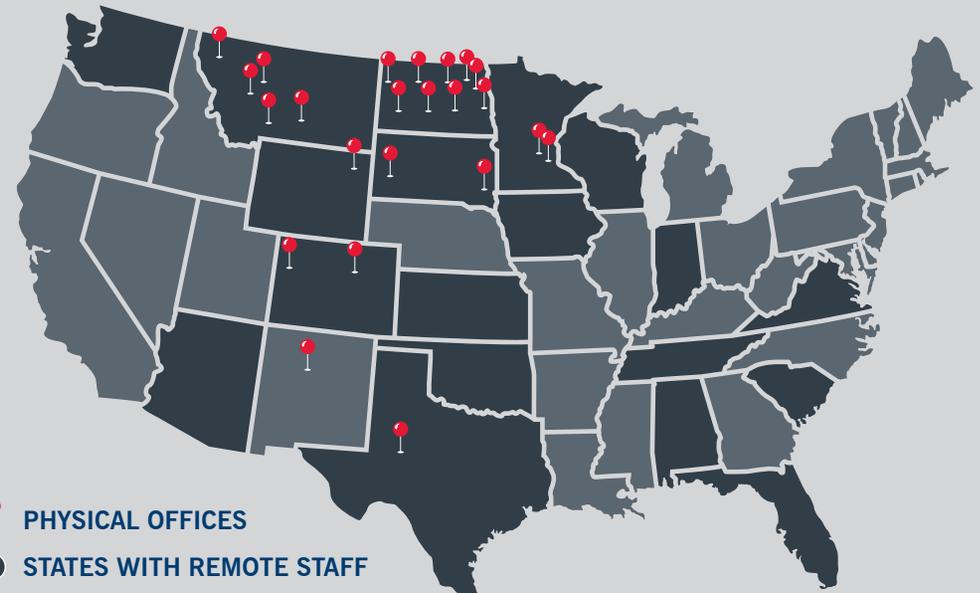
1500 14th Street W, Suite 250 Office H
Williston, ND 58801-4078

At KLJ, we pride ourselves on our deep-rooted commitment to the Colorado communities we serve. Since opening our Englewood office in 2018 and our Grand Junction office in early 2021, we have dedicated ourselves to enhancing the quality of life for local residents, through various infrastructure projects. Today, KLJ has more than 60 professionals in Colorado who bring a wealth of experience and an understanding of the unique needs of the region.

We work closely with more than 25 Western Colorado communities to improve infrastructure, expand recreational opportunities, secure grant funding, and plan for a prosperous future. Our comprehensive project life-cycle services, from planning and design to construction, are tailored to meet the specific needs of each project and community. This speaks to our commitment to fostering community connections and ensuring an exceptional experience on every project.

Your local KLJ team also benefits from nearly 600 employee-owners across KLJ, operating out of 23 offices located across the Rocky Mountains, Upper Midwest, and Southwest, in addition to numerous remote employees nationwide to better serve you.

Since 1938, KLJ has been improving the lives of our clients and creating sustainable, resilient communities.



Understanding of Scope of Services

KLJ acknowledges the Town of Norwood's need for a qualified planning consultant to provide on-call services related to development review, zoning compliance, land use applications, and public engagement. Our firm is prepared to perform the following key responsibilities:

APPLICATION PROCESSING AND REVIEW

- » Conduct thorough reviews of ministerial applications and discretionary entitlements, including zoning compliance, site plan evaluations, sign permits, variances, and general plan amendment.

CODE AND PLAN COMPLIANCE

- » Assure all projects align with the Town's Land Use Code, Comprehensive Plan, Major Streets and Future Land Use Plan, and relevant ordinances.

STAFF REPORTS AND PRESENTATIONS

- » Prepare detailed reports, resolutions, ordinances, and conditions of approval for the Planning and Zoning Commission and the Board of Trustees. Provide oral presentations, as required.

STAKEHOLDER ENGAGEMENT

- » Meet with developers, engineers, property owners, and contractors to facilitate project discussions, provide technical guidance, and improve planning processes.

PUBLIC MEETING ATTENDANCE

- » Represent the Town at public hearings, community meetings, and staff discussions, as needed.

PUBLIC INQUIRY RESPONSE

- » Address zoning and land use questions from the public via phone, email, or in person, assuring clarity and accuracy in all responses.

INTERAGENCY COLLABORATION

- » Maintain strong relationships with Town departments, county officials, and state agencies to facilitate coordinated planning efforts.

SPECIAL PROJECTS FACILITATION

- » Assist with unique planning initiatives and long-term development strategies.

References

We encourage you to reach out to any of the references provided below or in our Firm Experience section. These clients can speak to the caliber of KLJ's work, specifically for on-call contracts.

Connie Hunt County Manager

Ouray County
970-325-7263

Kyle Beck Public Works Director

Town of Telluride
970-728-3077

David Hood City Engineer

City of Delta
970-874-7904

Melonie Matarozzo Past Town Administrator

Town of Collbran
970-260-7724

KLJ COLORADO MUNICIPAL CLIENTS

- » Gunnison County
- » Huerfano County
- » Mesa County
- » Montrose County
- » Ouray County
- » City of Brighton
- » City of Delta
- » City of Grand Junction
- » City of Monte Vista
- » City of Montrose
- » City of Rifle
- » City of Steamboat Springs
- » Town of Bayfield
- » Town of Collbran
- » Town of Dinosaur
- » Town of Eagle
- » Town of Gypsum
- » Town of Monument
- » Town of Idaho Springs
- » Town of Lake City
- » Town of Parachute
- » Town of Poncha Springs
- » Town of Silt
- » Town of Telluride
- » Southern Ute Tribe
- » Ute Mountain Ute Tribe

KLJ CONSULTING SERVICES OFFERED

PLANNING

- » Comprehensive/Master Plans
- » Land-Use Plans
- » Housing Plans
- » Transportation Plans
- » Economic Diversification Plans
- » Annexation Plans

PUBLIC ENGAGEMENT

- » Public Involvement Plans
- » Content Development
- » Open Houses and Event Planning
- » Social Media
- » Interactive Project Web Pages and Surveys
- » Media Buying
- » Visualizations and Videos

STATE AND FEDERAL GRANTS

- » Identification
- » Writing Assistance with Applications
- » Administration for Reimbursement

TRAFFIC ENGINEERING

- » Traffic Impact Studies
- » Intersection Studies
- » Corridor Studies
- » Signal Timing

PROJECT MANAGEMENT

- » Preliminary Engineering Reports (PER)/ Estimating
- » Capital Improvement Planning (CIP)/ Budgeting
- » Scope/Fee/Schedule Development
- » Cost Estimating to Assist with Budgeting and Grant Pursuits

CIVIL ENGINEERING

- » Urban Streets, Rural Roads, and Intersections
- » Multimodal, Pedestrian, and Bicycle Facilities
- » Hydrology/Hydraulics and Stormwater Management
- » Potable Water Treatment and Distribution
- » Wastewater Collection and Treatment
- » Parks and Recreation
- » Site Development and Subdivision Reviews

TELECOMMUNICATIONS

- » Last and Middle Mile Distribution
- » Corridor Analysis
- » Right-of-Way (ROW)/Utility Permitting
- » Environmental Clearance

STRUCTURAL ENGINEERING

- » Bridges, Culverts, and Retaining Walls
- » Building Foundations and Framing

ELECTRICAL ENGINEERING

- » Lighting
- » Signals
- » Power Distribution

ENVIRONMENTAL

- » National Environmental Policy Act (NEPA) Permitting
- » Wetland/Threatened and Endangered Species
- » Cultural Resources
- » Air and Noise Quality
- » Hazardous Materials

CORRIDOR SERVICES

- » Survey
- » Drone Photogrammetry
- » ROW
- » GIS Mapping

CONSTRUCTION MANAGEMENT

- » Documentation of Construction Activities
- » Inspection of Materials and Installation Quality



Timelines and Staffing

KLJ will meet with the Town to gain an understanding of the Town's needs and will assign staff with the expertise and availability to complete each project in an efficient and timely manner. The below project management process will be followed to make sure schedules are met throughout the on-call contract as projects arise:

PROJECT INITIATION

- » Define project scope and objectives.
- » Identify key stakeholders and establish roles and responsibilities.
- » Develop a project charter to formally authorize the project.
- » Establish initial budget and resource allocation.

PLANNING PHASE

- » Develop a detailed project management plan, including scope, schedule, budget, quality, and risk management.
- » Identify project milestones and deliverables.
- » Create a work breakdown structure (WBS) to organize tasks.
- » Develop a communication plan to keep stakeholders informed.
- » Identify potential risks and develop a risk management strategy.

TEAM COORDINATION

- » Assign tasks to team members based on expertise and availability.
- » Establish communication protocols and regular team meetings.
- » Set up project management software or tools for tracking progress.

EXECUTION PHASE

- » Coordinate resources and confirm task completion as per the project schedule.
- » Monitor project performance and adjust resources or plans as needed.
- » Conduct regular status meetings to track progress.
- » Communicate with stakeholders regarding progress, changes, and any issues encountered.

QUALITY MANAGEMENT

- » Implement quality assurance and quality control processes.
- » Review work outputs to confirm they meet predefined standards and requirements.
- » Document any deviations and corrective actions taken.

RISK MANAGEMENT

- » Monitor identified risks and adjust the risk management plan as necessary.
- » Proactively identify new risks and develop mitigation plans.
- » Keep stakeholders informed of any significant risk developments.

STAKEHOLDER ENGAGEMENT

- » Conduct regular check-ins with key stakeholders to confirm alignment.
- » Address stakeholder concerns promptly and transparently.
- » Make sure that stakeholders are informed of key decisions and changes.

CHANGE MANAGEMENT

- » Establish a change control process to evaluate and approve project changes.
- » Document all changes, including their impact on scope, schedule, and budget.
- » Communicate approved changes to the project team and stakeholders.

MONITORING AND CONTROLLING

- » Track project performance against key performance indicators (KPI).
- » Adjust project plans and schedules
- » Make sure that all project activities are aligned with the initial goals and objectives.

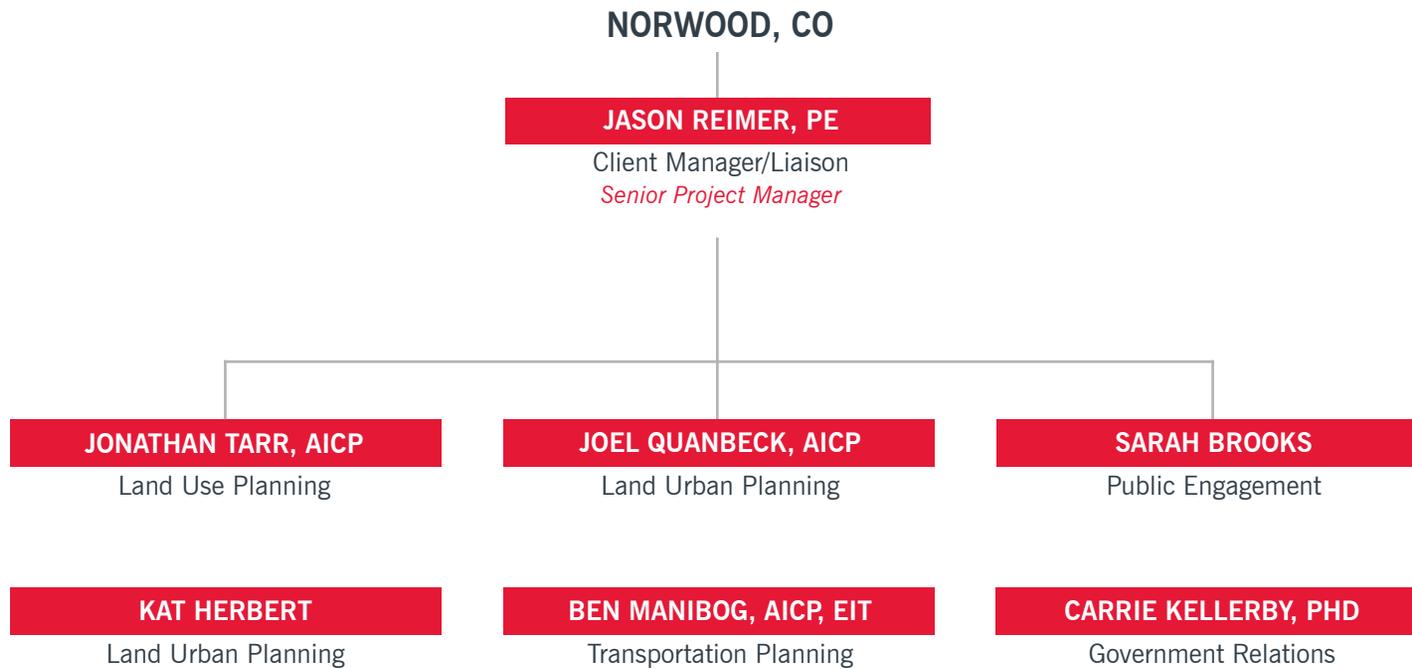
PROJECT CLOSURE

- » Conduct a project closeout meeting to evaluate outcomes and document lessons learned.
- » Complete all final deliverables and obtain necessary approvals.
- » Make sure that all project documentation is finalized and archived.
- » Release project resources and formally close the project.
- » Prepare a final project report summarizing achievements, challenges, and lessons learned.

This approach allows us to prepare and maintain the agreed upon project budget. The project manager's primary method of meeting financial goals is to utilize a strong project control system. By implementing a project management plan with the associated scope of service, schedule, and budget control systems, our project manager has the best opportunity to meet financial goals. A strong budget control program is vital to a financially successful effort.

Staffing Plan

The Planning Development Review Services Contract will be led and managed by KLJ's team in Grand Junction and Englewood. Our Western Slope and Front Range offices allow us to respond quickly to the Town's needs and provide cost-efficient services. Jason Reimer, PE will serve as the Town's Primary Point of Contact and Client Manager, responsible for overseeing overall team performance, staff, and resources. Staff resumes are included in the appendix. Below are our team leaders. They all lead teams of experts with more availability than themselves.



Familiarity with Norwood

Jason Reimer, PE, and Kat Herbert have developed strong connections with the Norwood region. Their extensive time spent in the area has allowed them to gain a comprehensive understanding of the local community, landscape, and development context. Additionally, they have been actively involved in visiting Ouray County and Telluride, where they have built meaningful relationships with key stakeholders and have gained invaluable firsthand experience with the unique challenges and opportunities in the region. Their continued presence and involvement in both personal and professional capacities have positioned them well to effectively contribute to the Town of Norwood's engineering and development review needs.

Relative Experience

PLANNING

We help our clients imagine the future, providing integrated and forward-thinking planning services to achieve their goals. We know that a comprehensive, implementable strategy sets the stage for successful solutions and identifies potential funding opportunities. We embrace a framework of integration and collaboration with all stakeholders and the public. KLJ is developing a **Master Plan for Ouray County, a Land-Use Code Update for the City of Monte Vista, and Transportation Plans for the City of Rifle and the Town of Eagle**. We also recently completed a **Strategic Funding Plan for the Town of Eagle**.

Our planning services include:

- » Comprehensive or Master Plans
- » Land-Use Plans
- » Zoning Plans
- » Housing Plans
- » Economic Diversification Plans
- » Transportation Planning
- » Condition Assessments
- » CIP/Programming
- » Hazard Mitigation Plans

DEVELOPMENT PLAN REVIEW

KLJ offers thorough review services for diverse projects, including subdivisions, residential, educational, commercial, industrial, institutional, sustainable energy, and structural plans. We ensure compliance with municipal ordinances, codes, and design standards. Our experts provide proactive guidance, attention to detail, and rigorous quality control, aiming to foster community development while minimizing costs.

KLJ works as an extension of your planning, engineering, and public works departments, bolstering your capabilities and eliminating the headaches of backlogged plan reviews. Our team excels at providing preliminary plat, final plat, and construction phase plan reviews, serving numerous cities and counties across our service footprint through on-call planning contracts. What truly sets KLJ apart is our unwavering commitment to the interests of local governments. With KLJ, your community has a dedicated partner, fully aligned with your vision for growth and improvement.

GRANT WRITING/ADMINISTRATION

Grant writing is a key service KLJ provides to our clients. Our grant writers have worked with a variety of client types and communities of all sizes for grant amounts ranging from \$2,000 to \$27 million. We help communities understand the pros and cons of each funding program to make the most informed, right-fit decision for their community and the project. We assist our clients in identifying available grants, writing grant

applications, and negotiating the grant between the agency and client. We also can serve as the grant administrator, overseeing compliance related to grant commitments, including NEPA completion, utility relocation, and ROW acquisitions; certifying pay estimates; managing the grant reimbursement process; and generating pre-project, quarterly, and annual reports to meet grant requirements. We also have experience collaborating and working in partnership with regional economic development agencies, providing necessary technical/engineering and cost estimates that are critical to grant success.

We have helped our clients secure more than \$615 million in state and federal grants in the past 20 years.

FUNDING FOUNDATIONS

At KLJ, we firmly believe that the foundation for funding success is laid during the planning phases of a project. One of KLJ's key strengths is our unique ability to seamlessly integrate future grant compliance and funding opportunities directly into our planning documents, positioning projects for success right from the start. Unlike many engineering firms on the Western Slope, KLJ stands out by having dedicated, full-time grant-writing professionals on our team – an asset that has helped secure more than \$150 million in grant funding for our municipal clients in just the past two years under the Infrastructure Investment and Jobs Act (IIJA).

Our recent successes include significant grant awards for the Towns of Gypsum and Eagle, as well as Huerfano County, demonstrating our proven ability to turn funding opportunities into reality. For Norwood, KLJ's planning approach focuses on strategically positioning the community to access funding through a variety of programs available under IIJA and through the Colorado Department of Transportation (CDOT). Our transportation planning and grant writing experts will develop and prioritize an implementation plan tailored specifically for Norwood, providing readiness to apply for state and federal funding programs to improve local safety and mobility.

KLJ's combination of engineering expertise, strategic planning, and in-house grant writing gives our clients a distinct competitive edge in securing the funding they need to bring transformative projects to life. We are committed to turning visionary plans into funded, actionable projects that elevate community infrastructure and enhance quality of life.

Additional Experience

KLJ is a leader in both rural and urban road design, offering an extensive track record of delivering successful projects, from minor roadway improvements and emergency gravel road repairs to complex highway corridor reconstructions, roundabouts, and urban street redevelopments. For more than 87 years, KLJ has partnered with cities, counties, Departments of Transportation (DOT), and Tribal communities, giving us an unparalleled depth of expertise across diverse roadway projects.

Our experience spans a wide range of design elements and challenges, enabling our team to rapidly identify potential project obstacles and provide effective solutions to avoid or mitigate their impact. We develop plans that streamline construction and completion, while assuring robust stakeholder and public engagement throughout the project lifecycle.

KLJ's portfolio speaks to our capability and commitment to delivering exceptional results for urban and rural projects. We have extensive experience coordinating with local governments and state agencies, such as the CDOT. Our rural road projects range from rehabilitation efforts, like the **Mesa County South Camp Road Shoulder Widening**, to major reconstruction and widening projects designed to enhance capacity and safety by correcting deficient horizontal and vertical profiles and curves.

The **City of Delta Hillside Reconstruction** showcases our ability to be innovative. This multimodal corridor, Delta's first of its kind, connects downtown to Garnett Mesa with a completely reconstructed roadway. The project incorporates widened sidewalks, bike lanes, retaining walls, as well as drainage and intersection improvements, delivering a comprehensive transportation solution for the community.

Our expertise also extends to roundabouts, having successfully designed more than 40 roundabouts for clients across our service footprint, optimizing safety and traffic flow in both rural and urban environments.

When partnering with KLJ, clients gain the advantage of an experienced, knowledgeable team that knows how to navigate complex road design challenges with efficiency, precision, and a commitment to delivering value. We excel at keeping project costs in check, coordinating seamlessly with regulatory bodies, and providing innovative, community-centered solutions that enhance connectivity, safety, and quality of life.



TRAFFIC ENGINEERING

KLJ brings extensive experience in conducting traffic engineering studies for intersections and corridors, aimed at enhancing traffic flow, safety, capacity, and overall operational efficiency. Our dedicated team of 11 traffic engineers delivers a full range of services, including operational performance analysis, identification of key focus areas, future operations assessment and traffic forecasting, alternatives analysis, and actionable improvement recommendations.

We utilize a robust data collection approach to develop and calibrate traffic simulation models that precisely capture existing conditions. This accurate foundation is crucial for evaluating alternative solutions and projecting future scenarios, assuring well-informed decisions for our clients. Our engineers have assessed more than 100 corridor studies and analyzed more than 250 intersections, demonstrating our breadth of expertise in both rural and urban environments.

KLJ's portfolio includes successful projects like the **City of Rifle Gateway Improvements**, where we developed multiple potential improvement options, such as roundabouts, traffic signals, and lane reconfigurations. We provided concept-level graphics to facilitate public input, and the study evaluated operational improvements, constraints, and costs to help the City select the best solution. Similarly, our traffic analysis for the **City of Montrose West Main Revitalization and Road Diet** transformed State Highway 90 into a Complete Streets project, incorporating reduced travel lanes, Americans with Disabilities Act (ADA)-compliant sidewalks, traffic-calming bulb-outs, and bicycle lanes to enhance safety and accessibility.



Town of Silt Pedestrian Bridge Over I-70 Rendering

BRIDGE AND STRUCTURES

KLJ's dedicated team of 15 bridge engineers excels at delivering seamless, comprehensive design solutions for a wide range of structures, including vehicle bridges, box culverts, retaining walls, pedestrian bridges, and historical bridge restorations. From complex replacements to straightforward rehabilitations or prefabricated options, our team brings the technical knowledge and project management skills needed to address every type of bridge project.

We pride ourselves on offering more than just standard solutions—KLJ's bridge experts provide load rating services and are experienced in leveraging alternative contracting methods to deliver projects efficiently and cost-effectively. Our engineers have designed an extensive array of structures, including steel girder and concrete beam superstructures, reinforced concrete decks, pile bent caps, drilled shafts, solid piers, abutment caps, backwalls, and wingwalls, for both single-span and multi-span bridges.

KLJ's proven track record includes the successful design and delivery of the **Huerfano County 543 Bridge Replacement**, utilizing a box culvert solution. We also led the planning and 30 percent design phase of the Pedestrian Bridge Over I-70 for the Town of Silt, supporting grant applications and securing funding – now advancing to final design. Our expertise and dedication assure that each project not only meets but exceeds client expectations, making KLJ a trusted partner for innovative and reliable bridge engineering solutions.

HYDRAULICS/HYDROLOGY

KLJ offers a wealth of experience across a diverse range of water resource projects, from designing sophisticated urban storm drain systems to restoring natural stream alignments, developing wetland mitigation solutions, and managing complex floodplain dynamics. Our expertise spans the entire field of hydraulic engineering, including floodplain analysis and management, bridge scour evaluations, bridge opening design, stream analysis and modeling, comprehensive hydraulic analysis and design, as well as irrigation system design.

At KLJ, we prioritize a holistic approach when evaluating drainage and floodplain systems, meticulously analyzing the impact of each project to mitigate risk to neighboring properties and communities. Our team conducts detailed floodplain modeling to assess potential flooding impacts, identify vulnerable areas, and develop mitigation strategies that protect people, infrastructure, and the environment. We focus on identifying alterations to existing flow patterns, preserving or enhancing floodplain functions, and assuring compliance with federal, state, and local floodplain regulations. This includes protecting environmentally sensitive areas, promoting wildlife and fish passage where needed, and striving to avoid or minimize wetland impacts.

Our project portfolio demonstrates our versatility and depth of knowledge. **For the City of Grand Junction, our team delivered storm drain system designs for four roadway reconstruction projects, enhancing drainage capacity while improving multimodal connectivity for the community.** Additionally, our expertise in floodplain and hydraulic modeling supported the successful design of the **Huerfano County 543 Bridge Replacement**, assuring optimal hydraulic performance, community safety, and flood resilience.

KLJ's commitment to innovation, sustainability, and precision makes us a trusted partner for complex hydraulic, floodplain, and drainage projects. Our integrated approach blends technical expertise with practical, community-focused solutions, enabling our clients to address their most challenging water resource needs while building more resilient and sustainable infrastructure. From concept to completion, KLJ is dedicated to delivering efficient, cost-effective, and environmentally sound outcomes that elevate community infrastructure, assure flood safety, and enhance quality of life.

VERTICAL STRUCTURES

KLJ's vertical structural engineers provide designs for all types of building projects. Our team of **11 structural engineers** collaborates with architects and mechanical, electrical, and plumbing (MEP)/fire protection (FP) engineers to deliver designs for warehouse, maintenance, storage, justice, administrative, educational, industrial, commercial, healthcare, and airport facilities. From new buildings to additions and renovations, we evaluate the intended use of the building and consider details like floor loads, vibrations, seismic activity, snow loads, equipment movement, interior open space, and spacing between columns. Our building structural designs include **the new 7,200-square foot transit facility** to house 14 passenger buses for the Rural Office of Community Services (ROCS) Transit in Lower Brule, SD.



Ogalala Sioux Transit Facility

SITE CIVIL

KLJ offers a comprehensive suite of civil engineering services to meet diverse site development needs. Our expertise includes parking lot and site grading design, sidewalk and recreational facility design, local road and street development, stormwater management, utility design, and permitting for municipal facilities, as well as water and wastewater collection and treatment systems.

Every project begins with a high-level analysis, allowing us to identify potential challenges early and develop effective solutions. Our proactive approach addresses considerations such as topography, environmental impact, multimodal access, drainage, utilities, geotechnical issues, adjacent land use, vegetation, and regulatory requirements.

KLJ's project experience includes designing ADA-compliant ramp replacements in Telluride's downtown business district. We also provided civil engineering, surveying, and environmental services for Mesa County's Loma Elementary School Sidewalk alternatives analysis—extending a 0.75-mile sidewalk along Highway 139. Additionally, we completed master planning and infrastructure design for the Colorado Parks and Wildlife Highline Lake State Park West Expansion, adding 178 acres with new campground sites, a swim beach, a shower facility, and comprehensive site utilities, including power, water distribution (booster station and 10,000-gallon storage tank), wastewater systems, and access roads.

PUBLIC ENGAGEMENT

KLJ offers a dedicated public engagement team comprised of communication, graphic, and visualization specialists to engage project stakeholders and manage public outreach. KLJ provides a wide array of public engagement and outreach services, including stakeholder and public meetings, open houses, virtual presentations, community planning charrettes, online surveys, pop-up events, social media content, website development, and media buying. KLJ provided public engagement for the **City of Rifle Gateway Improvements and the Town of Poncha Springs Highway 50 Complete Streets** projects, including open houses, online surveys and voting, social media, content development, visualizations, and project websites. Additional Western Slope projects we've performed public engagement for include **Mesa County Riverfront Trail; Town of Eagle Safe Streets for All (SS4A); City of Rifle SS4A; City of Grand Junction 7th Street Feasibility Study; Town of Collbran Trail Feasibility Study; and Mesa County Loma Sidewalks.**

VISUALIZATION SERVICES

A critical goal in building consensus for a project is showing how the project will impact corridor users, residents, and businesses. Our team creates 3D visualizations at critical points in the project to show alternatives and concepts, illustrating exactly how the corridor will be transformed. Providing this level of communication and outreach keeps stakeholders and the public informed, and allows for more meaningful input to be collected as the project progresses.

ENVIRONMENTAL AND CULTURAL RESOURCES

KLJ is proud to offer an experienced team of 30 environmental specialists and 15 cultural resources experts dedicated to supporting site development, distribution routing, and transportation projects. Our professionals are well-versed in navigating complex regulatory landscapes and delivering comprehensive environmental and cultural resource services that help our clients achieve their project goals while maintaining compliance.

KLJ's team has extensive experience in preparing a wide array of environmental documents, including NEPA Environmental Impact Statements (EIS), Environmental Assessments (EA), and numerous Categorical Exclusions (CATEX). These documents support a variety of projects, assuring they meet both federal and state requirements while taking into account the unique environmental context of each project. Our services include conducting all necessary environmental resource studies, such as biological assessments, wetland delineations, and habitat evaluations, which form the foundation for informed project planning and design. KLJ also takes pride in our cultural resource expertise, which includes a team of three skilled paleontologists who provide cultural and paleontological resource surveys for a variety of projects. These specialists play a key role in providing that irreplaceable cultural resources are identified, preserved, and documented as required by federal and state regulations. Notably, our paleontologists successfully managed cultural resource studies for the Huerfano County 543 Bridge Replacement project, showcasing their ability to navigate the challenges of compliance while contributing to successful project outcomes.

SUBSURFACE UTILITY ENGINEERING (SUE)

SUE field investigations provide real-time data that enhances the speed and accuracy of decision-making during design and construction. Data deliverables are customized to specific project needs, providing the most cost-effective solution. We utilize a variety of geophysical equipment to locate and identify utilities, offering more accurate, detailed data than a standard "811 Call Before You Dig" program. This includes determining the horizontal and vertical positions of utilities, assessing their characteristics, and detecting unknown, unclaimed, or abandoned utility lines and structures. By doing so, we help minimize utility conflicts during construction and prevent costly schedule delays. SUE is a risk management and conflict avoidance solution that identifies utilities early in the design process, thus reducing costly schedule delays and additional project costs during construction. Recently, KLJ provided SUE services on the Rifle Penwell Transmission Main project and the Mesa County O Road Culvert Replacement project.



EXPERTISE WITH ON-CALL PLANNING SERVICES CONTRACTS

KLJ proudly partners with more than 150 cities and towns, 60 counties, and 33 Tribal nations throughout the region, building relationships founded on trust, reliability, and results. We currently hold On-Call Contracts and Master Services Agreements (MSA) with 56 cities, counties, and Tribal nations – including Huerfano and Ouray Counties, as well as the Towns of Collbran, Eagle, Gypsum, Monument, and Telluride in Colorado. These contracts allow us to provide engineering services on an as-needed basis through task order assignments, offering our clients an efficient and streamlined process to secure the expertise they require. Our On-Call Contracts and MSAs simplify the contracting process and make it easy for our partners to access our services repeatedly over contract periods of two to five years. This model reflects the deep confidence our clients have in KLJ's ability to deliver consistent quality and performance.

On-Call Engineering and Planning Services | Ouray County, CO

KLJ holds an On-Call Contract with Ouray County to provide engineering and design services. Services include civil, surveying, hydraulics, structural, environmental, ROW, and construction management. Projects include design modifications to gravel roads, intersection improvements, bridges, box culverts, hydrologic and hydraulic analysis, and guardrails. Services also include preparing project cost estimates, budgets, land surveying, construction staking, ROW boundaries, and construction management services. KLJ is currently completing several task orders for the County, including assisting with development of their CIP, road repair and chip seal bid documents, a county master plan update, and a bridge/box culvert replacement.

- ✓ Low Population
- ✓ Mountainous Terrain



On-Call Engineering and Grant Support Services | Telluride, CO

KLJ maintains an On-Call Engineering Services Contract with the Town of Telluride to provide civil, structural, survey, ROW, environmental, public engagement, and grant writing services for infrastructure improvements. Task orders include grant writing and small infrastructure task order assignments.

On-Call Engineering and Planning Services | Collbran, CO

KLJ has an On-Call Contract with the Town of Collbran to act as an extension of the Town's staff, providing civil engineering services for land development reviews, transportation design, utility design, field observation services, capital budgeting and programming, and proposal/bids evaluations. Services include design of capital projects for roads, sidewalks, storm drainage, public facilities, and utilities, as well as upgrades to water distribution and sanitary sewer collection systems. KLJ assists with development reviews, attends Town meetings, and reviews construction plans and reports. Task orders have included trail alignment and feasibility study, CIP development, grant writing, wastewater preliminary engineering report and cost estimate, new IVA potable water pump house, Cedar Crest roadway improvements, broadband scope and design, and rodeo grounds groundwater improvements.

- ✓ Low Population
- ✓ Mountainous Terrain

On-Call Engineering and Planning Services | Buena Vista, CO

KLJ has an On-Call Contract with the Town of Buena Vista to act as an extension of the Town's staff, providing civil engineering services for land development reviews, transportation design, utility design, field observation services, capital budgeting and programming, and proposal/bids evaluations. Services include design of capital projects for roads, sidewalks, storm drainage, public facilities, and utilities, as well as upgrades to water distribution and sanitary sewer collection systems. KLJ assists with development reviews, attends Town meetings, and reviews construction plans and reports. Task orders have included trail alignment and feasibility study, CIP development, grant writing, wastewater preliminary engineering report and cost estimate, new IVA potable water pump house, Cedar Crest roadway improvements, broadband scope and design, and rodeo grounds groundwater improvements.

- ✓ Low Population
- ✓ Mountainous Terrain



On-Call Grant Writing | Eagle, CO

KLJ holds an On-Call Grant Writing Services Contract with the Town of Eagle. KLJ is helping the community of 7,500 residents with prioritization of its infrastructure improvement projects, capital budget, and plan to develop transformational grant funding targets. KLJ is responsible for strategic consulting, development of funding strategies, grant writing services, and advocacy to secure financial resources and promote progress toward achieving critical strategic goals. KLJ has developed a matrix of federal, state, philanthropic, public, and private sector opportunities for funding.

- ✔ Low Population
- ✔ Mountainous Terrain



On-Call Grant Writing Services | Gypsum, CO

The Town of Gypsum has retained KLJ's grant writing services under an On-Call Contract to assist the Town secure state and federal funding for key community infrastructure investment priorities. KLJ is assisting in the identification, writing, and administration of grants and helping the Town to position its competitiveness for grant awards. KLJ is working with the Town to understand its priority infrastructure needs, prioritize infrastructure projects, identify opportunities for funding, and build relationships required to successfully secure new state and federal funding sources.

- ✔ Low Population
- ✔ Mountainous Terrain



PLANNING

Comprehensive Master Plan Update | Ouray County, CO

Completion Date: 2024

KLJ is leading the Ouray County Master Plan Update, which was last revised and updated in 1999. KLJ's scope of work includes facilitating designation of roles among the county commissioners, planning commission, citizen focus groups, and county staff; documenting existing conditions; identifying growth capacity and scenarios; developing a plan review and adoption strategy; project management; website development; and public engagement. Topics that were not significant issues or concerns 24 years ago must now be given serious consideration for the continued success of the County. A modernized, updated Master Plan will be crucial for helping Ouray County secure state and federal grants.

Long-Range Transportation Plan (LRTP) | Ignacio, CO

Completion Date: 2022

KLJ provided transportation planning services and assistance to update the Southern Ute Tribe's mandatory long-range transportation planning documents, including the LRTP and the Tribal Transportation Safety Plan (TTSP). The document had not been updated since 2015 and included planning for more than 250 miles of Indian Reservation roads. KLJ assisted the Tribe in reassessing and updating transportation planning needs and deficiencies, developing updated long-range alternatives for system improvements and maintenance, identifying and prioritizing improvement projects for the next 20 years, and coordinating the LRTP with concurrent transportation planning projects in the area.

Cost Details

KLJ Fee Schedule

2025 KLJ Rate Sheet

KLJ Staff Type	Standard Rate	KLJ Staff Type	Standard Rate
Senior Project Manager	\$215	Sr Public Engagement Strategist	\$120
Project Manager	\$204	Project Assistant III	\$132
Engineer	\$163	1 Person Survey Crew	\$130
Engineer in Training I	\$120	2 Person Survey Crew	\$220
Engineer in Training II	\$132	Survey Technician	\$89
Associate Designer	\$135	CAD Technician I	\$99
Senior Engineer	\$200	CAD Technician II	\$108
Env Spec III	\$150	CAD Technician III	\$128
Archeologist IV	\$185	GIS Specialist I	\$87
Planner	\$150	GIS Specialist II	\$128
Senior Designer (SUE)	\$187	Intern	\$86
Govt Rel Spec III	\$149		
Govt Rel Spec I	\$93		
Time and Half for Overtime		Included in Hourly Rate	

Reimbursable Expenses (if applicable)	
ATV, UTV, Snowmobile	Included in Hourly Rate
Survey Equipment	Included in Hourly Rate
CAD and GIS Work Station	Included in Hourly Rate
Postage and Routing Printing Cost	Included in Hourly Rate
Mileage	Included in Hourly Rate
Special Equipment/Software	Per Project Basis
Subsistence (Per Diem) - Lodging	Actual Cost
Subsistence (Per Diem) - Meals	\$45 / Day per Person
Misc. Project Related Expenses	Cost plus 15%
Sub-Contracts	Cost plus 15%

**Rates to be renegotiated after April 1st of each calendar year starting in 2026.

Any subconsultant fees will be provided upon request, if applicable.



Appendix:
Staff Resumes



Jason Reimer, PE

CLIENT MANAGER/LIAISON FOR OURAY COUNTY, TELLURIDE, BUENA VISTA, AND COLBRAN ON-CALL CONTRACTS

Jason is a licensed professional engineer who joined KLJ in January 2022. Over his 15-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.

Project Manager | South Camp Road Shoulder Widening | Mesa County, CO

KLJ was retained to design six-foot shoulders on either side of South Camp Road to facilitate the high volume of cycling traffic along the Tour of the Moon cycling route. Improvements are being made to the intersections of South Camp and East Fallen Rock and Rimrock Drive. Specifically, the multi-use path that parallels South Camp is being realigned to increase the visibility and safety of the intersections. This project will improve slope stability along the roadway and bring the design into compliance with current American Association of State Highway and Transportation Officials (AASHTO) sidewalk design guidance.

Project Manager | Hillside Street Reconstruction | Delta, CO

The City had recognized the necessity to reconstruct an approximately 1,900-foot segment of Hillside Street in order 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.

Project Manager | West Main Revitalization | Montrose, CO

West Main Street is part of State Highway 90 and runs 0.5 miles through downtown Montrose's urban core and serves as the primary access and frontage for adjacent businesses. KLJ was retained to provide a study, preliminary design, and final design for reconstruction of the existing two-travel lanes in each direction, shoulders for undefined parallel parking, and narrow, non-ADA-compliant sidewalks and driveways on each side of the road for recommended improvements. Upgrades include ADA-compliant widened sidewalks along both sides of the street; addition of bicycle lanes along one or both sides of the street; crosswalk safety with bulbouts and traffic calming measures; lane configuration to accommodate future traffic volumes, including studying a road diet; and modern streetscape of the corridor with trees, lighting, parking, and outdoor restaurant-style seating. KLJ is also providing a traffic study of the roadway for future growth expectations and for analysis of alternative roadway concepts.

Project Manager | Sewer Line Improvements PER | Delta, CO

Jason evaluated critical components of the sanitary sewer collection system, including nine Sewer Line Replacement (SLR) segments and Gunnison River Sewer Lift Station for improvements. He prioritized and provided feasibility cost estimates while exploring alternative solutions, adhering to the standards set forth by the United States Department of Agriculture (USDA) Rural Development (RD) and the Colorado Department of Public Health and Environment (CDPHE). Jason delivered a high-quality PER in accordance with Bulletin 1780-2, which remains flexible to accommodate any potential amendments to the project list that may have arisen in alignment with Delta's wastewater collection system Master Plan. The PER will help Delta qualify for the maximum grant/loan combination from USDA RD for improvements to the aging collection system.

YEARS OF EXPERIENCE

15 years

REGISTRATION

Professional Engineer –
CO, ND, SD, MT, MN,
TX, NM, AZ, UT

EDUCATION

BS Civil Engineering –
Texas A&M University





Jonathan Tarr, AICP LAND USE PLANNER

Jonathan is an urban planner based in Denver, CO. With more than 13 years of professional experience in consulting and business process roles, he is a big-picture thinker with specialized knowledge of land use, housing, and community development programs. Jonathan has developed planning solutions for local and state governments, Tribal Nations, and public housing authorities in 18 states, Puerto Rico, and the US Virgin Islands, and provided capacity building for federal agencies, including Housing and Urban Development (HUD) and United States Department of Transportation (USDOT). He specializes in comprehensive plans, area and neighborhood planning, and assuring robust community engagement. Jonathan serves on the City and County of Denver's Sustainability Advisory Council, and his work has been published in *Urban Land* and *Agora: The Urban Planning and Design Journal* of the University of Michigan. He is a long-time member of the American Planning Association and is an AICP-certified planner.

Planning Project 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, Poncha Meadows Park, South Park, Poncha Meadows Future Filings Park, and Tailwind II Park. The initial step to creating the plan will involve 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. KLJ will also conduct a thorough assessment of each site, which will include the use of drones to gather data. A robust public engagement process will be implemented, providing inclusivity and gathering valuable input from various stakeholders. Phase 2 of the project will involve translating the comprehensive list of ranked community priorities into actionable plans and provide an updated Parks Master Plan.

Planning 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 and conduct robust community engagement 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. KLJ's objective is to 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.

Planner | City of Rifle SS4A Action Plan | Rifle, CO

KLJ's is assisting the City of Rifle to create a forward-looking long-range SS4A Action Plan. The plan will build on previous safety studies and create a plan that addresses what investments are working and where future funding should be prioritized. KLJ's objective is 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.

Senior Planner | Envision Lakewood 2040 Comprehensive Plan Update Phase One | Lakewood, CO

This project established the vision, guiding principles, and structure of the City of Lakewood's subsequent Comprehensive Plan update. As a senior planner on the consulting team, Jonathan engaged City Council and City department heads to make sure their priorities were reflected in the proposed direction of the Plan. Jonathan and the team developed a community engagement strategy to carry out an equitable, bottom-up plan update combining surveys, open houses, informal pop-up events, and online engagement. With these inputs, City staff were equipped to produce the Envision Lakewood 2040 update in-house. This project began in March 2023 and concluded in December 2023.

YEARS OF EXPERIENCE

13 years

REGISTRATION

American Institute of
Certified Planners (AICP)
Certified

EDUCATION

MS Urban Planning –
University of Michigan-
Ann Arbor

BA Public Policy
Studies and Cultural
Anthropology – Duke
University





Kat Herbert

LAND URBAN PLANNER

YEARS OF EXPERIENCE

6 years

REGISTRATION

GIS Certification

EDUCATION

BA International Relations
– Texas State University

Kat is an urban planner based in Grand Junction, CO, with six years of planning and municipal clerk experience in the public sector. She brings a strong background in project management, strategic development, and public engagement. Kat is experienced in interpreting and applying local land use codes and is deeply familiar with communities across Colorado's Western Slope, having lived and worked in Telluride, Mountain Village, Ridgway, Montrose, and Grand Junction.

As an Associate Planner in Grand Junction, CO, and Sedona, AZ, she sharpened her skills in development review, analyzing planning applications like subdivisions and site plans. Additionally, she assisted with long-range planning projects like the 2024 Sedona Community Plan. Her earlier experience in the Telluride Town Clerks office refined her expertise in local government operations, regulatory compliance, and stakeholder collaboration. A member of the American Planning Association and certified in Geographic Information Systems, Kat combines her technical skills, strategic vision, and regional knowledge to deliver thoughtful and impactful planning solutions.

Associate Planner | City of Grand Junction | Grand Junction, CO

Kat acted as an operational support strategist in charge of analyzing and evaluating development applications such as subdivisions, major site plans, zone changes, and revocable permits. She leveraged expertise to review legal and real estate documents such as easements, restrictive covenants, and Covenant, Conditions, and Restrictions (CCR) for Homeowner's Associations (HOA). Kat built and cultivated strong relationships with key stakeholders, including property owners, consultants, architects, realtors, engineers, and attorneys, to help people move through the development process. She demonstrated excellence in providing urban analysis, including site design, terrain constraints, traffic circulation, land use compatibility, and utilities. Kat is also experienced in interpreting and applying federal, state, and local laws, grant programs, codes, and regulations.

Associate Planner | City of Sedona | Sedona, AZ

Kat was transformative, innovative, and results-focused in managing key functions, including participating in developing and implementing goals, objectives, policies, and priorities for planning programs. She assured high-level interpersonal communication and engagement while managing critical relationships. Kat employed expertise to support analysis, evaluation, and update of long and short-range planning projects ranging from the construction of single-family residences to complex commercial and multi-family developments, including the Sedona Community Plan. She assured strict compliance with Sedona Land Development Code, including thorough planning and permit review.





Joel Quanbeck, AICP LAND URBAN PLANNER

YEARS OF EXPERIENCE

33 years

REGISTRATION

American Institute of
Certified Planners (AICP)
Certified

EDUCATION

BS Sociology, Minor
Emergency Management
- North Dakota State
University

Joel has more than 33 years of professional planning experience. Some of his most significant experience areas include comprehensive planning, socio-economic analysis, public involvement, and floodplain management. He worked on numerous planning projects in the Mandan-Morton County area including the Bismarck-Mandan Regional Future Land Use Plan and two of the three most recent LTRPs for the metro area. Additionally, he worked closely with local emergency service providers to prepare the Safety and Security Addendum to the 2006 LRTP. Joel has both real world experience and training in hazard mitigation planning. He maintains national certification as a Certified Floodplain Manager.

Project Manager | Ellendale and SE North Dakota Strategic Planning | Ellendale, ND

Ellendale, located in a historically significant and agriculturally rich area, addressed challenges and opportunities linked to demographics, infrastructure, and a new data center. KLJ, in collaboration with the North Dakota Department of Commerce, developed a Strategic Plan for the City. The process included engaging stakeholders, conducting community surveys and workshops, and performing an essential services inventory to identify infrastructure and service gaps. Feedback from these efforts shaped a community-driven vision and actionable goals. The final deliverable was a Strategic Plan which emphasized sustainable development and economic growth.

Comprehensive Plan Production Lead | Comprehensive and Transportation Plan Update | Dickinson, ND

KLJ, along with Apex Engineering, was hired by the City of Dickinson to update their Transportation Master Plan and Comprehensive Plan. KLJ provided the previous update in 2013, when the community was experiencing unprecedented growth. The updated plans will focus on relevant and real community issues, with practical and workable recommendations. The project includes approximately 10 stakeholder meetings, three public engagement meetings, as well as community pop-up events. The project involves data collection and existing conditions analysis; vision, goals, and objectives development; future growth projections and a future land use plan; travel demand projections; future infra-structure plan; future housing plan; and a capital improvement plan.

Project Manager | Madison Comprehensive Plan | Madison, SD

While working for another consulting firm, Joel worked with the city of Madison to develop a new comprehensive plan that established strategies to enhance the city's capacity for economic development. A major part of the analysis was to identify areas where infrastructure expansion could be most accomplished most cost-effectively while providing a future land use plan avoided conflicts with industrial parks, airport facilities, and floodplains. Joel worked closely with the project team and key stakeholders to ensure that the new plan that supported management of potential growth areas but encouraged new development.

Planner | Cheyenne River Health Center Complex Master Plan | Eagle Butte, SD

While working for another consulting firm, Joel worked with civil engineers to develop the master plan for the housing development adjacent to the Cheyenne River Health Center. This included housing and recreation facilities, streets, water, sewer, and utilities.





Ben Manibog, EIT, AICP TRANSPORTATION PLANNER

YEARS OF EXPERIENCE

8 years

REGISTRATION

Engineer-in-Training (EIT)
– MN

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



Ben has eight years of city-level transportation engineering and planning experience. He has served as a public sector innovator, developing active transportation projects, public policies, and fostering cross-agency collaboration. As the former transportation engineer for the Cities of St. Louis Park and Richfield, MN as well as a former senior project manager for the City of Boulder, CO, Ben excels at translating policy and planning to engineering and vice versa.

Project Manager | Boulder Social Streets | Boulder, CO

Ben managed the City's multi-department effort to use downtown streets more as public spaces with the support of a consultant. The project piloted temporary closures of 13th Street in downtown Boulder to host pop-up public events including Melanin Funk Fest (music festival), the Boulder Street Soccer Classic, and Community Art Day. The pilot, which included a traffic study, proved that the street closures did not affect vehicle traffic while increasing pedestrian and bicyclist activity. Novel methods of community engagement were used including an experiential evaluation group which elevated underrepresented voices and paid them for their time. The project also experimented with public art-based engagement. The City partnered with a local artist who featured feedback from community voices in art installations at the pop-up events. Ben coordinated multiple departments' work at a director level on a politically visible project.

Planner | City of Rifle SS4A Action Plan | Rifle, CO

KLJ is assisting the City of Rifle to create a forward-looking long-range SS4A Action Plan. The plan will build on previous safety studies and create a plan that addresses what investments are working and where future funding should be prioritized. KLJ's objective is 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 | Snow and Ice Response Review | Boulder, CO

Ben managed the City's evaluation and review of their snow and ice clearing program. The project inventoried the city's current operations and level of service, compared itself to local and national peers, and created a new framework to better prioritize resources aligning with the city's focus on non-vehicular trips. To better communicate the City's services, snow clearing responses were categorized based on snowstorm size. Objective data such as street slopes, transit ridership, and bike infrastructure were used to categorize streets, sidewalks, and trails into priority tiers. An equity analysis was used to prove the new system better served racially and economically diverse neighborhoods.

Project Manager | Beltline Boulevard Multimodal Project | St. Louis Park, MN

Ben managed a sidewalk and trail project connecting City Hall, residential neighborhoods, the recreation center, and a major park to a future light rail station. The project included on-street bicycle infrastructure and new signaled crossing across County State Aid Highway (CSAH) 25. The corresponding traffic study and community engagement were context-specific adjusting for the neighborhood's high Jewish population, narrow streets, and presence of the state's only eruv. Ben coordinated with other adjacent ongoing projects including the transit-oriented development adjacent to the light rail station, the CSAH 25 revisioning project, an addition to a cookware factory, a mixed-use apartment building, and a roundabout conversion.

Project Manager | Connect the Park Update | St. Louis Park, MN

Ben completed an update of St. Louis Park's 10-year Active Transportation Plan branded as "Connect the Park". The focus of the update was to identify gaps between the planned pedestrian system and the City's naturally occurring affordable housing (NOAH). The update identified new segments, assigned them to planned or new capital projects, and estimated their construction costs.



Sarah Brooks

PUBLIC ENGAGEMENT STRATEGIST

Sarah worked in the field of public parks and recreation for 22 years with experience in the areas of aquatics, recreation programming, special event planning, marketing and communications, grant writing, group fitness, outdoor recreation, and stewardship. She recently left the public sector to serve as a private sector consultant, working with KLJ as a Public Engagement Strategist. Prior to joining KLJ, Sarah worked for the Grand Valley Metropolitan Planning Organization (MPO) in Mesa County, CO for five years as the Mobility Manager. While working with the MPO, Sarah managed communications for Safe Routes to School, trails projects, and active transportation.

Public Engagement Strategist | Eagle Safe Streets and Roads for All | Eagle, CO

Stakeholder engagement is critical to the planning process. Sarah worked closely with Town of Eagle staff to develop a comprehensive stakeholder list that would offer key insights and help to guide the development of the plan. In this role, Sarah developed communication materials for the project, assisted with website and survey development, and she coordinated with the Town to facilitate in-person public engagement at local community events.

Public Engagement Lead | Mesa County Riverfront Trails Alternative Analysis | Mesa County, CO

Having a thorough understanding of the project, Sarah assisted the Project Manager with the trail analysis through the development of a scoring matrix, analyzing route alternatives, coordinating with the KLJ team to create maps and graphics for public meetings, written documents, the website. In addition, Sarah produced technical documents that outlined the route alternatives and how they met the project's purpose and need.

Public Engagement Lead | Grand Junction 7th Street Active Transportation Corridor Study | Grand Junction, CO

Sarah helped the KLJ project team to gather baseline data using MentiMeter and analyzing data, which helped to direct the survey questions on the interactive website. Coordinating with the City of Grand Junction, Sarah designed the project website and survey questions, using the Engage HQ platform. Sarah facilitated public engagement at pop-up events at the Downtown Farmer's Market, collecting public feedback through mason jar polling and interactive voting boards displaying the various multimodal options. Sarah analyzed all community feedback and put together the public engagement summary.

Project Lead | Active Transportation Programming | Mesa County, CO

Sarah encouraged cycling through the coordination of bicycle commuter incentive programs, bicycle safety education, and community partnership development. In 2022, Sarah worked with a group of Colorado Mesa University students to develop a mobile app to help Mesa County families find their safest route to school, utilizing county and city GIS data. She increased community awareness of multimodal transportation through public engagement strategies, including social media, pop-up events, written communication, monthly podcast, and various advertising outlets.

Project Lead | Grand Junction Pedestrian and Bicycle Plan | Grand Junction, CO

In 2022, Sarah served as a stakeholder on a focus group for the City of Grand Junction Pedestrian and Bicycle Plan; assisting with bicycle audits and rating various bicycle routes, reviewing roadway safety along transit routes, and assessing pedestrian safety at street crossings. She also assisted the City of Grand Junction with public engagement, posting to social media, distributing survey links through newsletters and email communication, and holding interviews on the monthly podcast.

YEARS OF EXPERIENCE

22 years

EDUCATION

MS Parks, Recreation and Tourism - University of Utah

BS Sports and Exercise Science - University of Northern Colorado





Carrie Kellerby, PhD GOVERNMENT RELATIONS SPECIALIST

Carrie has more than 25 years of experience ensuring 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. Before coming to 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.

Carrie's research and writing skills are not only used to create grant applications for clients, but to provide support and final documentation across a variety of KLJ services. This includes drafting and editing technical manuals and process documents, formulating targeted mission statements, and providing editorial support to a broad spectrum of endeavors, such as support for our in-house planners and project managers. Her skills can help develop focus priorities and craft the language of proposals, project planning, and other strategic documents designed to articulate a community's unique vision or target a project's objectives.

Research, Drafting, and Editing Services | Montana Department of Transportation (MDT) Maintenance Manual | Montana

Carrie assisted in researching and drafting a Comparative Analysis Report of various state transportation agency maintenance manuals. The goal was to identify coverage topics and processes and to compile a gap analysis of MDT's manual. She also contributed to drafting an updated version of the Montana Maintenance Manual, which is currently in the final stages of editorial review.

Research, Drafting, and Editing Services | Ouray County Master Plan Update | Ouray County, CO

Carrie provided background research and analysis to support the drafting of this document, as well as concept and language development and some editorial support.

Grant Writer | Pueblo of Tesuque/Tribal Transportation Program Safety Fund | New Mexico

Carrie wrote the Tribal Transportation Program Safety Fund grant to draft a comprehensive transportation safety plan for the Pueblo of Tesuque. The award is pending.

Grant Writer | Flandreau Santee Sioux Tribe (FSST) | South Dakota

Carrie took the lead on researching, drafting, and submitting an EPA Brownfield Cleanup Grant for the FSST. This grant was for the cleanup and removal of hazardous material on a residential/agricultural lot near a proposed housing development. The award is pending.

Grant Writer | Oglala Sioux Tribe | South Dakota

Carrie is completing a Tribal Transportation Program Safety Fund grant for an implementation project to widen and install safety features along a 14.5-mile stretch of BIA 32 on the Pine Ridge Reservation. This is part of a series of Tribal Transportation Program Safety Fund Grants that are currently underway.

Grant Writer | Sisseton Wahpeton Oyate Tribe/Tribal Transit Program Grant | South Dakota

This grant was for a project to expand the Tribe's current transit program to accommodate more service routes and weekend hours, purchase dispatching software, replace dated buses, and support the transition to an autonomous Tribal transit system. \$690,000 Awarded full amount.

YEARS OF EXPERIENCE

25 years

EDUCATION

PhD Philosophy: Art Theory, Visual Culture, and Aesthetics - Institute for Doctoral Studies in the Visual Arts

MFA Creative Writing - Antioch University

BA English - Colorado Mesa University

BFA Art History - University of Colorado



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ON-CALL PLANNING SERVICES

TOWN OF NORWOOD

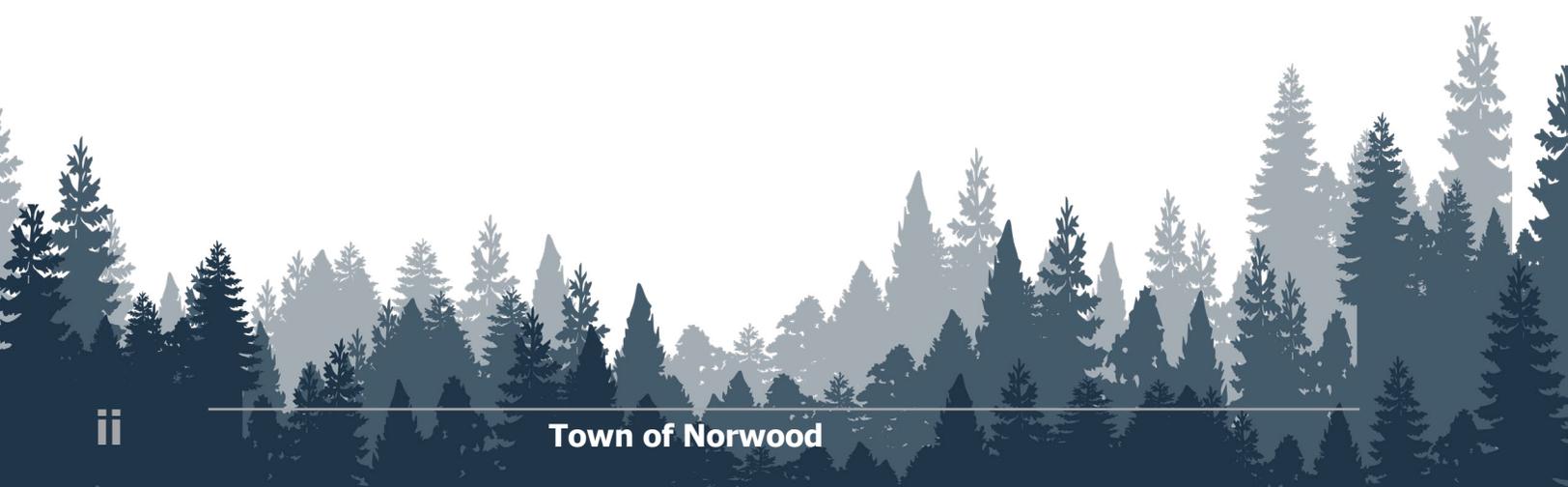
FEBRUARY 16, 2025

PRIMARY CONTACT

TJ Dlubac, Owner & Founder
970-744-0623
TDlubac@PlanStrategize.com



www.PlanStrategize.com
Information@PlanStrategize.com
970-368-3114





Building People, Places & Community

Town of Norwood
Attn: Amanda Pierce, Town Clerk
PO Box 528
1670 Naturita St.
Norwood, CO 81423

February 16, 2025

RE: TOWN OF NORWOOD ON-CALL PLANNING SERVICES PROPOSAL

Dear Ms. Pierce,

Community Planning Strategies (CPS) is excited to submit this proposal to provide land use planning and community development services to the Town of Norwood. Our team of dedicated planners, zoning experts, and community engagement specialists is well-prepared to assist the Town in achieving its goals through efficient development review, policy updates, and strategic planning efforts.

At CPS, our approach is rooted in building people, places, and community, ensuring that each planning initiative reflects the Town's unique vision and values:

- **Building People** – We work alongside local staff, officials, and stakeholders to enhance planning capacity through education, mentorship, and collaboration, ensuring long-term success beyond our immediate engagement.
- **Building Places** – We prioritize development that aligns with Norwood's comprehensive plan, zoning codes, and community priorities, ensuring projects enhance the Town's character, culture, and resiliency.
- **Building Community** – We foster inclusive public engagement and transparent decision-making, creating spaces where residents, developers, and town leaders collaborate toward a shared vision.

CPS has successfully partnered with small and rural communities across Colorado—many with similar land use challenges and opportunities as Norwood. Our expertise includes:

- **Application Review & Compliance** – Streamlining development approvals while ensuring consistency with Norwood's land use code and comprehensive plan.
- **Staff Reports & Public Presentations** – Preparing clear, actionable reports for Planning & Zoning Commission and Board of Trustees meetings.
- **Stakeholder Coordination & Community Engagement** – Facilitating productive discussions with developers, residents, and decision-makers to create balanced solutions.
- **Code Updates & Policy Development** – Ensuring Norwood's zoning and development regulations support desirable growth and align with community objectives.

We take pride in our collaborative, responsive, and solutions-oriented approach, making planning processes more efficient while reinforcing Norwood's long-term vision. We would welcome the opportunity to discuss how CPS can serve as a trusted partner in Norwood's future planning efforts.

Thank you for your time and consideration. Please feel free to contact me at TDLubac@PlanStrategize.com or 970-744-0623 with any questions. We look forward to the opportunity to contribute to Norwood's success.

Sincerely,

COMMUNITY PLANNING STRATEGIES, LLC

TJ Dlubac, AICP
Owner & Founder

Community Planning Strategies, LLC
970-368-3114 • www.PlanStrategize.com

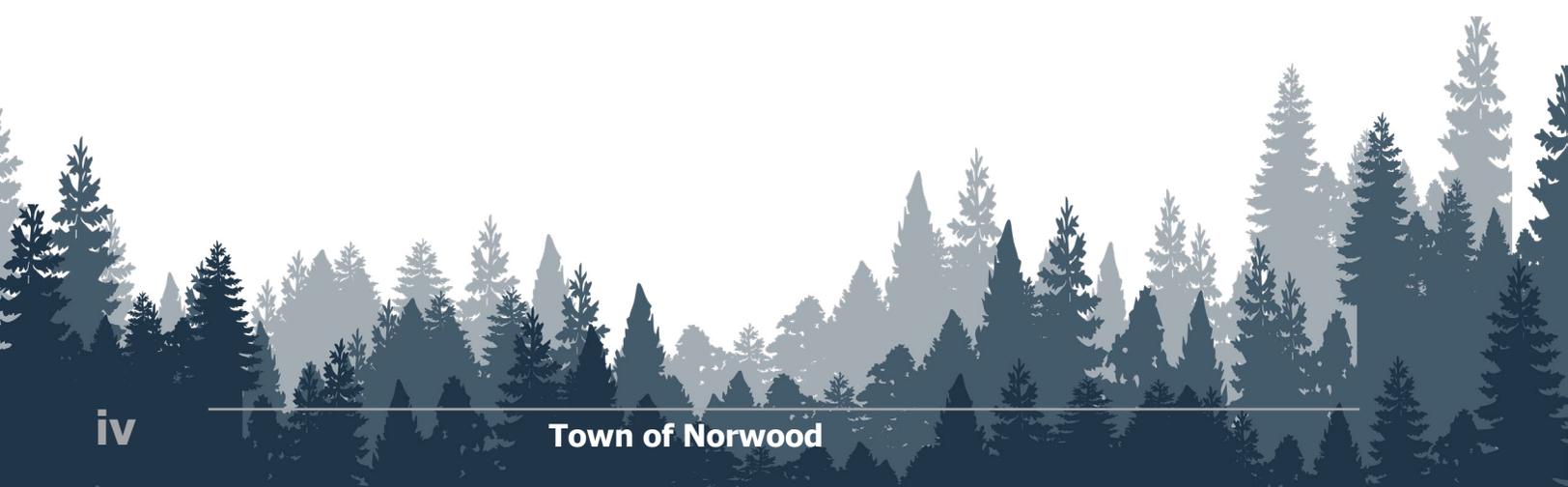


TABLE OF CONTENTS

01: FIRM OVERVIEW	1
02: UNDERSTANDING OF SCOPE	2
03: CPS TEAM & APPROACH	3
04: EXPERIENCE & REFERENCES	5
05: BILLING STRUCTURE	9
APPENDIX A: RESUMES	10
APPENDIX B: PROJECT SHEETS	15



01: FIRM OVERVIEW

ABOUT CPS

At CPS, we help communities navigate growth with smart, tailored planning solutions. Since 2019, we've been a trusted partner for small to mid-size urban and rural communities across the Rocky Mountain West.

Based in Silverthorne, Colorado, our nine-member team works across Colorado and Wyoming, serving as planning consultants for 14 communities. We specialize in land use planning, regulatory updates, and community engagement—giving local leaders the insights they need to make informed decisions.

THE CPS DIFFERENCE

We take a holistic, community-based approach to planning—tailoring strategies that reflect your community's culture, character, and goals. The CPS Difference is built on three concepts:

PARTNERSHIP

We become an extension of your team, bringing deep expertise in policy, zoning, code enforcement, and local government. We're adaptable and focused on implementing your community's vision.

RESPONSIVENESS

We know local leaders juggle many roles, so we make planning easy. Our approachable, available, and flexible team ensures quick, thoughtful support when you need it.

EFFECTIVE COMMUNICATION

Listening is at the heart of what we do. By understanding your community's unique needs, we build strong, lasting partnerships and deliver solutions that truly work for Norwood.



02: UNDERSTANDING OF SCOPE

As outlined in the Request for Proposals (RFP), the Town of Norwood seeks expert assistance in land use planning and community development. Our team at CPS is well-equipped to provide the comprehensive support needed to meet the Town's goals. We offer expertise in the following key areas:

APPLICATION REVIEW & PROCESSING

We evaluate and process ministerial applications and discretionary entitlements, including: plan checks, zoning compliance, sign permits, use permits, variances, tentative maps, general plan, and zoning amendments.

PROJECT COMPLIANCE ANALYSIS

We assess projects for compliance with Town's land use code, comprehensive plan, Major Streets & Future Land Use Plan, and general Town ordinances and policies.

STAFF REPORTS & PRESENTATIONS

We prepare staff reports, resolutions, ordinances, and conditions of approval for the Planning & Zoning Commission and Board of Trustees and deliver oral presentations on key planning matters.

STAKEHOLDER COORDINATION

We meet with developers, engineers, property owners, and contractors to explain processes and offer guidance, suggest improvements to projects, and interpret and apply codes and regulations.

PUBLIC HEARINGS & COMMUNITY ENGAGEMENT

We attend and participate in public hearings & community meetings and be available at Town Hall for key meetings with staff and developers.

PUBLIC INQUIRY & CUSTOMER SERVICE

We respond to public inquiries via phone, email, mail, or in-person and provide guidance on zoning, land use policies, and application requirements.

INTERDEPARTMENTAL & REGIONAL COLLABORATION

We develop and maintain strong working relationships with town departments, other jurisdictions, and the public.

FACILITATION OF SPECIAL PROJECTS

We assist with unique planning initiatives as needed including, but not limited to, zoning and land use policy updates, land use code updates, comprehensive plan updates, community engagement efforts, assessments or analysis, or other special projects as requested by the Town.

OUR COMMITMENT

We are excited to offer our expertise in support of the Town of Norwood's planning and development needs. Our proposal outlines how CPS can provide effective, efficient, and community-based solutions that align with the Town's goals. We are confident that our deep experience and collaborative approach make us an excellent partner for the Town.



03: CPS TEAM & APPROACH

MEET THE TEAM

To best serve Norwood, CPS provides a team of skilled planners ready to tackle current projects. TJ Dlubac, AICP, with nearly 18 years of experience in planning, community development, and municipal management, will serve as the primary contact. He can be reached at TJdlubac@PlanStrategize.com or 970-744-0623.

Supporting TJ is a diverse team of planners, from entry-level to senior professionals, dedicated to building a long-term partnership based on trust and communication. A brief bio of team members dedicated to support Norwood is provided below and full resumes for each can be found in Appendix A.



TJ DLUBAC, AICP
CLIENT MANAGER

TDLUBAC@PLANSTRATEGIZE.COM

TJ is passionate about helping communities achieve their vision. With executive-level experience in planning, zoning, and municipal management, he understands how policy decisions impact communities. His expertise in strategic planning, development review, and zoning makes him well-equipped to support Norwood's needs.



MAX GARCIA, AICP
PLANNER

MGARCIA@PLANSTRATEGIZE.COM

Max brings over five years of experience in community development and land entitlement. His work includes drafting accessory dwelling unit regulations, parking standards, and affordable housing guidelines. He will play a key role in reviewing applications, drafting correspondence, presenting at public meetings, and researching best practices.





AMY DLUBAC
GRAPHIC SPECIALIST

ADLUBAC@PLANSTRATEGIZE.COM

Amy transforms complex planning concepts into clear, engaging visuals. With expertise in graphic design, photography, and marketing, she enhances CPS documents with user-friendly maps and graphics. She will support Norwood with design work as needed.



LUKE KERR
PLANNING TECH

LKERR@PLANSTRATEGIZE.COM

Luke specializes in development review, permitting, and planning research. Currently pursuing a graduate degree in Regional Planning at Cornell, he focuses on age-friendly planning and best practices. As a remote team member, he will assist Norwood with research, simple applications, and permit reviews.

CLIENT FOCUSED APPROACH

At CPS, relationships come first. We listen, collaborate, and support—never dictate—because you know your community best. Our role is to understand your needs and provide solutions that align with your vision.

OUR ONBOARDING PROCESS

We’ve refined our onboarding to ensure a smooth, thoughtful transition. Here’s how it works:

Research & Assessment – We start by reviewing your community’s website, land use regulations, and zoning processes using our self-developed Onboarding Form.

Client Guide Creation – We document key forms, applications, guides, and regulations in a structured Client Guide—tailored to your community’s unique approach and expectations.

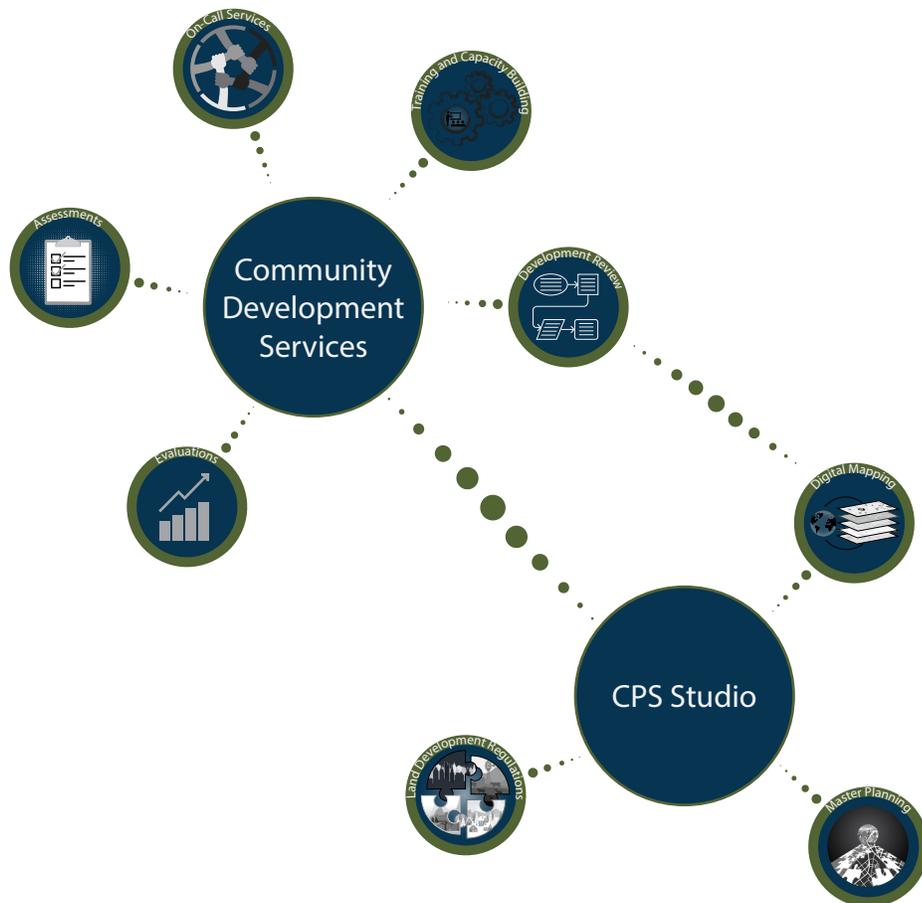
Collaborative Review – We meet (ideally in person) with Community Development staff to fine-tune the details—communication protocols, review timelines, and town-specific policies—so we can serve your community seamlessly.

By listening and learning, we ensure that CPS becomes an extension of your team, delivering service that truly reflects your community’s values.

04: EXPERIENCE & REFERENCES

OUR SERVICES

CPS provides expert planning support tailored to the needs of communities like Norwood. We specialize in on-call services, strategic land use regulations, and development review, ensuring zoning codes align with community goals. With experience across multiple jurisdictions, we tackle complex planning challenges efficiently.



WHAT WE OFFER

ON-CALL PLANNING SUPPORT

We seamlessly integrate with your team to manage cases, draft reports, present to boards, and provide expert guidance—offering support exactly when it’s needed.

DEVELOPMENT REVIEW

We handle land use applications from start to finish, ensuring compliance with codes and regulations. Our team facilitates meetings, prepares staff reports, and presents findings to decision-makers, making the process smooth and efficient.

TRAINING AND CAPACITY BUILDING

We offer hands-on training for boards, staff, and entry-level planners, tailored to local codes and development processes. Our goal is to equip teams with the knowledge and confidence to navigate planning challenges.

MASTER PLANNING

An up-to-date, actionable master plan is essential for growth and funding. We create strategic, practical plans that guide decision-making, help secure grants, and align with long-term community goals.

LAND USE REGULATIONS

We translate community visions into clear, enforceable regulations that balance growth with sustainability—minimizing administrative burden while achieving community objectives.

ASSESSMENTS AND EVALUATIONS

Uncertain where to start? We conduct walkability audits, community surveys, code assessments, and other affordable studies to provide actionable insights, helping communities move forward with confidence.

DIGITAL MAPPING SERVICES

We use GIS technology to create clear, data-driven maps that enhance planning decisions—from zoning updates to infrastructure analysis. We also provide training on how to use GIS cost-effectively.

OUR EXPERIENCE

With over 30 years of collective experience, CPS has provided planning and land use services to more than 30 Colorado communities, particularly in rural and mountainous areas where natural amenities, agriculture, and tourism drive the economy.

We understand how local culture and values shape land use policies and processes. Our extensive experience ensures we can seamlessly integrate with Norwood’s team, offering efficient and effective development review services right out of the gate.

COMMUNITIES WE’VE SERVED

Our team has worked with numerous communities across Colorado and Wyoming—both through CPS and previous firms—including:

- Town of Alma
- Town of Buena Vista
- City of Castle Pines
- Town of Center
- City of Cheyenne, WY
- Eagle County
- Custer County
- Town of Grand Lake
- City of Greeley
- City of Greenwood Village
- Town of Hayden
- Town of Hot Sulphur Springs
- Huerfano County
- Town of Kremmling
- City of Leadville
- City of Littleton
- Town of Meeker
- Town of Minturn
- Montrose County
- Town of Mountain View
- Town of Orchard City
- Town of Parachute
- Town of Red Cliff
- Rio Grande County
- Town of Ridgway
- Town of Silver Cliff
- Town of Silver Plume
- Town of Silverthorne
- Town of Silverton
- Teton County, WY
- Town of Yampa
- Town of Westcliffe
- Town of Winter Park

PROJECT EXPERIENCE

Below are detailed examples of our services provided and reference information for select communities. Descriptions of additional projects and services we've completed for similar communities can be found in Appendix B.

TOWN OF RIDGWAY, COLORADO

Contact Name:

*Preston Neill,
Town Manager*

Phone Number:

970-318-0081

E-Mail Address:

PNeill@town.ridgway.co.us

Years of Service:

2021 - Present

When the Ridgway Town Planner resigned, CPS seamlessly assumed the role under a six-month interim contract. We quickly transitioned in-progress applications and integrated into the Town's development review team, which included the Town Manager, Attorney, and Engineer. We've now been a trusted member of Town staff going on five years.

Our responsibilities included:

- ▶ Reviewing building permits for zoning compliance
- ▶ Conducting pre-application meetings with land use applicants
- ▶ Managing and facilitating development applications
- ▶ Drafting and presenting staff reports to the Planning Commission and Town Council
- ▶ Providing written interpretations of land use regulations
- ▶ Updated the Town's Landscape Regulations, incorporating public input and best practices for cost-effective, water-wise landscaping suited to Ridgway's climate.

Last year, CPS facilitated a dialogue to develop Accessory Dwelling Unit (ADU), Short-Term Rental (STR), affordable housing, and parking standards reflecting the communities vision and priorities.

TOWN OF KREMMLING, COLORADO

Contact Name:

*Teagan Serres,
Town Clerk*

Phone Number:

970-724-3249

E-Mail Address:

*townclerk@
townofkremmling.org*

Years of Service:

2022 - Present

As development pressures grew, Kremmling's Town Manager sought CPS's expertise in land use and development review. CPS now works closely with town staff, the Public Works Director, Engineer, and Attorney to ensure informed and effective planning decisions.

Key contributions:

- ▶ Created user-friendly application forms, guides, and checklists
- ▶ Led a joint training workshop for the Planning & Zoning Commission and Board of Trustees
- ▶ Ensured due process for all applicants and improved review efficiency

In 2024, CPS facilitated a Community Readiness Assessment to evaluate community interest in affordable housing policies and assess the Town code to determine areas to increase alignment between town values and regulations.

TOWN OF PARACHUTE, COLORADO

Contact Name:

Vinnie Tomasulo,
Community & Economic
Dev. Dir

Phone Number:

970-665-1164 ext. 106

E-Mail Address:

vtomasulo@parachute.gov

Years of Service:

2019 - Present

Since 2019, CPS has provided on-call planning services to Parachute, handling development applications and drafting staff reports.

Additional contributions:

- ▶ Created town-wide design guidelines linking land use and transportation
- ▶ Assisted with updates to the Future Land Use Map and Open Space & Trails Map
- ▶ Provided staff training on development review and application intake

CPS's ongoing support ensures Parachute's staff is well-equipped to manage growth and serve the community effectively.

As the contracted planners for the Town, CPS was pleased to support the Town by leading a few important special project initiatives including an update to the Town's comprehensive plan, their first Trails Master Plan, an assessment of their land use regulations, and a targeted update of the land use regulations to address identified issues.

TOWN OF HOT SULPHUR SPRINGS, COLORADO

Contact Name:

Katie LaDrig,
Town Clerk

Phone Number:

970-725-3933

E-Mail Address:

townclerk@townofhss.com

Years of Service:

2019 - Present

Experiencing rapid growth, the Town of Hot Sulphur Springs retained CPS for on-call planning services. In this role, we collaborate with the town clerk, public works staff, and water department, attending Planning & Zoning Commission and Board of Trustee meetings.

Key contributions:

- ▶ Infrastructure planning and mapping services
- ▶ Staff and elected official training
- ▶ Code enforcement support
- ▶ Development review and application processing

A standout achievement was CPS's tailored training program for town officials in 2020-2021, covering land development processes, application review, and planning strategies. As a result, the town secured a \$100,000 DOLA grant to update its comprehensive plan and land use regulations.

The Town's Comprehensive Plan and Land Development Code were completed and presented to the public in late 2024. The Town now has the tools to confidently make land use and development decisions.

LET'S PUT OUR EXPERTISE TO WORK FOR NORWOOD!

With our experience across Colorado, CPS is ready to provide Norwood with expert planning services tailored to your community's needs.

05: BILLING STRUCTURE

FEE STRUCTURE & BILLING APPROACH

CPS will provide services to the Town of Norwood on a Time and Materials basis, as outlined in this proposal. We will submit monthly invoices reflecting actual time spent on services in the prior month. Each invoice will detail:

- Date of service
- CPS staff member completing the work
- Description of tasks performed
- Staff member's hourly rate
- Hours worked per task
- Total charge for each entry

HOURLY RATES FOR CPS PERSONNEL

Manager:.....	\$146/hr	Project Planner:.....	\$120/hr
Lead:	\$142/hr	Sr. Specialist:	\$130/hr
Sr. Community Planner:.....	\$135/hr	Specialist:.....	\$125/hr
Community Planner:.....	\$125/hr	Planning Technician:	\$110/hr
Sr. Planner:.....	\$130/hr	Planning Analyst:.....	\$110/hr
Planner:	\$120/hr	Coordinator.....	\$100/hr
Sr. Project Mgr:.....	\$135/hr	Office Manager	\$100/hr
Project Mgr:.....	\$125/hr	Administrative Assistant:	\$97/hr
Sr. Project Planner:.....	\$130/hr		

EXPENSES

- Printing, copying, duplication, etc. – Charged at cost plus 10%.

To enhance cost predictability, CPS does not charge separately for travel time, mileage, lodging, or meals. Instead, we simplify these costs into flat-rate fees, detailed below.

ON-SITE TRAVEL FEES (ROUND TRIP)

- First CPS Team Member: \$850.00
- Each Additional Team Member: \$625.00

OVERNIGHT STAY FEES (PER NIGHT, PER TEAM MEMBER)

- Lodging & Meals: \$190.00





APPENDIX A: RESUMES

TJ Dlubac, AICP, MURP

Biography:

TJ Dlubac is a seasoned municipal planner and strategic consultant with a strong background in municipal management, development review, and land use policy. With a Master's in Urban and Regional Planning from the University of Colorado at Denver, he brings extensive experience in land use analysis, development regulations, economic development strategies, and public engagement.

Passionate about helping communities shape their future vision, TJ works closely with municipalities to refine development policies, zoning codes, and strategic planning initiatives. His background in public-sector planning and executive municipal management allows him to anticipate potential needs and impacts of land use decisions, ensuring sustainable growth and community alignment.

Having managed a broad spectrum of community services—from planning, engineering, and code enforcement to public works and building services—TJ offers a holistic approach to planning. His technical expertise spans subdivision management, rezoning, PUDs, intergovernmental agreements, affordable housing policies, and developer negotiations.

Additionally, TJ is a respected speaker at state and regional planning conferences, where he shares insights on business-friendly policies, land use regulations, and process improvements. His presentations are known for their interactive, engaging, and thought-provoking discussions, creating a forum for planners to exchange ideas and best practices.



Professional Experience:

Town of Mead, Colorado

Land Use Code Update

DOLA, Colorado

Prop 123 Expedited Review Guidance

Montrose County, Colorado

Project Manager

Zoning Regulations Update

Town of Mt. Crested Butte, CO

Consulting Town Planner

Development Review

Town of Ridgway, Colorado

Consulting Town Planner

On-Call Planning/Development Review

Development Review Process Update

ADU, Parking, and Affordable Housing Regulations

Land Use Analysis

Town of Dillon, Colorado

Development Code Assessment

Development Code Update

Town of Orchard City, Colorado

Community Engagement

Survey Creation and Analysis

Town of Silverthorne, Colorado

Transportation Master Plan

GIS Land Use Buildout

Town of Silver Plume, Colorado

Grant Writing & Administration

Strategic Plan

Town of Hot Sulphur Springs, CO

Consulting Town Planner

On-Call Planning Services

Development Review

GIS Mapping

Sub-Area Planning

Building Permit Review Process

Development Review Process

Town of Minturn, Colorado

Code Assessment & Update Support Services

Design Charrette

Rio Grande County, Colorado

On-Call Planning Services

Project Manager

Development Code Assessment

Development Code Update

Process Streamlining

GIS Mapping

Areas of Expertise:

- Municipal Planning
- Development Review
- Code Evaluation
- Policy Writing
- Economic Development Strategies
- Existing Conditions Analysis
- GIS Mapping & Analysis
- Agreements and Partnerships

Education:

- **Masters of Urban and Regional Planning**
University of Colorado at Denver
- **Planning and Facilities Management Certificate**
Ohio State University
- **Geography, B.A.**
University of Connecticut
- **Complete Management Course for Planning Directors**
Zucker Systems

Max Garcia, AICP

Biography:

Max Garcia is a dedicated community planner with over five years of experience in land entitlement, development review, and zoning regulations. With a Bachelor of Science in Environmental Design from Auburn University, he has worked extensively in both the public and private sectors, managing permit applications, land use analysis, and community engagement initiatives.

Max is passionate about responsible community development and environmental design, focusing on holistic neighborhood planning and natural resource conservation. His expertise in zoning regulations, policy development, and GIS mapping allows him to support communities in strategic land use planning, code updates, and comprehensive development projects.

In addition to his technical planning skills, Max is deeply committed to environmental stewardship and sustainability advocacy. His volunteer work and stakeholder engagement efforts reflect his drive to create livable, inclusive, and resilient communities.



Professional Experience:

Town of Ridgway, Colorado

*Contracted Town Planner
Code Amendments
ADU, Parking, and Affordable Housing
Regulations
Land Use Analysis*

Town of Fountain, Colorado

*Contracted Planner
Development Review*

Town of Mead, Colorado

*Land Use Code Update
Code Assessment
Community Engagement*

Winter Park, Colorado

*Contracted Planner
Development Review*

Edwards, Colorado

*Land Use Analysis
Transportation Master Plan*

City of Littleton, Colorado

*Master Sign Plan
Research
Stakeholder Engagement*

Montrose County, Colorado

*Comprehensive Plan Update
Code Alignment and Assessment*

Town of Olathe, Colorado

*Land Use Code Update
Stakeholder Engagement
Code Assessment*

City of Alamosa, Colorado

*PUD Drafting
Graphics
City of Port Orange, Florida
Building Permit Review
On Call Planner
Development Review
Municipal Code Updates*

St. Johns County, Florida

*Public Hearings
Land Use & Zoning Applications*

Areas of Expertise:

- Adobe Creative Suites
- Geographic Information Systems
- Development Review
- Conceptual Plan Development
- Public Hearing Applications
- Building Permit Review
- Code Assessment
- Stakeholder Engagement
- Policy Development
- Land Use Code Updates

Education:

- **Bachelor of Science in Environmental Design**
Auburn University

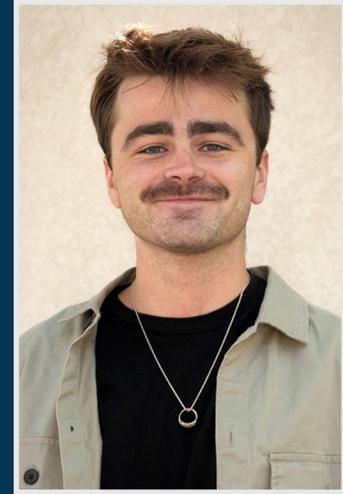
Luke Kerr

Biography:

Luke is a dedicated planner and researcher with a passion for age-friendly planning, public space design, and social justice in urban development. He holds a Bachelor of Science in Environmental Design from the University of Oklahoma and is currently pursuing a Master's in Regional Planning at Cornell University.

Luke has municipal planning experience, having worked for a small Colorado town, where he gained hands-on expertise in development review, permitting, and planning research. His work with CPS clients has strengthened his knowledge of code layout, policy development, zoning regulations, and land entitlement processes.

An advocate for inclusive planning, Luke has presented research on age-friendly planning strategies at conferences and webinars across the country. He is particularly passionate about maximizing the utilization of public spaces for people of all ages and abilities. Additionally, Luke dedicates his time to organizing events for planning students, with a focus on social equity and community engagement.



Professional Experience:

Town of Monument, Colorado

*Development Review
Permitting
Planning Research*

Town of Winter Park, CO

*Development Review
Permitting
Planning Research
Completeness Review
Addressing
Plat & Minor Site Plan*

Montrose County, CO

Code Assessment

Town of Silverton, Colorado

*Development Review
GIS Mapping
Interactive Web Maps
Zoning and 3-Mile Plan Maps*

Town of Kremmling, Colorado

Development Review

Teton County, Wyoming

Zoning Verification Letter

Town of Hot Sulphur Springs, Colorado

*Development Review
Building Permit Issuance
Land Use Interpretations
Planning Support*

Town of Yampa, Colorado

*Land Use Code Update
Code Assessment
Community Engagement
Affordable Housing Regulations
Zoning Map
Process Improvement*

Oldcastle APG, Larimer County, CO

*Land Entitlement
Site Plan Application Coordination
Variance Application Coordination
Project Team Coordination
Response to Referral Comments*

Areas of Expertise:

- Age-Friendly Planning
- Permitting
- Planning Research
- Development Review
- Policy Development
- Code Analysis
- Process Improvement
- Land Entitlement
- GIS Mapping - Arc Online

Education:

- **Bachelor of Science, Environmental Design**
University of Oklahoma
- **Masters of Regional Planning**
*Currently attending
Cornell University*

Amy Dlubac

Biography:

Amy Dlubac brings over 15 years of experience in photography, office management, and marketing strategies, with a strong focus on graphic and document design to the CPS team. While new to the planning field, Amy has quickly become an integral part of CPS, elevating the visual quality and accessibility of planning documents through her design expertise and creativity.

Her ability to translate complex planning concepts into clear, engaging graphics and visual models has enhanced the way CPS communicates with clients and communities. Amy's work includes branding themes, document layout, site plan mapping, zoning models, and presentation board design for numerous municipalities and counties across the Rocky Mountain West.

Amy also plays a key role in CPS's marketing efforts, managing social media, website design, and the development of promotional materials. Her expertise in organizational management and visual storytelling ensures that CPS's deliverables are not only technically sound but also visually compelling and easy to understand.



Graphic Specialist

Professional Experience:

Town of Palisade, Colorado

*Comprehensive Plan
Graphic Development
Document Layout
Branding Theme
Site Plan Concept Mapping*

*Comprehensive Plan
Graphic Development
Document Layout
Project Website
Presentation Board Design*

Town of Parachute, Colorado

*Trails Master Plan
Graphic Development
Document Layout
Code Amendment Graphics
Presentation Board design*

Rio Grande County, Colorado

*Project Website
Presentation Board Design*

Town of Red Cliff, Colorado

*Community Engagement
Presentation Board Design*

Town of Ridgway, Colorado

*Development Review Handout
ADU Sketch-Up Models*

Town of Yampa, Colorado

*Land Use Code Handouts and Guides
Development Review Handout
Code Graphics and Flowcharts
Zoning Sketch-Up Models*

CPS Marketing

*Social Media Management
Design & Administration of CPS Website
Development of Marketing Materials*

Town of Mead, Colorado

*Code Graphics and Flowcharts
Zoning Sketch-Up Models
Branding Theme*

Town of Silverton, Colorado

*Planning Assessment Document Layout
Sketch-Up Models*

Town of Olathe, Colorado

*Comprehensive Plan
Graphic Development
Document Layout
Branding Theme*

Town of Hot Sulphur Springs, Colorado

Zoning Sketch-Up Models

Areas of Expertise:

- Graphic Design
- Photography
- Document Layout & Design
- Website Design
- Office & Organizational Management
- Sketch-Up
- Social Media Content
- Adobe InDesign, Illustrator, and Photoshop

Education:

- Fine Arts B.A. Emphasis in Photography & Minor in Photojournalism
Metropolitan State College of Denver



APPENDIX B:
PROJECT SHEETS

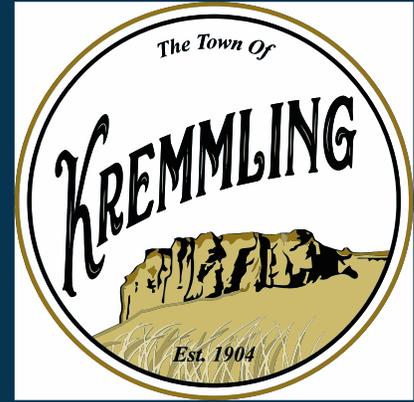
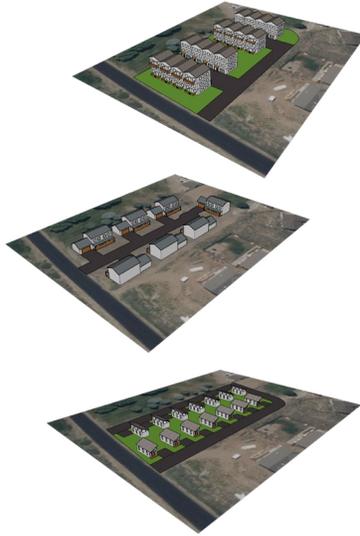
Community Readiness Assessment

Planning Commission Workshop - October 9th, 2024

POTENTIAL PROPERTIES FOR COMMUNITY HOUSING

Stakeholder Identified Properties Map

Property ID	Address	Parcel	Area	Owner	Notes
1	1000 S. 1st St.	1000 S. 1st St.	1000 S. 1st St.	1000 S. 1st St.	1000 S. 1st St.
2	1000 S. 2nd St.	1000 S. 2nd St.	1000 S. 2nd St.	1000 S. 2nd St.	1000 S. 2nd St.
3	1000 S. 3rd St.	1000 S. 3rd St.	1000 S. 3rd St.	1000 S. 3rd St.	1000 S. 3rd St.
4	1000 S. 4th St.	1000 S. 4th St.	1000 S. 4th St.	1000 S. 4th St.	1000 S. 4th St.
5	1000 S. 5th St.	1000 S. 5th St.	1000 S. 5th St.	1000 S. 5th St.	1000 S. 5th St.
6	1000 S. 6th St.	1000 S. 6th St.	1000 S. 6th St.	1000 S. 6th St.	1000 S. 6th St.
7	1000 S. 7th St.	1000 S. 7th St.	1000 S. 7th St.	1000 S. 7th St.	1000 S. 7th St.
8	1000 S. 8th St.	1000 S. 8th St.	1000 S. 8th St.	1000 S. 8th St.	1000 S. 8th St.
9	1000 S. 9th St.	1000 S. 9th St.	1000 S. 9th St.	1000 S. 9th St.	1000 S. 9th St.
10	1000 S. 10th St.	1000 S. 10th St.	1000 S. 10th St.	1000 S. 10th St.	1000 S. 10th St.
11	1000 S. 11th St.	1000 S. 11th St.	1000 S. 11th St.	1000 S. 11th St.	1000 S. 11th St.
12	1000 S. 12th St.	1000 S. 12th St.	1000 S. 12th St.	1000 S. 12th St.	1000 S. 12th St.
13	1000 S. 13th St.	1000 S. 13th St.	1000 S. 13th St.	1000 S. 13th St.	1000 S. 13th St.



Town of Kremmling

Project Description:

CPS created the Kremmling Community Readiness Assessment to provide Kremmling with a detailed road map for addressing its community housing crises. The first phase of the project focused on establishing a 13 member stakeholder group made up of representatives from businesses, schools and government agencies in Kremmling. CPS facilitated an afternoon workshop, two virtual meetings and frequent 1-1 conversations with the group where valuable insights into housing needs, potential land for new housing, existing conditions, and regulatory obstacles were gathered. Based on the extensive input gathered from stakeholders and the detailed analysis of existing conditions and regulations, CPS formulated a comprehensive set of recommendations to address Kremmling's housing needs.

Phase 2 of the CRA found CPS analyzing Kremmling's regulatory framework, specifically the Kremmling Municipal Code (KMC) and Comprehensive Plan, to assess their alignment with stakeholder recommendations. CPS's analysis revealed outdated provisions, a lack of clarity, and restrictive regulations that would create barriers to housing development. CPS shared these recommendations with the Kremmling Planning Commission to solicit feedback and refine the suggestions. The final phase of the CRA brought together the findings from the previous two phases and presented a series of recommended actions to guide the Town in tackling its housing challenges. These strategies were categorized into three primary areas:

- **Community Partnerships:** Emphasizing the importance of collaboration with organizations such as the Grand County Housing Authority, Grand County Economic Development, and the formation of a dedicated housing coalition.
- **KMC and Policy Modifications:** Advocating for specific updates to the KMC to streamline development processes, clarify regulations, and incentivize the construction of community housing.
- **Revenue-Generating Activities:** Exploring potential funding sources to support housing initiatives, including diversifying the local economy, exploring alternative tax options, and leveraging state grants.

Date:

- 2024

Contact:

- **Ashley MacDonald**
Former Town Manager and Finance Director
970-531-6343
manager@townofkremmling.org

Constraints Analysis



- CONCLUSION MAP**
- Currently Improved: 30%
 - Vacant but Buildable: 3%
 - Planned Improvements: 7%
 - Future Planning & Design: 5%
 - One Hazard: 55%



Date:

- 2022

Contact:

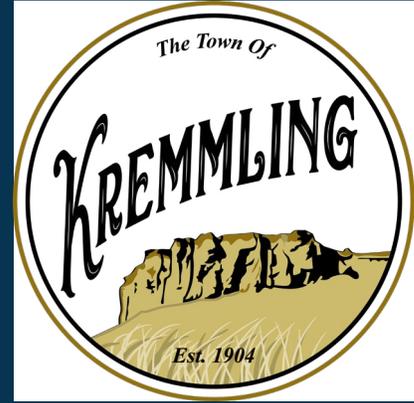
- **Gloria Kaasch-Buerger**
Town Administrator
970-249-6688
gkaasch-buerger@silverton.
CO.US

TOWN OF SILVERTON

Project Description:

The Town of Silverton sought information on potential build-out scenarios in an area of town called, Shrine Hill. CPS was able to analyze GIS data, including water and sewer line locations, developed lots and parcels, zoning regulations, and hazard areas. While initially there were nearly 3,000 undeveloped lots identified within the Town's inventory, after careful analysis, factors such as hazards, infrastructure limitations, and zoning restrictions significantly reduced the number of readily developable lots. Using this refined analysis, the Town was able to pinpoint key growth corridors and prioritize areas for infrastructure expansion.

Community Development Services



Town of Kremmling



Project Summary

- 53 residential lots
- 63 residential units
- 20 duplex residences
- 43 single-family residences
- Associated rights-of-way
- Various Tracts

Date:

- 2022-Present

Contact:

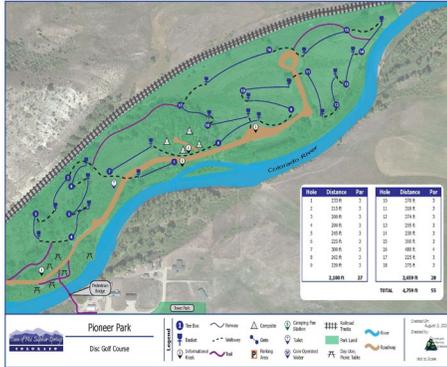
- **Ashley MacDonald**
Town Manager
manager@townofkremmling.org

Project Description:

Similar to many of Colorado's mountain towns, Kremmling has seen an continuous increase in development and redevelopment applications. In a community where the planning functions were handled by the Town Manager's position, the increase in number of requests, and the scale and impact of those requests, soon necessitated partnering with CPS to provide land use and development review expertise. As a key team member, CPS regularly coordinates with the Town Manager, Public Works Director, and contracted Town Engineer and Town Attorney to ensure comprehensive and complete community development decisions.

CPS was able to hit the ground running by developing applications forms, guides, and checklists to assist applicants and landowners in compiling complete applications. Furthermore, CPS, in collaboration with the Town Attorney, facilitated a joint training workshop with the Planning and Zoning Commission and Board of Trustees. With an increase in land use applications and requests that were larger and more complex than received in recent history, this training was focused on establishing a base level of knowledge and understanding between staff, the Planning and Zoning Commission, and Board of Trustees to understand each step in the development review process and ensuring due process for all applicants.

Community Development Services



Community Development Services



Town of Parachute

Project Description:

Since January 2019, CPS has been providing on-call planning services to the Town of Parachute. In this role, CPS has reviewed development applications submitted to the town for compliance with applicable land use regulations and standards. CPS also drafts staff reports and assembles packet materials and sends them to the Town Manager who presents the items to the appropriate reviewing body. As the development pressures continue to increase, CPS has been assisting the town with additional special projects in their on-call relationship. CPS team members have worked on the design guidelines for the town. In addition to ensuring design excellence, the Parachute Design Guidelines truly link land use and transportation by tying street cross-sections to intended adjacent land uses and prioritizing pedestrian or automobile activity based on those uses.

Furthermore, CPS is working with the town to make amendments to the future land use map and open space and trails map in the town's comprehensive plan and identifying changes in the Zoning Code to update to meet the objectives of these various planning activities.

Lastly, but certainly not least, CPS has been training and educating town staff to build internal capacity and knowledge base. CPS supports staff growth and professional development for our clients. With a number of new staff and others in new roles within Town Hall, CPS held a half-day training session on the development review process and application intake to allow staff to more effectively serve the public by intaking complete applications.

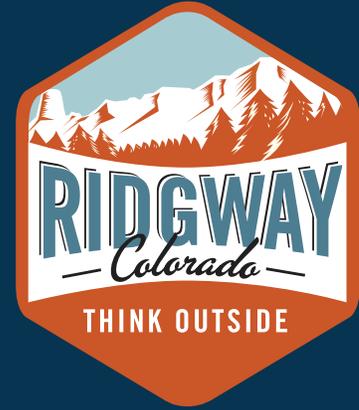
Date:

- 2019-Present

Contact:

- **Travis Elliott**
Town Manager
970-665-1147
telliott@parachute.gov

Community Development Services



Town of Ridgway

Project Description:

The functions of the Ridgway Town Planner were transferred to the CPS team when the Town Planner resigned from the position. Based on the RFP that the Town released to provide interim services, the role was anticipated to only be up to six months or until a full-time employee was able to be hired.

CPS jumped right in and created a simple transition from the previous Town Planner for the applications that were in-process as well as in working with the rest of the Town's development review team which consists of the Town Manager, Town Attorney, and Town Engineer. CPS's experience and understanding of development best practices quickly became a valued addition to the Town's review team.

During our tenure with the Town of Ridgway, CPS took on tasks associated with reviewing building permits for compliance with zoning regulations, hold pre-application meetings with potential land use applicants to guide them through the process, manage, and facilitate the review of development applications, draft and present staff reports to the Planning Commission and Town Council, and provide the Town Manager with written interpretations of the land use regulations and other associated provisions of the Ridgway Municipal Code.

In addition to development review, the CPS team was tasked with updating the Town's Landscape Regulations based on public outreach and input provided by the residents and technical research to create cost effective, water-wise regulations that require landscaping that is sensitive to the Ridgway climate.

Date:

- 2021-Present

Contact:

- **Preston Neill**
Town Manager
970-626-5308 ext. 212
pneill@town.ridgway.co.us

Community Development Services



Town of Silverton

Date:

- 2022-Present

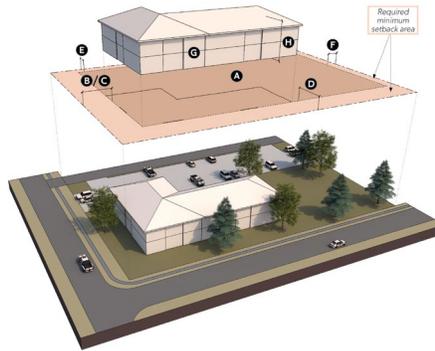
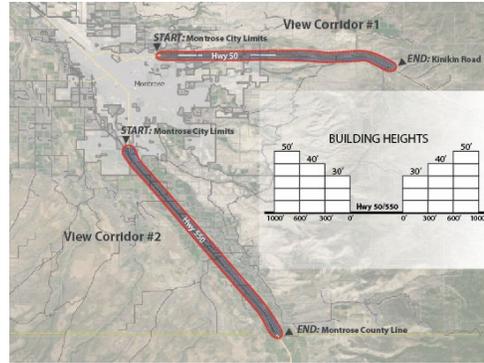
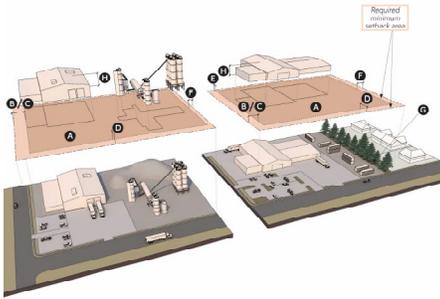
Contact:

- **Gloria Kaasch-Buerger**
Town Administrator
970-387-5522
gkaasch-buerger@silverton.
co.us

Project Description:

The Town adopted the Compass Master Plan in September of 2022. This plan, which included extensive community engagement, provided guidance on a wide range of community development and land use issues ranging from infrastructure expansion, development of vacant properties, and rethinking housing density and affordability as it relates to the unique setting of Silverton. Since beginning our partnership with the Town, CPS has completed a very wide range of projects, evaluations, and research in an effort to implement the Compass Master Plan. Of note, the CPS team has added capacity to the Silverton town staff to facilitate and guide applicants through the land use review process, completed an assessment of the land use regulations to identify where the current regulations were not aligned with the vision of the Compass Master Plan, and a constraints analysis of Shrine Hill. Furthermore, CPS has been instrumental in guiding the Planning & Zoning Commission and Board of Trustees to better understand the impacts of land use decisions and options to meet the unique needs of the Town.

Zoning Regulations Update



Montrose County

Date:

- 2021-2022

Contact:

- **Tallmadge Richmond**
 Planning and Development Director
 970-249-6688
 trichmond@montrosecounty.net

Project Description:

Montrose County partnered with CPS and a sub-contractor to update the usability of the Zoning Resolution. The project approach was to reorganize the resolution, clarify standards that needed to be clarified, simplify review procedures, add graphics to more clearly convey provisions, and update the resolution to be consistent with recent case law and generally accepted planning best practices. The CPS team kicked off this project with an assessment of the exiting zoning resolution. Upon completion, a tour of the county was provided by County Staff and the entire project team met to go through the assessment report and determine next steps.

Following the kickoff meeting, the CPS team, supported by the graphic capabilities of MIG, set off to update the resolution to meet the project objectives. While many of the standards remained unchanged, the look, feel, and usability of the Zoning Resolution was enhanced. By creating a single table of uses, a consistent general review process, and by organizing the Resolution into the three pillars of zoning regulations: Administrative provisions, Procedures, and Standards, the code became easier to navigate and easier to amend. Years after the adoption, the community finds the restructure functional and user friendly in both electronic and print formats!

Comprehensive Plan



Montrose County



Date:

- 2021-2022

Contact:

- **Tallmadge Richmond**
*Planning and Development
Director*
970-249-6688
trichmond@montrosecounty.net

Project Description:

Community Planning Strategies is collaborating with SCJ Alliance to revise the Comprehensive Plan for Montrose County, Colorado. This region, like many others in the state, is experiencing significant growth and is increasingly focused on maintaining its quality of life and preserving its remarkable environmental landscape. The residents of Montrose County are particularly invested in fostering economic prosperity, maintaining their strong connection to the working landscape, and protecting the ecosystems and natural settings that are crucial to the region's economy. In this effort, CPS and SCJ Alliance are engaging deeply with the community to gather a range of perspectives and aspirations that will help shape a vision for the county's future. CPS is also working on a zoning code audit, to see where the current code aligns and where it doesn't with the Comprehensive Plan recommendations.

Code Update



Town of Ridgway

Project Description:

The Town of Ridgway has a successful downtown rooted in being a Colorado Main Street community and a Creative District. By developing public-private partnerships, the Town has leveraged local financing to attract outside investment. The result was increased development applications and population growth over the last decade.

In recent years, the Town has increasingly heard from the development community and applicants that the development review process was arduous, unpredictable, and was a major barrier to reinvestment in properties. With CPS as their contracted planner, the Planning Commission sought to pursue targeted updates to Chapter 7 Planning and Zoning over a multi-phased process. Following some listening sessions, education, and work sessions between Town staff, CPS, and the Planning Commission, the primary objectives of updating Chapter 7 were to: 1) clarify the zoning and subdivision review process; 2) remove contradictions and duplication between code sections; and 3) create a structure that can easily be updated in the future. Over the course of the eight-month process, CPS, in close collaboration with the Planning Commission, developed a phased approach resulting in a restructuring of Chapter 7, fully revamped and clarified review procedures, and a list of standards to be updated in the near future. Upon adoption of the revised Chapter 7, it was understood that this was not the end, but the start of annual targeted updates to address standards and other provisions as needed.

With the updated process being adopted a short three months ago, there haven't been a significant number of applications received, however, incorporating additional processes that respond to market demands such as a site plan, a condominium plat, and administrative adjustments, the feedback is turning positive and the community is excited to partner with developers in a more fair, equitable, and predictable manner.

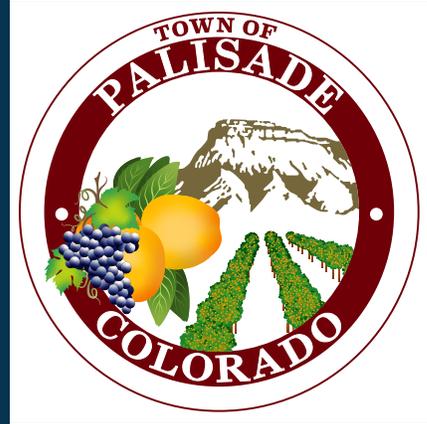
Date:

- 2022-2023

Contact:

- **Preston Neill**
Town Manager
970-6265308 ext. 212
pneill@town.ridgway.co.us

Comprehensive Plan Update



Town of Palisade

Date:

- 2022-2023

Contact:

- **Brian Rusche**
Community Development
Director
970-464-5602
brusche@townofpalisade.org

Project Description:

Palisade staff recognized the need to update the Comprehensive Plan based on recent economic changes in the community and the desire to pursue grant funding for improvements to serve the community better. The last time the Comprehensive Plan was updated was in 2007, and much of the Comprehensive Plan's focus at that time was to identify assets and opportunities to help achieve a higher level of economic prosperity through tourism.

The Town of Palisade partnered with the Department of Local Affairs and CPS to update the 2007 Palisade Comprehensive Plan (2007 Plan). The 2022 Palisade Comprehensive Plan (2022 Game Plan) was developed through an extensive community engagement process. The goals, strategies, and actions outlined in the 2022 Game Plan are a direct reflection of the needs and thoughts of the community.

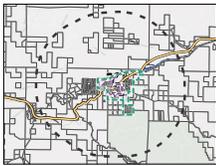
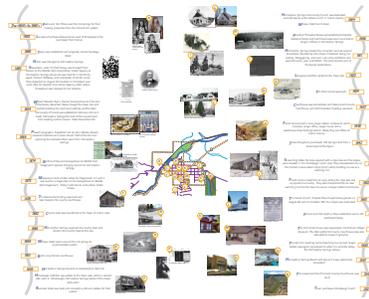
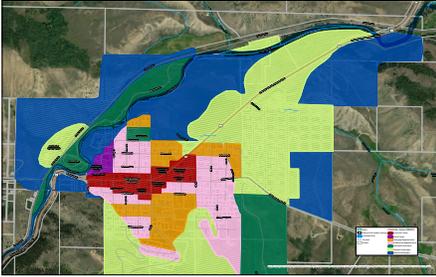
The primary objectives of the Game Plan were to identify the existing conditions as they stand today, evaluate future needs, recognize key issues and opportunities, and set forth a plan allowing the community to attain an improved quality of life through prioritized public and private investment in the community.

The community conversation will continue after the adoption of the Game Plan; the adoption is only the beginning. The 2022 Game Plan will be a basis for development and infrastructure decisions by both public and private entities for Palisade for years to come.

Comprehensive Plan



Hot Sulphur Springs - Character Area DRAFT



Intergovernmental Agreement (IGA) with Grand County will allow more control to enforce the proposed Character Area Overlays outside of the Town's boundary's. The town has no control unless an IGA is made. It would help slow development within the Growth Management Area (GMA) to help enforce the Character Area overlay. Also, with the agreement, the Town would get first right to annex a parcel within the GMA. Without the agreement, Grand County can allow any kind of development.



Date:

- 2023-2024

Contact:

- **Katie LaDrig**
- **Town Clerk**
- 970-725-3933
- townclerk@townofhss.com

Project Description:

CPS is collaborating with the town of Hot Sulphur Springs in Grand County, Colorado, to finalize a Comprehensive Plan and update the Land Use Code. The Hot Sulphur Springs Comprehensive Plan 2023 marks the first revision since its original plan was created 25 years ago. Its purpose is to represent the community's future vision. The plan primarily focuses on identifying key themes that are unique to Hot Sulphur Springs, outlining distinctive character areas for the town, and presenting implementation strategies to guide decision-making and allocate resources in line with the town's vision. Additionally, CPS is undertaking a Land Use Code Update as part of this process to better address the community's needs and align with the goals of the Comprehensive Plan.

TOWN OF HOT SULPHUR SPRINGS



Community Planning Strategies, LLC

SUMMIT COUNTY, COLORADO

970-368-3114

TJ Dlubac, AICP, CPS Founder
TDlubac@PlanStrategize.com



Request for Proposals

On-Call Planning Services

E-MAIL SUBMITTAL



Town of Norwood, CO
Sunday, February 16, 2025

Charity Campfield

Account Manager
307.292.1124
ccampfield@safebuilt.com

Travis Reynolds, AICP

Planning Manager
303.912.7153
treynolds@safebuilt.com



HEADQUARTERS

444 N. Cleveland Avenue
Loveland, CO 80537
866.977.4111
www.safebuilt.com

BUILDING CODE SERVICES

Building Official
Plan Review
Inspection
Code Enforcement
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Permitting Software

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Planning & Zoning
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Construction Services
Landscape Architecture & Urbanism
Construction Engineering Inspection
IT, Data, & Technology Services
Real Estate/Right-of-Way
Transportation & Mobility
Surveying & Mapping
Disaster & Recovery

POINT OF CONTACT

Charity Campfield
Account Manager
307.292.1124
ccampfield@safebuilt.com

PROJECT OFFICE

Denver Planning Office
WeWork c/o SAFEbuilt
1700 Lincoln St
17th Floor
Denver, CO 80202
303.912.7153

Friday, February 14, 2025

Town of Norwood, Colorado
Attn: Amanda Pierce, Town Clerk
PO Box 528, 1670 Naturita Street
Norwood, CO 81423

RE: Request for Proposals for On-Call Planning Services

Dear Ms. Pierce:

SAFEbuilt Colorado, LLC (SAFEbuilt) is pleased to submit our proposal for the Town of Norwood’s (Town) Request for Proposals (RFP) for On-Call Planning Services. Founded in 1992 and headquartered in Loveland, CO, SAFEbuilt has grown from supporting Colorado municipalities to serving over 2,000 public and private clients across 39 states and the District of Columbia.

Since adding planning and zoning services in 2015, we have built a team of highly qualified professionals led by Mr. Travis Reynolds, AICP, a 29-year industry veteran with a Master’s degree in Urban and Regional Planning. Travis will oversee our proposed team and provide direct project support. Our team brings extensive experience managing entitlement applications for single-family, multi-family, commercial, industrial, and mixed-use projects. We also specialize in zoning ordinance preparation, long-range planning, technical plan reviews, and comprehensive plans with interactive tools and public outreach.

SAFEbuilt currently provides planning services to 23 Colorado municipalities, including rural communities such as the towns of Mancos, Kiowa, Elizabeth, and Dolores, as well as larger cities like Aurora and Castle Pines. Nationally, we support jurisdictions like the District of Columbia Department of Buildings, the City of New Orleans, LA, and the City of Prescott, AZ. This diverse portfolio equips us to bring tailored expertise to the Town of Norwood.

We are committed to meeting the Town of Norwood’s unique needs with adaptable services that ensure quality, accuracy, and timeliness. Our team is ready to assist with current and future projects while exceeding your expectations. Thank you for your kind consideration of our proposal. For any questions or clarifications, please contact me at 307.292.1124 or ccampfield@safebuilt.com.

Best Regards,

Charity Campfield
Account Manager | SAFEbuilt Colorado, LLC

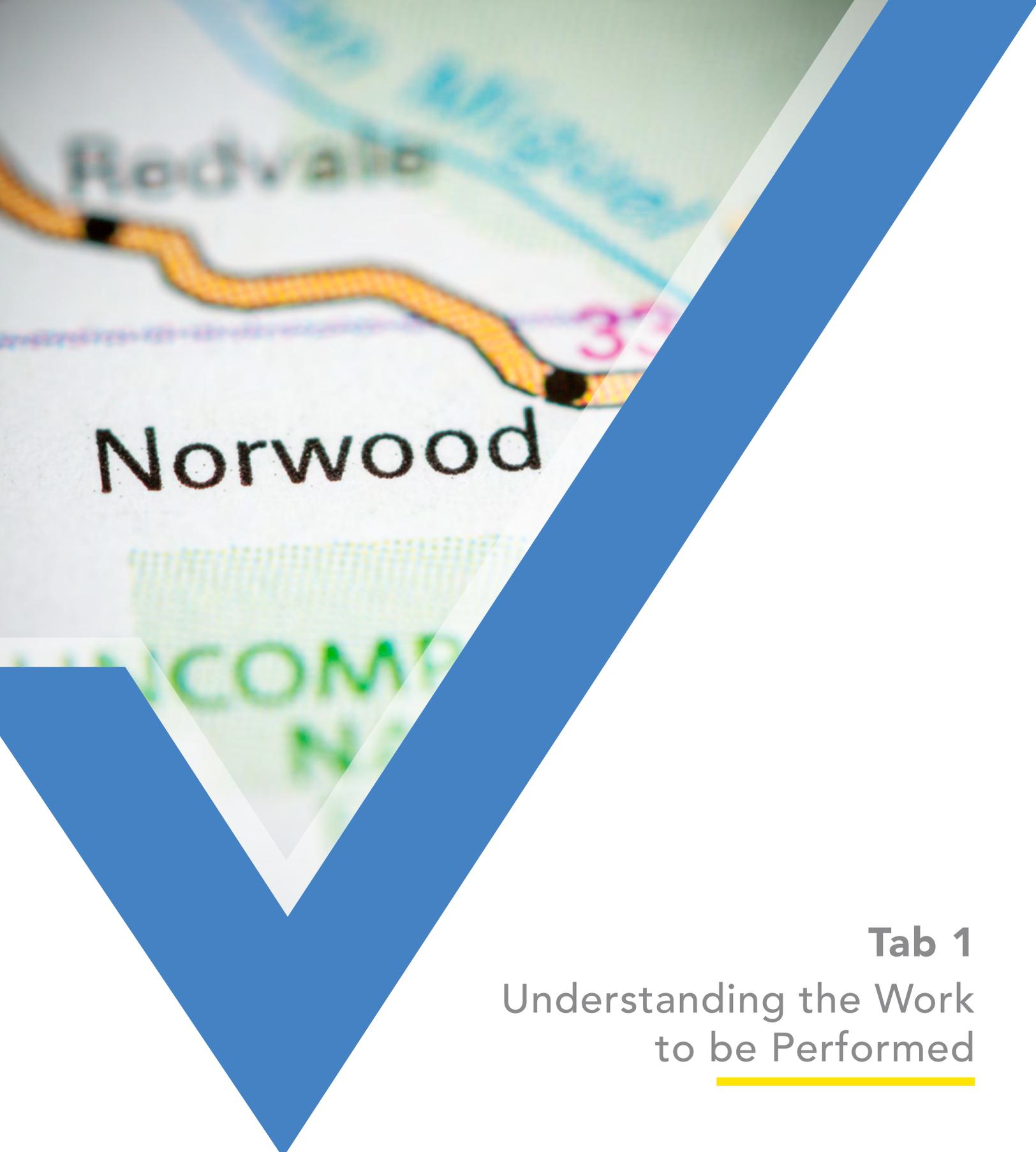




CONTENTS

Understanding the Work to be Performed	5
Technical Skill, Experience, Performance & Approach	10
Familiarity with Town, County & State Procedures	21
References & Satisfaction of Clients	23
Cost Approach	28





Tab 1

Understanding the Work to be Performed

UNDERSTANDING THE WORK TO BE PERFORMED

SAFEbuilt understands that the Town of Norwood requires a skilled and experienced planning partner to provide dependable, on-call planning services for a diverse range of entitlement projects. From residential developments to commercial enterprises and industrial facilities, our team is well-equipped to navigate each project through the planning process with precision and efficiency. We are committed to ensuring full compliance with local regulations while aligning our efforts with the Town's vision for sustainable growth and development.

Our team brings extensive experience collaborating with both large urban municipalities and smaller rural governments across Colorado. As your dedicated planning support team, SAFEbuilt will:

A. Review and process ministerial applications and discretionary entitlements, such as: Plan Checks, Zoning Compliance, Sign Permits, Use permits, Variances, Tentative Maps, and General Plan and Zoning amendments.

For ministerial applications, which involve projects that align with existing zoning regulations and standards without requiring discretionary review, SAFEbuilt will ensure efficient administrative processing. These applications will be reviewed to confirm compliance with applicable regulations, such as overlays or design codes. Our approach emphasizes timely reviews to expedite approvals for projects like plan checks, zoning compliance, and sign permits. Additionally, we will coordinate with other departments to secure necessary sign-offs for building permits, even when planning review is not required. Throughout the process, we will ensure compliance by conducting thorough administrative reviews while maintaining a seamless workflow.

For discretionary entitlements, which involve a more comprehensive review process, SAFEbuilt will manage all aspects of these projects with expertise and professionalism. This includes detailed evaluations of applications such as use permits, variances, tentative maps, and general plan or zoning amendments to ensure alignment with local ordinances and broader planning objectives. We will also facilitate public hearings and maintain transparent communication with stakeholders to address concerns and foster community support.

B. Analyze projects for compliance with the Town's Land Use Code, Comprehensive Plan and Major Streets and Future Land Use Plan, general town ordinances, and other town policies.

SAFEbuilt's team of professional planners will analyze projects for compliance with the Town of Norwood's Land Use Code, Comprehensive Plan, Major Streets and Future Land Use Plan, general town ordinances, and other relevant town policies. Our planners will carefully review all project applications to confirm adherence to the Town's Land Use Code, ensuring that proposed developments meet zoning requirements, land use designations, and any applicable overlays. We will also assess projects against the Master Plan to



verify consistency with the Town's broader goals for community development, sustainability, and economic vitality. Additionally, our team will evaluate projects in relation to the Major Streets and Future Land Use Plan to ensure alignment with transportation infrastructure goals and future land use patterns.

Beyond these plans, SAFEbuilt will ensure that all projects comply with general town ordinances and policies that govern development standards, environmental considerations, and community priorities. Our planners are adept at identifying potential conflicts or areas requiring adjustment early in the review process, providing applicants with clear guidance to achieve compliance.

C. Ability to write Planning and Zoning Commission and Board of Trustee staff reports, resolutions, ordinances, conditions of approval, and give oral presentations.

SAFEbuilt's planning team is skilled in preparing comprehensive and professional documentation to support the Town of Norwood's Planning and Zoning Commission and Board of Trustees. Our team has extensive experience drafting detailed staff reports, resolutions, ordinances, and conditions of approval, ensuring that all materials are clear, accurate, and aligned with the Town's regulatory framework and policy objectives.

Our staff reports are meticulously prepared to provide decision-makers with the necessary information to evaluate projects effectively. These reports include thorough analyses of compliance with the Town's Land Use Code, Master Plan, and other relevant policies, as well as recommendations supported by findings of fact. We also draft resolutions and ordinances that are precise and legally sound, ensuring they meet the Town's standards for adoption and implementation.

In addition to written documentation, SAFEbuilt's planners are adept at delivering oral presentations to the Planning and Zoning Commission and Board of Trustees. Our team communicates complex planning concepts clearly and concisely, providing context, addressing key issues, and responding to questions from decision-makers or stakeholders. These presentations are designed to facilitate informed decision-making while fostering transparency and public trust.

D. Meet with developers, engineers, property owners, contractors and other individuals to discuss, explain processes and suggest improvements regarding potential projects, pre-applications, development applications, feasibility analysis, conceptual development plans and code interpretation.

SAFEbuilt is committed to providing comprehensive support to developers, engineers, property owners, contractors, and other stakeholders by facilitating productive discussions and offering expert guidance throughout the development process. Our experienced planning staff will serve as a reliable resource for all parties involved in potential projects, pre-applications, development applications, feasibility analyses, conceptual development plans, and code interpretation.

When meeting with stakeholders, SAFEbuilt's planners will clearly explain the Town of Norwood's development processes, ensuring that all participants understand the steps required for project approval. We will provide detailed guidance on how to navigate the Town's Land Use Code, Master Plan, and other relevant policies, helping stakeholders identify potential challenges and opportunities early in the process. By offering this clarity upfront, we aim to streamline project timelines and reduce unnecessary delays.

Our team will also suggest practical improvements to enhance project feasibility and alignment with the Town's goals. Whether reviewing conceptual development plans or conducting feasibility analyses, SAFEbuilt will provide constructive feedback to refine proposals and ensure compliance with local regulations. Additionally, we will assist with code interpretation, offering clear explanations of zoning requirements, overlays, and other standards to help stakeholders make informed decisions.





E. Attend public hearings, community meetings as necessary and when required, be present at Town Hall for meetings with staff and developers.

SAFEbuilt's proposed work model for a contract with the Town of Norwood is to provide planning services remotely. Based in Denver, our planning office has successfully delivered remote planning support to numerous municipalities across Colorado, and we are confident in our ability to do the same for Norwood. As such, our team is fully equipped to attend public hearings, community meetings, and other necessary engagements virtually. With extensive experience in remote participation, SAFEbuilt's planners actively engage with stakeholders, present thorough project analyses and address questions or concerns in a professional and transparent manner. We excel at delivering clear and effective presentations through virtual platforms, ensuring that decision-makers and community members alike have the information they need to make informed choices.

In addition to public meetings, SAFEbuilt will coordinate virtual sessions with Town staff and developers as needed. These meetings will allow us to discuss project details, provide updates, and offer expert guidance throughout the planning process. Using video conferencing and other remote communication tools, we ensure that all parties remain connected and informed throughout the project.

F. Answer public inquiries by telephone, mail, electronic email or in person regarding property zoning and/or General Plan land uses, application submittal requirements, etc.

SAFEbuilt will address public inquiries regarding property zoning, General Plan land uses, application submittal requirements, and other planning-related questions, even while supporting the Town of Norwood in a virtual capacity. Our team will handle inquiries via telephone, email, or mail with professionalism and efficiency. We are committed to providing clear and accurate information to residents, property owners, developers, and other stakeholders. By utilizing virtual communication tools, we ensure that all inquiries are addressed promptly and thoroughly, regardless of our physical location. SAFEbuilt planners are skilled at explaining complex planning concepts in a way that is easy for the public to understand, ensuring that individuals receive the guidance they need.

For more complex inquiries or situations requiring detailed discussions, we can arrange virtual meetings with members of the public. Through video conferencing platforms, we can provide personalized assistance, review documents or maps in real-time, and answer specific questions about zoning regulations, General Plan land uses, or application submittal requirements.

In situations where in-person interaction is necessary, such as for pre-scheduled meetings or public counter assistance, SAFEbuilt will coordinate with Town staff to ensure that these needs are met effectively. While our primary mode of operation is remote, we remain flexible and adaptable to accommodate the Town's requirements.



G. Develop and maintain good working relationships with other Town departments, other jurisdictions, and the public.

SAFEbuilt is committed to developing and maintaining strong working relationships with the Town of Norwood's departments, neighboring jurisdictions, and the public, even while supporting the Town in a virtual capacity. Our extensive experience providing remote planning services to municipalities across Colorado has demonstrated that meaningful collaboration and effective communication are achievable regardless of location.

To foster strong relationships with other Town departments, SAFEbuilt will establish clear communication channels and regular check-ins to ensure alignment on goals, priorities, and project timelines. Through virtual meetings, email correspondence, and shared project management tools, our team will remain accessible and responsive to the needs of Town staff. We will work closely with all departments to streamline workflows, provide timely updates, and address any concerns promptly.

In collaborating with other jurisdictions, SAFEbuilt will leverage its experience working with regional agencies and neighboring municipalities to coordinate effectively on inter-jurisdictional projects or initiatives. Our planners are skilled at navigating the nuances of multi-agency collaboration and will ensure that Norwood's interests are represented in all discussions. By utilizing virtual platforms for meetings and document sharing, we will maintain open lines of communication with external partners while ensuring efficiency in coordination efforts.

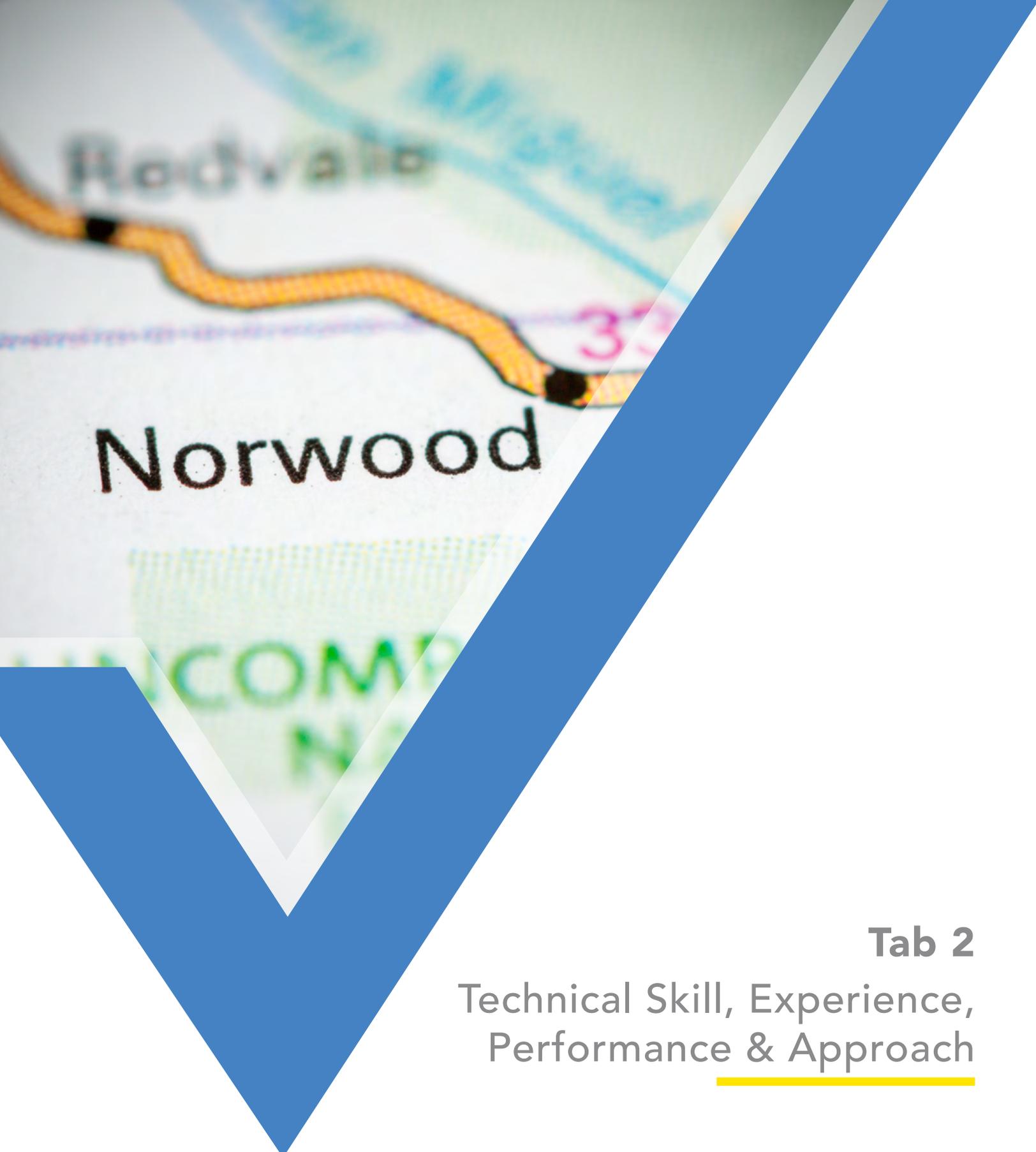
Engaging with the public is a cornerstone of SAFEbuilt's approach to planning services. Despite operating remotely, we will prioritize transparency and accessibility by participating in public hearings, community meetings, and stakeholder outreach efforts virtually. Our team is adept at using technology to facilitate meaningful engagement, delivering clear presentations, addressing questions or concerns, and fostering trust within the community. We are committed to ensuring that residents feel heard and involved in the planning process.

H. Facilitation of special projects.

SAFEbuilt provides project planning support to your community that includes demographic analyses, mapping and GIS services, white papers, and policy research, surveys and public outreach campaigns, fee studies and project analyses, and administrative support. Our experienced staff has a proven track record of project management and implementation, with the skills and tools to assist your community wherever the needs may arise.

**"GOOD THINGS. OPEN COMMUNICATION.
OPEN TO MAKING IMPROVEMENTS GOING ALONG."**

— Brandon Cammarata, Planning Manager, City of Aurora, CO



Norwood

Tab 2

Technical Skill, Experience,
Performance & Approach

TECHNICAL SKILL, EXPERIENCE, PERFORMANCE & APPROACH

Entrusting your entitlements review to a third-party consultant can be stressful; therefore, it is vital to ensure that third-party reviewers are thoroughly familiar with the Town's relevant regulations and policy documents. Our team brings extensive experience in providing on-call planning review and design review services for municipalities throughout Colorado and nationwide. We can commit and dedicate personnel resources to handle intermittent, periodic, or sustained workloads and can scale our offerings as needed. Our established onboarding strategy ensures that all team members are experts in your codes and plans from day one and have experience working with:

- Land Use and Development Codes
- Transportation and Mobility Plans
- Comprehensive Plans and Small Area Plans
- Parks and Recreation and Trails Plans
- Municipal Codes & Public Works Standards and Specifications
- Public Works Standards and Specifications

SAFEbuilt understands that each community has distinct service requirements, and we are committed to delivering planning and zoning solutions that minimize plan review times, enhance resident/applicant satisfaction, and deliver thorough, accurate, and timely assessments. Our diverse experience with various communities provides us with a unique perspective and insight into the factors driving effective community development. Further, our planners specialize in remote reviews, utilizing a range of software tools and digital platforms. This expertise facilitates efficient third-party reviews, benefiting both our clients' staff and applicants by expediting the process.

Our extensive experience positions us to effectively address a broad spectrum of topics, including:

- Annexation Maps
- Circulation Plans and Parking Lot Design
- Civil and Architectural Construction Documents, Schedules, and Cost Estimates
- Comprehensive Plan Amendments
- Conditional, Special, and Temporary Use Permits
- Design Guidelines and Standards
- Development and Annexation Agreements
- Improvement Agreements and Security Instruments
- Landscape Plans
- Overall and Site Development Plans
- Photometric Plans
- Planned District Developments (PDs)
- Residential Design Standards
- Rezoning Applications
- Subdivision Plats (Preliminary, Final, and Amendments)
- Surveying Documents and Legal Descriptions
- Zoning Documents

We intend to leverage our experience to enhance operational efficiencies for your team and ensure the highest levels of applicant satisfaction. Our services are designed to be flexible and nimble, providing support during your busiest seasons. The Town of Norwood can be confident that SAFEbuilt will always be available to help and support you.



EXPERIENCE

SAFEbuilt began providing planning services in Colorado in 2015, with the City of Longmont being our first planning client. Our experience with a diverse array of communities gives us a unique perspective and insight into what drives effective community development. Our planning team serves clients across the United States, with a focus on the planning needs of Colorado communities. We currently provide on-call planning services to 23 municipal clients in Colorado. Additionally, our proposed planning team extends support to various national clients on an on-call basis, including the City of Prescott, AZ; the City of New Orleans, LA; the Village of Elwood, IL; Washington, DC’s Department of Buildings; and others.

COLORADO PLANNING SERVICES CLIENT MATRIX

The following matrix offers a brief snapshot of the services we provide for our Colorado planning clients.

	PLANNING CLIENT SINCE	SUPPLEMENTAL STAFFING	REMOTE SERVICES	PERMIT ADMINISTRATION	DEVELOPMENT REVIEW	SPECIAL PROJECTS
City of Aurora	2022	☑	☑		☑	
Town of Carbondale	2023	☑	☑	☑	☑	☑
City of Castle Pines	2016	☑	☑	☑	☑	☑
City of Dacono	2019	☑	☑		☑	☑
Town of Deer Trail	2022	☑	☑	☑	☑	☑
Town of Dolores	2024	☑	☑		☑	
City of Edgewater	2021	☑	☑		☑	
Town of Elizabeth	2017	☑	☑	☑	☑	☑
City of Fort Lupton	2023	☑	☑			
Town of Foxfield	2018	☑	☑	☑	☑	☑
Town of Frisco	2021	☑	☑	☑	☑	☑
Town of Garden City	2024	☑	☑	☑	☑	☑
Town of Green Mountain Falls	2023	☑				☑
Town of Hudson	2023	☑	☑			
Town of Kiowa	2020	☑	☑	☑	☑	☑
Town of Larkspur	2024	☑	☑	☑	☑	☑
Town of Mancos	2017	☑	☑	☑	☑	☑
Town of Meeker	2015	☑	☑	☑	☑	☑
Town of Milliken	2023	☑	☑	☑		
Town of Mountain View	2018	☑	☑	☑	☑	☑
Town of Nederland	2021	☑	☑		☑	
Routt County	2021	☑	☑	☑	☑	
Town of Superior	2021	☑	☑	☑	☑	



PERFORMANCE & APPROACH

Development cycles ebb and flow, resulting in variable workloads that communities must recognize. Contracting third-party land use development review allows the Town of Norwood to maintain a “right-sized” workforce in-house while ensuring on-call services are available for peak periods of development activity. This arrangement enables the Town to maintain its high customer service and plan review efficiency standards. We understand the rigors of the day-to-day operations of planning departments and aim to “clear a path” so your staff can focus on critical projects that require enhanced local knowledge.

SAFEbuilt focuses on implementing planning strategies that put plans into action. We provide the tools, techniques, action plans, processes, and expertise to make your plans work. Before beginning any project, SAFEbuilt staff will thoroughly familiarize themselves with the Town’s General Plan and Zoning amendments, the Town’s Land Use Code, Comprehensive Plan, Major Streets and Future Use Plan, general Town ordinances, and other town guidelines and policy documents. While development codes share similarities, each municipality has unique priorities and goals.

Our approach is to complete planning assignments in a manner consistent with the Town’s adopted policies, regulations, and practices. Our planning team can provide the full spectrum of required planning services efficiently and effectively, including support for long-range planning projects, general development and land use project reviews, site visits, technical plan checks for civil documents and plans, conformance with federal, state, and general compliance with Town’s and San Miguel County’s standards, ordinances, and regulations.

Whether you require additional staffing resources to alleviate the demands of high-volume development periods or seek comprehensive support for project administration, plan review, and case management, we offer a wide array of planning and zoning services. We foster strong, collaborative relationships with our clients and frequently engage in specialized projects, including revising development codes, administering grants, analyzing RFPs, and overseeing specific topic-related matters. Our team of experienced planners is equipped to handle projects of any scale, recognizing the intricacies of day-to-day operations and aiming to streamline processes so your staff can prioritize critical projects that demand local expertise.

We leverage the latest technology to serve many of our clients remotely, seamlessly adapting to their diverse permit and administration systems. This extensive experience allows us to integrate quickly with your existing setups and grasp the nuances of your daily operations. We are skilled at working with various electronic documents and document formats, and we conduct our reviews and edits in a fully virtual space. We are flexible and can easily adjust to the Town’s unique processes and technologies.

MEETING SCHEDULES AND DEADLINES

Due to the nature of the planning services we provide to our clients, we frequently work within the framework of deadlines, rapid responses, and adherence to established service line agreements. From the outset, we establish clear review turnaround targets and deliver within those deadlines. We are keenly aware that these deadlines are not only critical to your operations, but they are essential milestones for applicant satisfaction.

Normal delivery expectations range from 24 hours to 21 days. For most requests, the typical turnaround is fast, usually taking between 5 and 7 days.

The nature of development activity requires our team to be dynamic and anticipate changes in resource demands. Our dedicated Planning Manager and core team prioritize fulfilling Town requirements within set timelines. During periods of heightened demand, our team can marshal additional resources through our affiliate offices nationwide, with our Planning Manager overseeing the process and quality of the work products produced.



REMOTE DIGITAL PLANNING AND ZONING SERVICES

SAFEbuilt’s planning staff is based in Denver, CO, and serves clients nationwide, focusing on delivering digital planning and zoning services remotely. We employ cutting-edge technology and robust project management tools to optimize your community development and plan review procedures without compromising on the quality of customer service. Our team has successfully guided many communities in adopting more efficient digital permitting and plan review systems, resulting in quicker plan reviews and savings in time and costs for both municipalities and applicants. The following presents an overview of how our remote services work.

1 APPLICANT COMMUNICATION

Customer service is our top priority and the foundation of effective plan review. Your residents can contact our team directly via phone, email, and video conferencing with any planning and zoning questions. We maintain flexible, open lines of communication from start to finish for all projects, ensuring that applicants know the “what, when, and why” of their specific project from the outset.

2 PLAN SUBMITTAL

We specialize in seamless digital plan review, utilizing platforms such as Bluebeam Revu, Adobe Suite, ProjectDox, Accela, and more. Whether you require physical or digital application submittals, we can equip you with the tools for expedited digital plan review. We make it easy for applicants to provide the information needed to satisfy your processes, ensuring safe and timely development.

3 PROJECT MANAGEMENT

We manage project administration from initial concept to final processing, coordinating referrals, disciplines, and agencies to respond promptly to applicants. Our remote project and data management tools ensure all activities are completed efficiently and effectively. You can be confident that full due diligence is completed for every project using submittal documents, the county’s geographic information systems, publicly available data, and additional research as needed.

4 STAFF REPORTS

Our staff reports aim to provide all the information decision-makers require to contribute to land use decisions and make informed findings effectively. We organize our reports with charts, tables, maps, and graphics that provide structured background, analysis, and conclusions sections. The organized reports allow board and commission members to act confidently on cases and render decisions. When operating remotely, our staff reports are often the keystone attachment to a brief summary memo to your boards and commissions, allowing for third-party, independent analysis of each case.

5 PERMITTING & APPROVAL

Our years of experience in local government have shown us that board and commission hearings are not the end of the line. Our staff continues remote services for applicants well after the hearings are over. We can guide them through the final stages of approval, including follow-up information for conditional approvals, the preparation of final documents, and the ancillary permits required to begin development. Our perspective is that the “finish line” is a Certificate of Occupancy that adheres to all requirements of your adopted codes.



PROPOSED PLANNING TEAM FOR THE TOWN OF NORWOOD

SAFEbuilt is pleased to offer a highly experienced team of planning professionals, many of whom have dedicated the majority of their careers to municipal service. With extensive experience across diverse communities, our team brings unique insights into the factors that drive effective community development and government performance. This breadth of expertise enables us to deliver tailored, impactful services for the Town of Norwood.

Our proposed team has a proven track record of facilitating, leading, and assisting with a wide variety of planning initiatives. As most of our planning service contracts are on-call, we are adept at efficiently managing projects for clients with varying needs. Whether supporting large urban areas or small rural communities, we provide each project with the focused attention required to ensure its success.

Each professional selected to support the Town excels in their respective areas of expertise. Collectively, they bring the professional knowledge and collaborative approach necessary to create and implement solutions specifically designed to serve the Town’s unique interests. Figure 1 introduces the team of planning professionals proposed for this partnership.

Our small, efficient, and experienced team is well-prepared to promptly address the Town’s intermittent needs. Adaptable and skilled at balancing multiple priorities, we ensure seamless service delivery through flexible work arrangements without compromising quality. With extensive experience supporting similar tasks statewide, we leverage our expertise to tackle unique challenges and deliver tailored solutions. By managing routine reviews, we free up the Town’s staff to focus on high-profile, complex, and locally significant projects.



Colorado Planning Expertise



Travis Reynolds, AICP

Planning Manager

- 29 Years of Planning Experience
- Planning Manager for SAFEbuilt since 2016
- Planning Manager for the City of Northglenn, CO for 10 years



Mercedes Rivas

Sr. Planner

- 11 Years of Planning Experience
- Senior Planner with SAFEbuilt since 2022
- Previous Positions: Planner II for El Paso County, CO; Sr. Planner, Land Development, Zoning Section for the City of San Antonio, TX



Josue Loma

Planner

- 4 Years of Planning Experience
- Planner with SAFEbuilt since 2022
- Previously a Planning Technician for the City of Commerce City, CO for 1 Year



Evan Wilson

Planner

- 4 Years of Planning Experience
- Planner with SAFEbuilt since 2024
- Previously an Assistant Planner with the City of New Braunfels, TX for 1 Year

Figure 1. SAFEbuilt’s Proposed Team for the Town of Norwood





TRAVIS REYNOLDS, AICP

Planning Manager



29 YEARS OF EXPERIENCE

9 YEARS WITH THE FIRM

EDUCATION

MS, Urban and Regional Planning

University of Colorado School of Architecture and Planning

BS, Environmental Studies: Policy Management

State University of New York College of Environmental Science and Forestry

LICENSES & CERTIFICATIONS

American Institute of Certified Planners

AICP-Certified Planner

WORK HISTORY

- **Planning Manager**
SAFEbuilt, LLC
2016 – Present
- **Planning Manager**
City of Northglenn, CO
2006 – 2016
- **Geographic Information Technology Specialist**
Institute for the Application of Geospatial Technology
Auburn, NY & Boulder, CO
2004 – 2006
- **Transportation Demand Management Planner**
Denver Regional Council of Governments
Denver, CO
2002 – 2004
- **Regional Planner**
Denver Regional Council of Governments
Denver, CO
1999 – 2002
- **Planner**
Cayuga County Planning Department
Auburn, NY
1996 – 1999

Project Manager

For numerous local government entitlement processes, land development regulation re-writes, comprehensive plans, and topic plans

MEMBERSHIPS & AFFILIATIONS

Member

American Planning Association (APA), Colorado Chapter

Elected Member

City of Northglenn's General Employee Pension Board
2010

Chairman

City of Northglenn's General Employee Pension Board
2014 – 2016

PROJECT EXPERIENCE

- **Client Manager**
SAFEbuilt Contract with the City and County of Denver, CO
- **Zoning Team Manager**
SAFEbuilt Contract with the Washington, DC Department of Buildings
- **Zoning Ordinances and Land Development Regulations**
SAFEbuilt Contract with the City of Cedar Rapids, IA; Riley County, KS; City of Wilmington, NC; New Hanover County, NC; and Town of Mountain View, CO



MERCEDES RIVAS

Senior Planner



11 YEARS OF EXPERIENCE

3 YEARS WITH THE FIRM

ENGLISH/SPANISH BILINGUAL

EDUCATION

BS, Environmental Studies with Minor in Earth Sciences

Texas A&M University

WORK HISTORY

- **Senior Planner**
SAFEbuilt, LLC
2022 – Present
- **Planner II**
El Paso County Planning and Community Development Department
Colorado Springs, CO
2021 – 2022
- **Senior Planner, Land Development, Zoning Section**
City of San Antonio, TX
2019 – 2021
- **Planner, Land Development, Zoning Section**
City of San Antonio, TX
2019
- **Planner, Land Development, Platting Section**
City of San Antonio, TX
2016 – 2019
- **GIS Engineering Technician I, Asset Management**
City of San Antonio, TX
2016
- **GIS Data Analyst, Temporary, Asset Management**
City of San Antonio, TX
2014 – 2016

PROJECT EXPERIENCE

- **Planning & Zoning Consultation and Support**
SAFEbuilt Contract with the City of New Orleans, LA
- **P&Z Development Review**
SAFEbuilt Contract with Washington, DC's Department of Buildings
- **Planning & Zoning Consultation and Support**
SAFEbuilt Contract with the City of Aurora, CO



JOSUE LOMA

Planner



4 YEARS OF EXPERIENCE

3 YEARS WITH THE FIRM

EDUCATION

BA, Psychology and Neuroscience

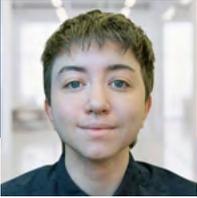
University of Colorado Boulder

WORK HISTORY

- **Planner**
SAFEbuilt, LLC
2022 - Present
- **Planning Technician**
City of Commerce City, CO
2021 - 2022

PROJECT EXPERIENCE

- **Planner**
SAFEbuilt Contract with the City of Edgewater, CO
- **Planner**
SAFEbuilt Contract with Washington, DC Department of Buildings
- **Planner**
SAFEbuilt Contract with the Town of Mountain View, CO
- **Planner**
SAFEbuilt Contract with the Town of Foxfield, CO
- **Planner**
SAFEbuilt Contract with the Town of Superior, CO



EVAN WILSON

Planner



4 YEARS OF EXPERIENCE

1 YEAR WITH THE FIRM

EDUCATION

BS, Geography (Urban & Regional Planning)

Texas State University

WORK HISTORY

- **Planner**
SAFEbuilt, LLC
2024 - Present
- **Assistant Planner**
City of New Braunfels, TX
2023 - 2024
- **Planning Intern**
City of San Marcos, TX
2021 - 2022

PROJECT EXPERIENCE

- **Planner**
On-Call/As-Needed Landscape and Planning Reviews for the City of Aurora, CO
Review Minor Amendment applications for commercial developments.
- **Planner**
Residential and Commercial Planning Services for City-Owned Properties for the City of Black Hawk, CO
Created a Certificate of Architectural Compatibility (COAC) for a commercial development.
- **Planner**
As-Requested Zoning Permit Review and Administration Services and As-Requested Planning Consultation Services for the Town of Deer Trail, CO
Drafted a guide for all non-residential development. Review applications for new developments and additions. Created five land use applications for the Town to distribute to applicants.
- **Planner**
As-Needed Planning Consultation Services for the City of Edgewater, CO
Review applications for new residential developments and additions.
- **Planner**
As-Needed Professional Planning & Zoning Services for the Town of Foxfield, CO
Review applications for new residential developments and additions. Assist with variance inquiries.
- **Planner**
As-Needed Professional Planning & Zoning Consultation Services for the Town of Larkspur, CO
Worked on a code assessment project and published the report using InDesign.

- **Planner**
As-Needed Planning & Zoning Services for the Town of Mancos, CO
Create staff reports as needed for rezoning and variances. Review permits for residential developments.
- **Planner**
Supplemental Planning & Zoning Services for the Town of Mountain View, CO
Review permits for residential developments. Assist in pre-application meetings.
- **Planner**
Planning & Zoning Consultant Services for the Washington, D.C. Department of Buildings
Review permits for both commercial and residential developments and additions.



PARTNERING WITH THE TOWN OF NORWOOD

Our approach to a partnership with the Town of Norwood centers on fostering open communication between our firm and the Town. We commit to working with you to determine the best ways to communicate the correct information to the right people at the right time. Our priority is to ensure the best possible experience working with our team—with minimum impact on the Town and its citizens.

Before receiving our first assignment, we propose meeting with Town staff to verify local code policies, documentation procedures, notification protocols, and scheduling. Our team is committed to establishing and maintaining regular communication with Town staff to ensure they remain apprised of ongoing project activities. Additionally, it enhances our ability to respond to any issues quickly.

We value the importance of the Town's projects and are committed to meeting all project service delivery deadlines. Throughout this contract, our team members will be available to meet with Town staff either via phone, teleconference, video teleconference, or in person to address questions that may come up during the project lifecycle. We will be accessible to project stakeholders, which is essential to making prompt decisions. As such, our firm commits to responding to all inquiries within one business day.

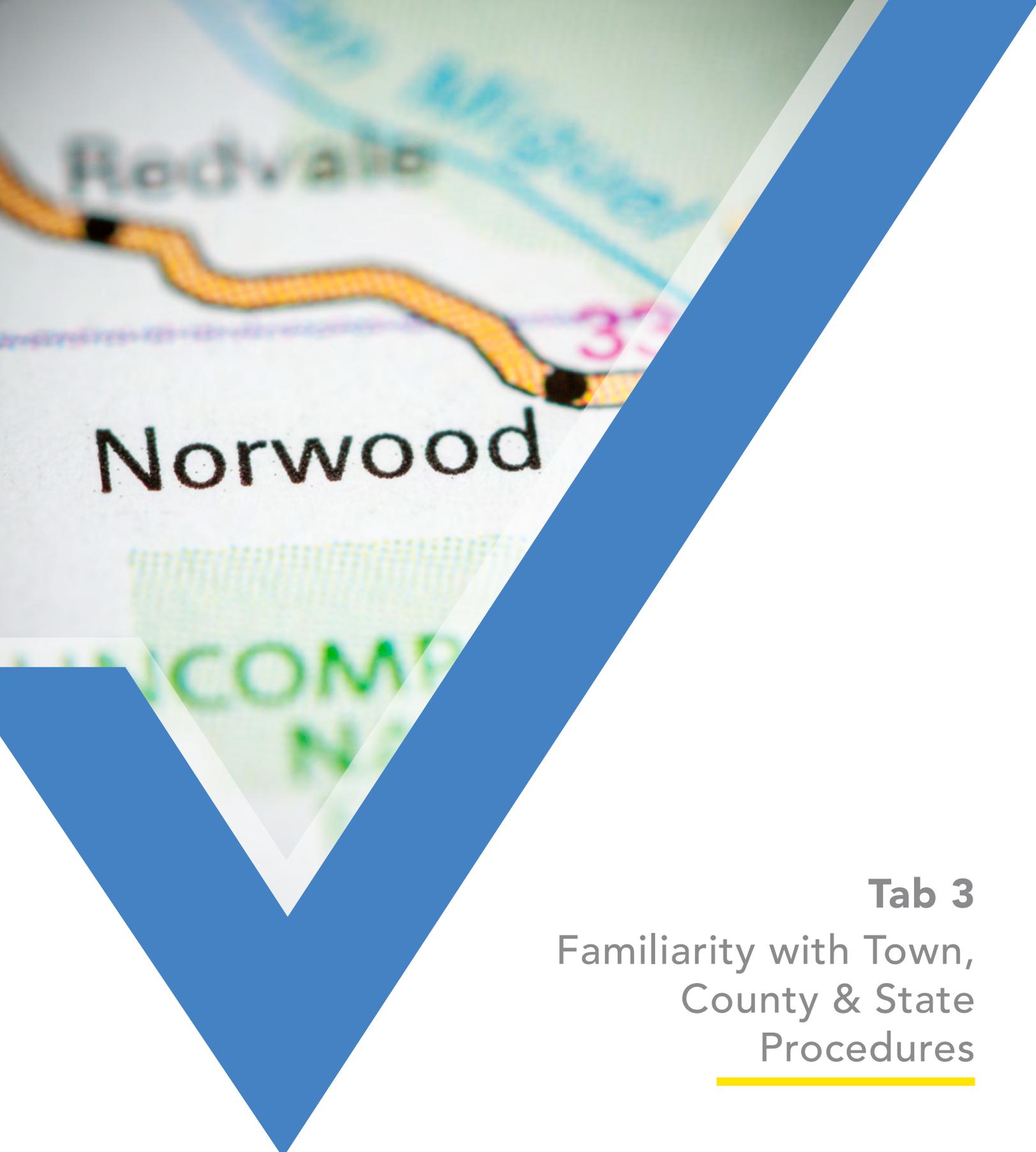
SAFEbuilt believes that maintaining frequent and consistent check-ins between the Account Manager and our clients is key to the early identification of performance risks and contributes to contract success. These meetings allow both parties to manage resources tactfully and develop the best Contractor-Client relationship. While our *Planning Manager, Mr. Travis Reynolds, AICP*, oversees all operational facets of service delivery, **Ms. Charity Campfield** will be the Town's point of contact for customer excellence initiatives. As the *Account Manager* for the State of Colorado and surrounding areas, Ms. Campfield aims to ensure you have an independent channel for communication and additional support. Her role focuses on bringing the right people to the table should the Town desire additional service options, improved technology-enabled capabilities, local or back-office support, and overall contract success and longevity.

Point of Contact

Ms. CHARITY CAMPFIELD
Account Manager

307.292.1124
ccampfield@safebuilt.com





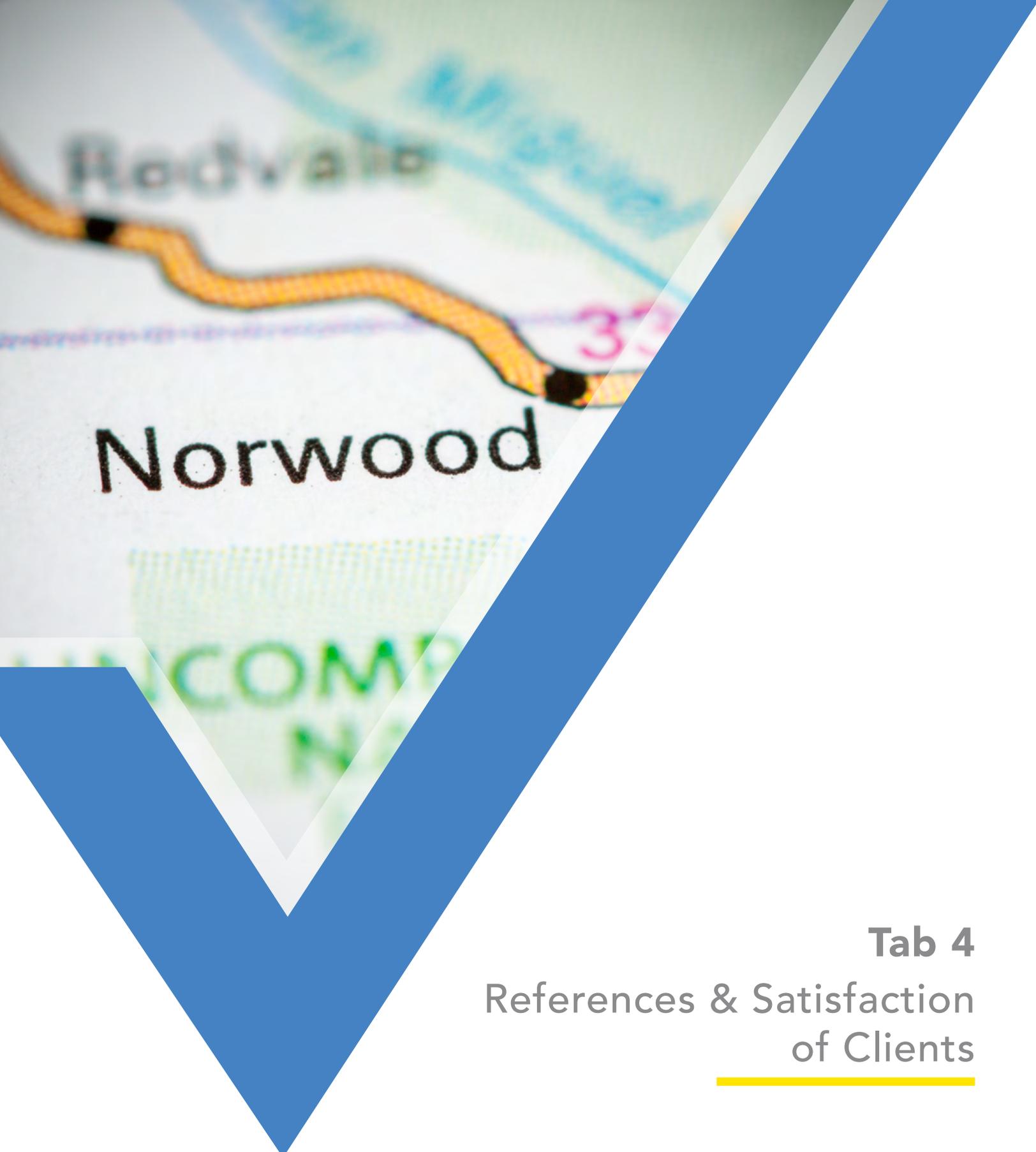
Norwood

Tab 3
Familiarity with Town,
County & State
Procedures

FAMILIARITY WITH TOWN, COUNTY & STATE PROCEDURES

Although SAFEbuilt has not previously partnered with the Town of Norwood, we have extensive experience providing on-call planning services to smaller, rural communities throughout Colorado. Our successful collaborations with towns such as Mancos in Montezuma County, Elizabeth and Kiowa in Elbert County, and Deer Trail in Arapahoe County highlight our ability to effectively support municipalities with similar needs and characteristics. Before commencing work, our team will thoroughly familiarize themselves with the Town and County's zoning and subdivision regulations, review the Town's plans, codes, and ordinances, and gain a full understanding of Norwood's unique processes to ensure seamless integration and effective service delivery.





Tab 4

References & Satisfaction
of Clients

REFERENCES & SATISFACTION OF CLIENTS

SAFEbuilt is pleased to present the following relevant project summaries and client references who will attest to the quality of our planning services.



Town of Mancos, CO

2017 – Ongoing

Heather Alvarez, Town Clerk

117 N. Main Street, Mancos, CO 81328

970.533.7725 | halvarez@mancoscolorado.com

SAFEbuilt provides various ongoing and current planning services, including development and site plan reviews and building and zoning permit reviews. Our support involves the review of zoning cases, subdivisions, variances, and other special projects. Our team Planner responds promptly to inquiries from citizens and applicants in an on-demand capacity. Our team rewrote the Town's Land Use Code, with code adoption occurring in June 2019.

“I HAVE NEVER RECEIVED LESS THAN EXCELLENT SERVICE.”

— Heather Alvarez, Town Clerk, Town of Mancos, CO



Town of Elizabeth, CO

2017 – Ongoing

Patrick Davidson, Town Administrator

PO Box 159, 151 S Banner Street, Elizabeth, CO 80107

303.646.4166 | pdavidson@townofelizabeth.org

SAFEbuilt provides ongoing and current planning services, including development and site plan review, PUD and master model home review, and the generation of staff reports for the Planning Commission. We have completed numerous special projects, including impact fee analysis, temporary use and structure regulatory analysis, RFP process support, municipal landscape planning, and staff support.





Town of Kiowa, CO

2020 – Ongoing

Kimberly Boyd, Town Administrator

404 Commanche Street, Box 237, Kiowa, CO 80117

303.621.2366 | kboyd@townofkiowa.com

SAFEbuilt provides ongoing and current planning services, including development and site plan review, entitlement coordination for rezonings, variances, and subdivision plats, and staff reports for their Planning and Zoning Commission and Town Board. The Town has also engaged our services for special studies surrounding stormwater fee analysis and rewriting topical areas of their adopted land development code.



City of Edgewater, CO

2021 – Ongoing

Jocelyn Mills, Community Development Director

2401 Sheridan Boulevard, Edgewater, CO 80214

720.763.3053 | jmills@edgewaterco.com

SAFEbuilt provides ongoing and current planning services, including site plan review and zoning permit review, subdivision and plat review, and telecommunication permitting. We provide comprehensive case review services that include the creation of staff reports to be used by City staff at public hearings. We also work closely with the City's other referral agencies (including our Building Official) to ensure projects are reviewed for all aspects of the City's adopted codes.

“TRAVIS AND HIS TEAM HAVE BEEN VERY HELPFUL IN SUPPORTING A SMALL DEPARTMENT WITH ANY PLANNING-RELATED REVIEWS OR/ZONING CODE BEST PRACTICES. I APPRECIATE [THEIR] EXPERTISE AND CAPACITY TO KEEP EDGEWATER’S PLANNING REVIEWS MOVING FORWARD IN A VERY STREAMLINED AND PROFESSIONAL MANNER.”

— Jocelyn Mills, AICP, Deputy City Manager / Community Development Director, City of Edgewater, CO





Town of Deer Trail, CO

2022 – Ongoing

Kimberly Sullivan, Town Clerk

PO Box 217, Deer Trail, CO 80105

303.769.4464 | kimberly@townofdeertrail.org

SAFEbuilt provides the Town with comprehensive zoning permit review administration services and planning consultation services on an as-needed basis. Through our planning consultation services, we offer extensive support to ensure effective zoning and planning processes. This includes reviewing building permits for compliance with the Town's Zoning Code, evaluating zoning applications and site plans to ensure they adhere to regulations, and preparing detailed staff reports with recommendations for the Planning Commission and elected officials. We also conduct training programs for the Planning Commission and Appeals Board to enhance their understanding of zoning procedures, draft amendments to the Zoning Code, update land development regulations, and develop new master plans aligned with the Town's growth objectives. Additionally, we conduct specialized studies, such as subarea plans and corridor studies, to address specific planning needs.

Our zoning permit review and administration services include administering zoning reviews for building permit applications by focusing on land use, setbacks, structure and building heights, lot coverage, parking requirements, and other zoning standards. We also conduct site visits to verify setback compliance for building projects, perform permit research related to zoning and land use inquiries, and review zoning applications to determine permit approval eligibility while communicating results directly with the Town.



SATISFACTION OF CLIENTS

To demonstrate the SAFEbuilt Planning Team's commitment to exceptional customer service and satisfaction, we are pleased to present the following letter from the Town of Mancos, CO, as a testament to the quality of our work.



February 22, 2024

Re: Letter of Reference for SAFEBuilt

To Whom It May Concern,

On behalf of the Town of Mancos I am happy to provide a letter of recommendation for the services provided by SAFEBuilt and specifically Travis Reynolds and his team. They have been highly responsive to all requests for service and have demonstrated a willingness to provide support to not only our municipality, but to help our community to achieve its land use goals. Every request for reviewing permit applications is met with a timely and professional response which is user friendly for the building department and the property owner. Additionally, when looking at policy suggestions and implications, we always receive the same attention to detail and sufficient information to allow us the ability to make informed decisions for our local community.

In summary, I would recommend Travis and his team to any prospective client seeking a highly qualified multidisciplinary team to support their community development goals.

Jason Armstrong

A handwritten signature in black ink, appearing to read "Jason Armstrong", written over a horizontal line.

Community and Economic Development Director

Town of Mancos

970.394.4780

jarmsstrong@mancoscolorado.com





Tab 5
Cost Approach

COST APPROACH

SAFEbuilt tailors its pricing to each contract. We work with our community partners to establish fair and competitive pricing for our services. Prices are all-inclusive, and all overhead materials and equipment are included in the proposed fees. We propose the following fee schedule.

TEAM MEMBER	HOURLY FEE
Planning Manager	\$156.00 per hour
Senior Planner	\$130.00 per hour
Planner	\$72.00 per hour

Beginning on the 1st anniversary of the Effective Date of the Agreement and annually thereafter, the hourly and flat rates listed shall be increased based upon the annual increase in the Department of Labor, Bureau of Labor Statistics or successor thereof, Consumer Price Index (United States City Average, All Items (CPI-U), Not Seasonally adjusted, All Urban Consumers, referred to herein as the "CPI") for the Municipality or, if not reported for the Municipality the CPI for cities of a similar size within the applicable region from the previous calendar year, such increase, however, not to exceed 4% per annum. The increase will become effective upon publication of the applicable CPI data. If the index decreases, the rates listed shall remain unchanged.



**FIRST AMENDED AND RESTATED INTERGOVERNMENTAL AGREEMENT
BETWEEN THE TOWN OF NORWOOD, COLORADO, SAN MIGUEL COUNTY, COLORADO
AND THE SAN MIGUEL COUNTY SHERIFF FOR
PEACEKEEPING SERVICES**

THIS FIRST AMENDED AND RESTATED INTERGOVERNMENTAL AGREEMENT (“First Amendment”) is entered into by and between the **TOWN OF NORWOOD, COLORADO**, by and through its Town Board of Trustees (the “Town”), and the **COUNTY OF SAN MIGUEL, COLORADO**, by and through its Board of County Commissioners (the “County”) and the **SAN MIGUEL COUNTY SHERIFF** (the “Sheriff”).

WITNESSETH:

WHEREAS, pursuant to C.R.S. 29-1-201, and 30-11-410 the County and the Town have the authority to enter into an Intergovernmental Agreement to provide services from one entity to the other; and

WHEREAS, the Sheriff, Undersheriff, and Sheriff’s Deputies are authorized to provide law enforcement services across all portions of the County of San Miguel; and

WHEREAS, the Town is a statutory town located within the County and desires increased peacekeeping services within its boundaries; and

WHEREAS, the County and the Sheriff are willing to provide increased peacekeeping services within the Town boundaries; and

WHEREAS, the Parties had previously entered into an Intergovernmental Agreement for Peacekeeping/Law Enforcement services on July 20, 2022 (“Agreement”); and

WHEREAS, the Parties agreed to amendments to the Agreement on December 13, 2023, with the execution of the First Addendum to the Intergovernmental Agreement for Peacekeeping/Law Enforcement Services (“First Addendum”); and

WHEREAS, the Parties desire to rescind the Agreement and First Addendum and replace it in its entirety with this First Amendment and Restated Intergovernmental Agreement Between the Town of Norwood, Colorado, San Miguel County, Colorado, and the San Miguel County Sheriff for Peacekeeping Services

NOW, THEREFORE, in consideration of the covenants specified herein, the parties hereto agree as follows:

A. Responsibilities of the Sheriff

1. The Sheriff shall perform Peacekeeping Services within the Town boundaries. “Peacekeeping Services or Services” shall include the preservation of the peace and the upholding of the Colorado Revised Statutes, specifically including C.R.S. Title 18 (criminal code) and Title 42 (traffic code). These services shall include, without limitation, the investigation of crimes, the execution of criminal arrests and other warrants as directed by a court of law, and animal control or the impounding of animals when deemed “dangerous” in violation of C.R.S. 18-9-204.5. Services shall also include responding to calls for peacekeeping or the suppression of criminal activity from residents of the Town.

2. The Sheriff shall have no obligation under this First Amendment to enforce Town municipal ordinances, building codes, zoning codes, fire codes, plumbing codes, electrical codes, animal control ordinances, junk ordinances, or other land use code violations.
3. The Sheriff will use either the San Miguel Combined Court or the Norwood Municipal Court, as appropriate under the specific circumstance of the violation and the jurisdiction of the court, where the prosecution of violators who commit offenses in the Town is required.
4. The Sheriff agrees to incorporate and include the Town with deputy work schedule coverage, including, at a minimum and at any given time, assigning at least one deputy to Norwood, Region 4. The Sheriff's Office agrees to provide sufficient coverage for the Town so that no lapse in service occurs. Professional standards will be followed by the Sheriff in the recruiting, training, and supervision of all Deputy Sheriffs. Notwithstanding the foregoing, nothing in this First Amendment shall indicate that the Sheriff will ensure that a deputy will always be present within the Norwood town boundaries while on duty.
5. The Sheriff agrees that maintaining traffic safety in the Town is an important function of Sheriff's Deputies, especially during times when commuter traffic and school children are walking or driving in the Town. The Sheriff will stress that traffic warnings are an effective method of controlling driving behavior except when repeated, reckless, or intoxicated violations occur.
6. Pay for and provide a heated and enclosed kennel to be located at the Norwood Fire Cache or Norwood Search and Rescue locker located within the San Miguel County District 2 Road and Bridge Shop grounds, 39595 Highway 145, Norwood, Colorado 81423.
7. Pay for and provide adequate food and water for Impounded Dog.
8. Dog impounded when NCEO is on duty: A deputy shall contact the Norwood Code Enforcement Officer (NCEO) to arrange for the exchange of the dog within the Norwood Region or at the location of the kennel as soon as practicable.
9. Dog impounded when NCEO is not on duty: A deputy shall transport the animal to the kennel, provide the animal with its initial food and water, and notify the NCEO within thirty (30) minutes of the impound.

B. Responsibilities of the Town

1. All communication from the Town regarding Services will be directed through the Town Administrator or the Mayor to the Sheriff or Undersheriff of the Sheriff's Office. The Sheriff or a supervisor will respond as soon as possible to an inquiry made by the Town Administrator regarding an incident occurring in the Town, a request for special services, or a review of services.
2. The Town agrees that the Sheriff, at their discretion, will determine the priority of calls for service and which laws will be considered necessary to enforce to maintain the peace and tranquility in the Town.
3. **The cost to the Town for this service will be based on \$106,000 per year (\$8,833.00 per month or approximately \$290.41 per day).** The County shall be responsible for, and will not charge the Town for, additional fees related to dispatch, record management, evidence management, sex offender registration, emergency radios, vehicle and associated maintenance, yearly state-mandated

training schools and costs, supervision, field training, on-call time, overtime, vacation, sick leave, worker's injury, workers' compensation coverage and insurance, retirement benefits, necessary equipment, uniforms, liability insurance and/or body cameras and redaction.

4. The Town agrees to pay the County **\$26,500 per quarter**, to be paid within thirty (30) days of the end of the quarter. Payments shall be made to the County Finance Department, PO Box 486, 1120 Summit Street, Norwood, CO 81423.
5. The NCEO shall respond to deputies promptly when on duty to take custody and control of the Impounded Dog as soon as practicable.
6. The Town is responsible for all follow up care for the Impounded Dog to include, but not limited to:
 - i. additional feeding;
 - ii. locating an owner or owner designee to release the dog; and/or
 - iii. transporting the dog to the Telluride Animal Hospital, care of Dr. Steven Smolen, or Second Chance Humane Society in Ridgway, Colorado.
7. The Town shall ensure the kennel is clean and well maintained.

C. Party Acknowledgments

1. The parties recognize and agree that the demand for specific calls outside of the Town boundaries will require deputies' response that may result in reduced coverage within the Town. The parties specifically understand and agree that if an emergency in the area arises, the deputies may respond to wherever the emergency exists.
2. The parties understand and agree that the deputies will at all times remain San Miguel County Sheriff's Deputies under the direction control and supervision of the Sheriff's Office and shall not be subject to direction or supervision by any member of the staff or administration of the Town. The Town shall have no responsibility or right of supervision over any Deputy who may be patrolling within the Town boundaries.
3. The parties further agree that the Deputies serving the Town will maintain an office at the San Miguel Sheriff's Office Annex in Norwood, and will keep on file all reports and processes, in electronic format in a records management system, generated inside the Town. Upon written request of the Town Administrator, the Sheriff will within ten days provide information on all written tickets, warnings summons, case reports, and arrests, to include the name of Deputies involved as allowed by law through the current record request process. Notwithstanding and in addition to the above, the Sheriff shall, without the need for a written request from the Town, provide the Town with a monthly written report of all calls for service located within the Town.
4. If any duties within the contract are not performed, the Town Administrator, with town board approval, will provide written notice to the Sheriff as to nonperformance of duties in which the sheriff has thirty (30) days to respond. If the Town deems the Sheriff's response to be unacceptable, the Town may then provide a written ninety (90) day notice of termination of the contract.

5. This First Amendment, and payments and other monetary obligations of the Town hereunder, shall not be construed as creating a multiple-fiscal year debt or other financial obligation of the Town within the meaning of Section 20(4)(b) of Article X of the Constitution of Colorado. If renewed by agreement of the parties for a period in excess of one fiscal year, this First Amendment shall not obligate the Town, directly or indirectly, to make any payments or meet any other monetary obligations required herein, beyond such payments or obligations as are appropriated for any fiscal year in which this First Amendment is in effect. In the event the Town fails to budget and appropriate, on or before December 31st of each year, funds sufficient to pay all monetary obligations due for the ensuing year, this First Amendment shall terminate effective December 31st of the year in which the Town did budget and appropriate sufficient funds to meet its obligation hereunder.

6. The County and the Sheriff hereby acknowledge, understand, and agree that this First Amendment shall not be construed such that the County or the Sheriff is an “assigning jurisdiction” and/or whereby the Town would be a “requesting jurisdiction”, and/or that the duties imposed upon and accepted by the County and the Sheriff hereunder are “temporary duties” all according to C.R.S. § 29-5-108, and in that connection, the County and the Sheriff hereby acknowledge, understand and agree that to the extent permitted by federal and state law, the County and/or the Sheriff shall be liable for the acts or omissions of its respective officers, employees, and other personnel, as well as any liability that accrues under the provisions of article 10 of title 24, on account of the negligent or otherwise tortious act of the County, Sheriff or deputy sheriff while performing the duties under this First Amended. Nothing herein shall be deemed a waiver of any provision of the Colorado Governmental Immunity Act (C.R.S. § 24-10-101 et seq.) or any other law applicable law, including without limitation any notice requirements, defenses, immunities, and limitations of liability that the Parties and their respective officers and employees may have under such law(s).

D. Term. The Term of this First Amendment shall commence **January 1, 2025**, and expire on **December 31, 2025**, or until otherwise terminated. This First Amendment will automatically renew for successive one (1) year terms commencing on January 1, of each successive year of this First Amendment unless modified by mutual agreement. Should this First Amendment automatically renew as set forth herein, the cost to the Town for these services shall be increased by eight percent (8%) from the previous year and shall be paid according to the provisions of section B. 3. & 4. above.

E. Termination. This First Amendment may be terminated by either party after Notice is provided ninety (90) days prior to the effective termination date and is subject to any funds being owed to the County or refunded to the Town.

F. Notice Notice under this First Amendment shall be given in writing and shall be deemed received if given by: (a) confirmed electronic transmission (as defined below) when transmitted, if transmitted on a business day and during the normal business hours of the recipient, and otherwise on the next business day following transmission; (b) certified mail, return receipt requested, postage prepaid, three (3) business days after being deposited in the United States mail; or (c) overnight carrier service or personal delivery when received. Notice shall be given to the parties at the following addresses:

TOWN OF NORWOOD
Mayor
PO Box 528
1670 Naturita St

SAN MIGUEL COUNTY SHERIFF
Sheriff
684 CR 63L
Telluride, CO 81435

Norwood, CO 81423
meehan@norwoodtown.com

sheriff@sanmiguelsheriff.org

With a copy to: San Miguel County Attorney's Office
P.O. Box 1170
333 West Colorado Avenue
Telluride, CO 81435
attorney@sanmiguelcountyco.gov

“Electronic Transmission” means any form of communication not directly involving the physical transmission of paper that creates a record that may be retained, retrieved, and reviewed by a recipient thereof, and that may be directly reproduced in paper form by such a recipient through an automated process, but specifically excluding facsimile transmissions and texts. The parties agree that: (a) any notice or communication transmitted by electronic transmission shall be treated in all manner and respects as an original written document; (b) any such notice or communication shall be considered to have the same binding and legal effect as an original document, and; (c) at the request of either party, any such notice or communication shall be re-delivered or re-executed, as appropriate, by the party in its original form.

G. Miscellaneous

1. **Assignability.** Neither Party shall assign its rights or delegate its obligations under this First Amendment without the other Party’s prior written consent.
2. **Severability.** Should a court of competent jurisdiction determine that any provision or term of this First Amendment be legally void or otherwise legally unenforceable, such provision or term shall be deemed severable from the remainder of this First Amendment, which shall remain in full force and effect.
3. **Officials Not to Benefit.** No elected or employed member of the County or the Town shall be paid or receive, directly or indirectly, any share or part of this First Amendment or any benefit that may arise therefrom.
4. **Conflict of Interest.** No party shall knowingly perform any act that would conflict in any manner with the performance of services under this First Amendment. Each party certifies that it is not engaged in any current project or business transaction, directly or indirectly, and that it does not have any interest, direct or indirect, with any person or business that might result in a conflict of interest in the performance of services.
5. **Records Retention.** The Parties shall, to the extent required by law, maintain all records, including working papers, notes, and financial records, and make them available for inspection and audit which may be required for any purpose authorized by law.
6. **Entire Agreement.** This First Amendment, together with any attached exhibits, represents the complete, integrated, and merged understanding of the parties with regard to the subject matter of this agreement, and any prior or contemporaneous provision, term, condition, promise, representation, or understanding, shall be of no legal force or effect unless embodied herein in writing, or in a written amendment to this First Amendment mutually agreed to and executed by the parties. A party’s waiver of a specific right set forth herein shall not be deemed to be a waiver by that party of any other of its rights contained in this First Amendment. In the event of a conflict between an exhibit to this First Amendment, if any, and the body of this agreement, the Agreement will govern the resolution of the conflict.

7. Execution by Counterparts; Electronic Signatures. This First Amendment may be executed in two or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. The parties approve the use of electronic signatures for execution of this Agreement. All use of electronic signatures shall be governed by the Uniform Electronic Transactions Act, C.R.S. §24-71.3-101 et seq.

[signatures on next page]

IN WITNESS WHEREOF the respective parties have hereunto set their signatures on this 19th day of February, 2025.

ATTEST:

**TOWN OF NORWOOD
STATE OF COLORADO**

Sara Owens
_____, Town Clerk

BY: Candy Meehan
Candy A. Meehan, Mayor

ATTEST:

**COUNTY OF SAN MIGUEL
STATE OF COLORADO**

Carmen Warfield, Deputy Clerk to the Board

BY: Anne Brown
Anne Brown, Chair
Board of County Commissioners

**SHERIFF SAN MIGUEL COUNTY
STATE OF COLORADO**

William S. Masters, Sheriff

Approved as to form:

Maura Fahey
Maura Fahey, San Miguel County Attorney

XIII. License Fees and Charges

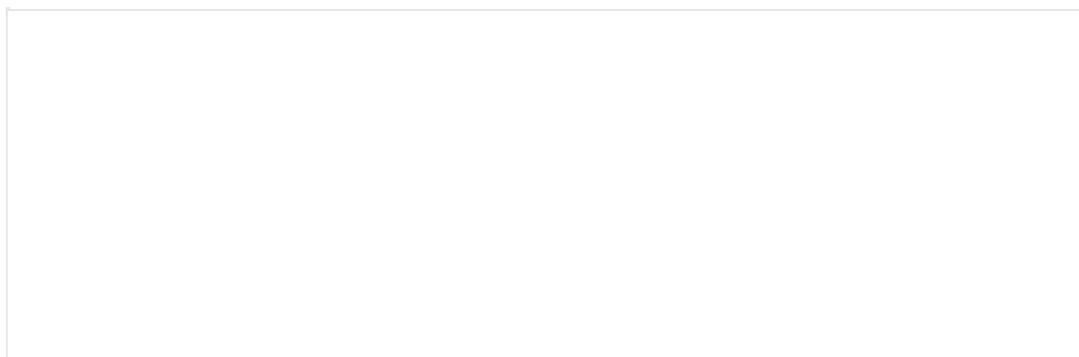
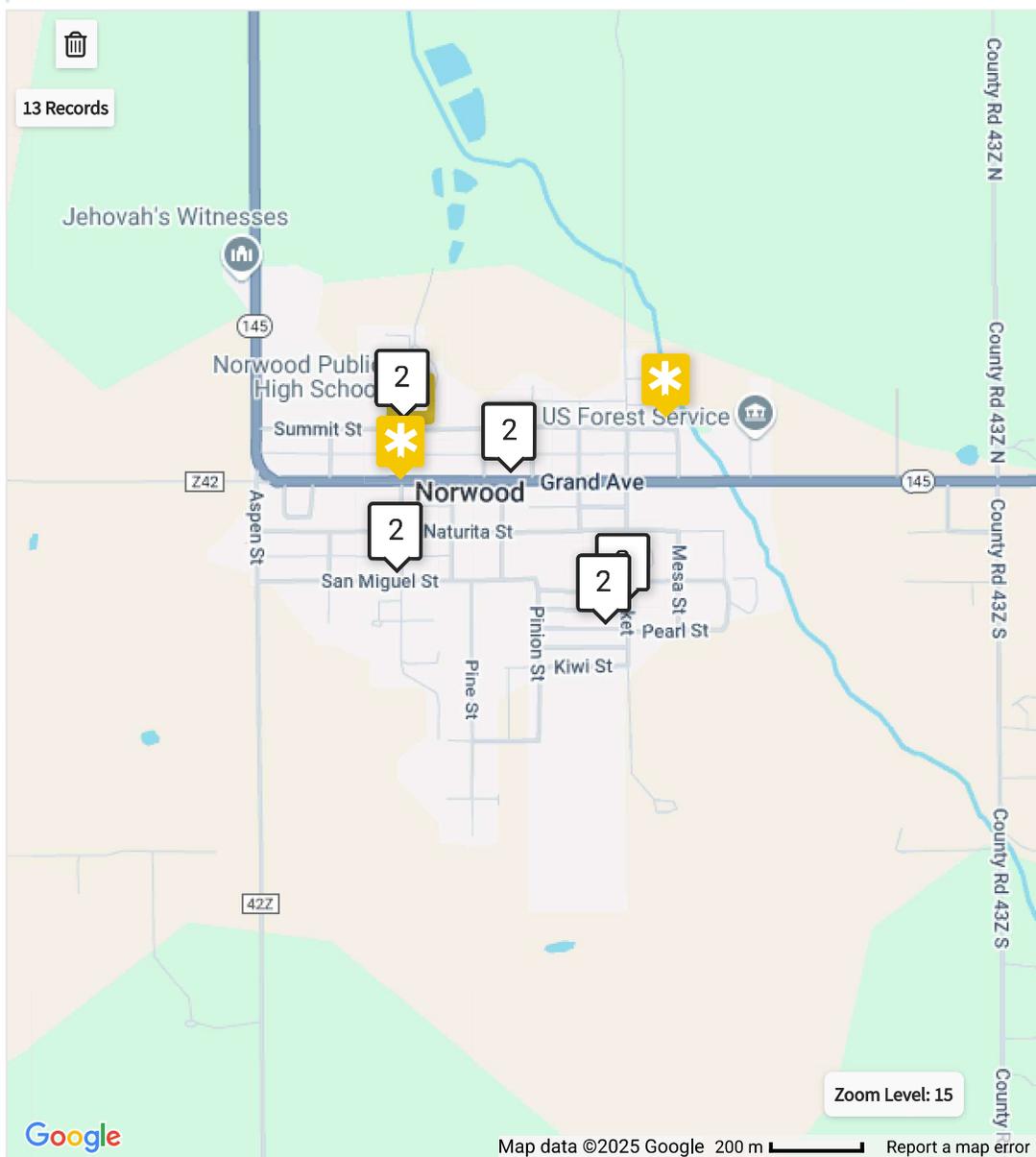
Applicants for marijuana establishment licenses or existing licensees shall pay the following fees. The fees apply to each type of license issued. A business with multiple license types (retail store, medical store, cultivation, manufacturing) in the Town must pay separate fees for each type of license and each location. The appropriate fees must be paid in conjunction with any application or request before the Town will process or act upon forms submitted. Except as indicated, all fees are non-refundable in the entirety. No fees previously paid by a licensee in connection with a license shall be refunded if the license is subsequently suspended or revoked.

Application & License Fees	
New License for Retail Store	\$2,500 (non-refundable except that 50% may be refunded to eligible applications not selected in a lottery)
New License for Medical Store	\$2,500 (non-refundable except that 50% may be refunded to eligible applications not selected in a lottery)
New License for Manufacturing Facility	\$2,500 (non-refundable except that 50% may be refunded to eligible applications not selected in a lottery)
New License for Testing Facility	\$2,500 (non-refundable)
Annual Operating Fee: For each type of license held. Collected after approval of license.	Reimburse Municipality for cost incurred (Attorney Fees, staff time at \$30 per hour).
Annual renewal of existing marijuana establishment license: For each type of license held.	\$1,500 (non-refundable)
Sales Tax License	\$50 (renewed annually)
Excise tax License	\$50 (renewed annually)

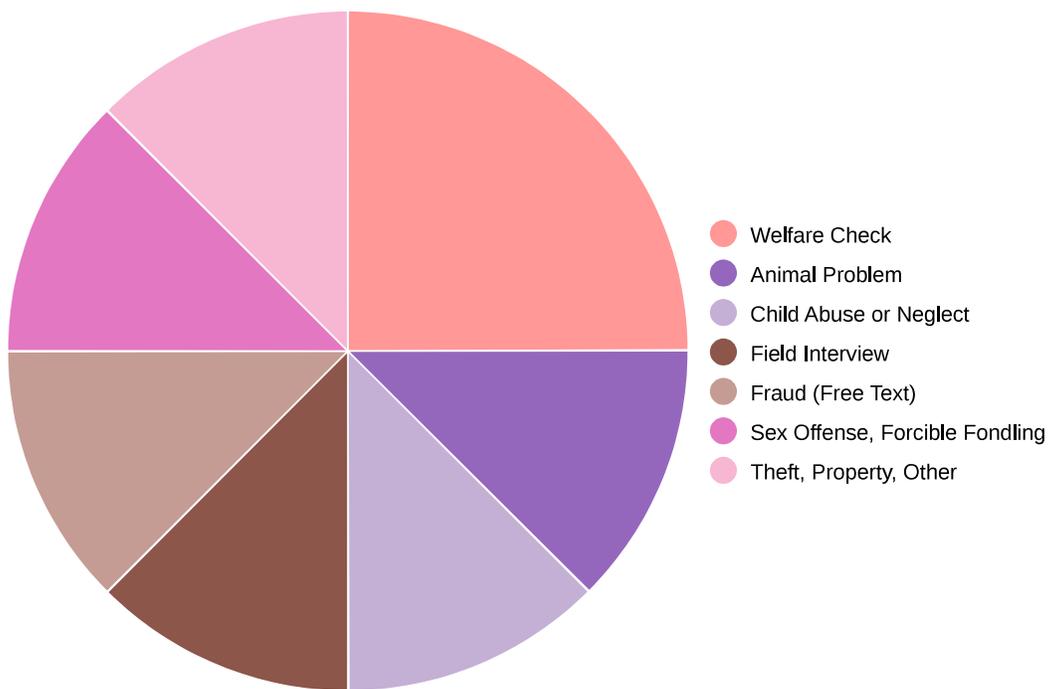
XIV. Persons prohibited as licensees and business managers

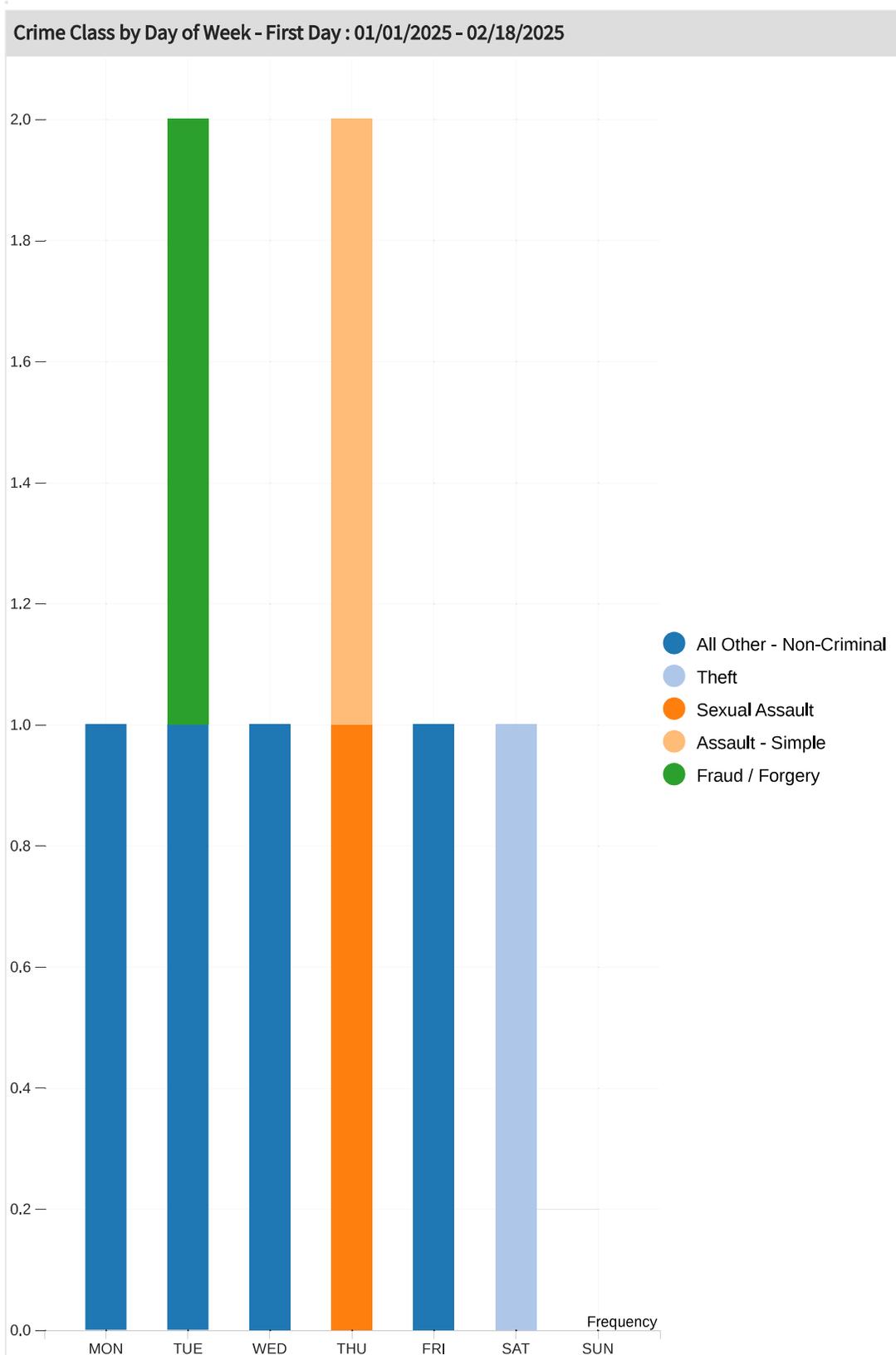
The criteria for determination of those persons who are not eligible to receive a marijuana establishment license or to act as a business manager of such an establishment shall be as provided in this Code and in Section 12-43.4-306, C.R.S.

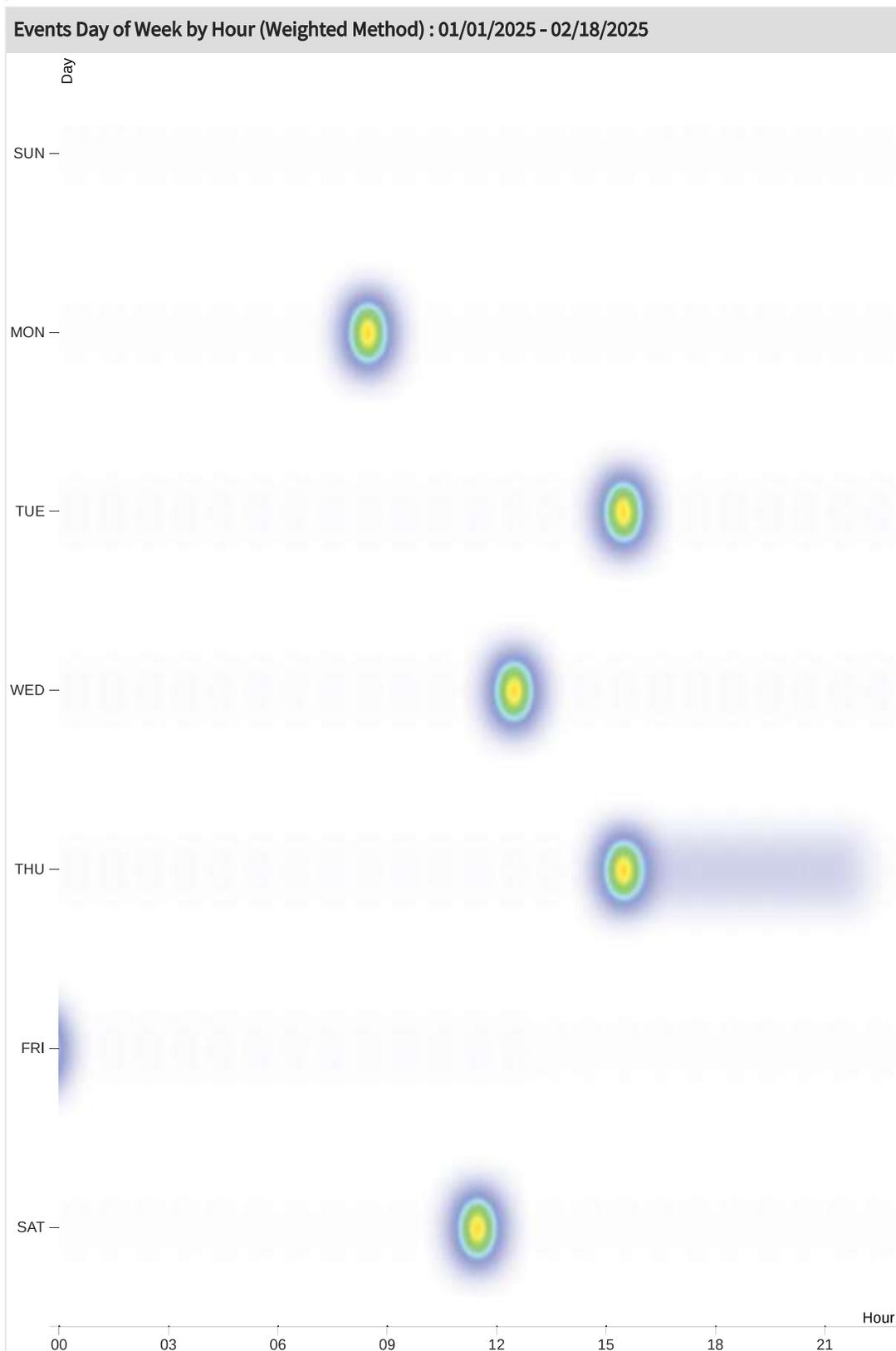
1. No license approval provided by this Code shall be issued to or held by:
 - a. Any person whose criminal history indicates the person is not of good moral character;

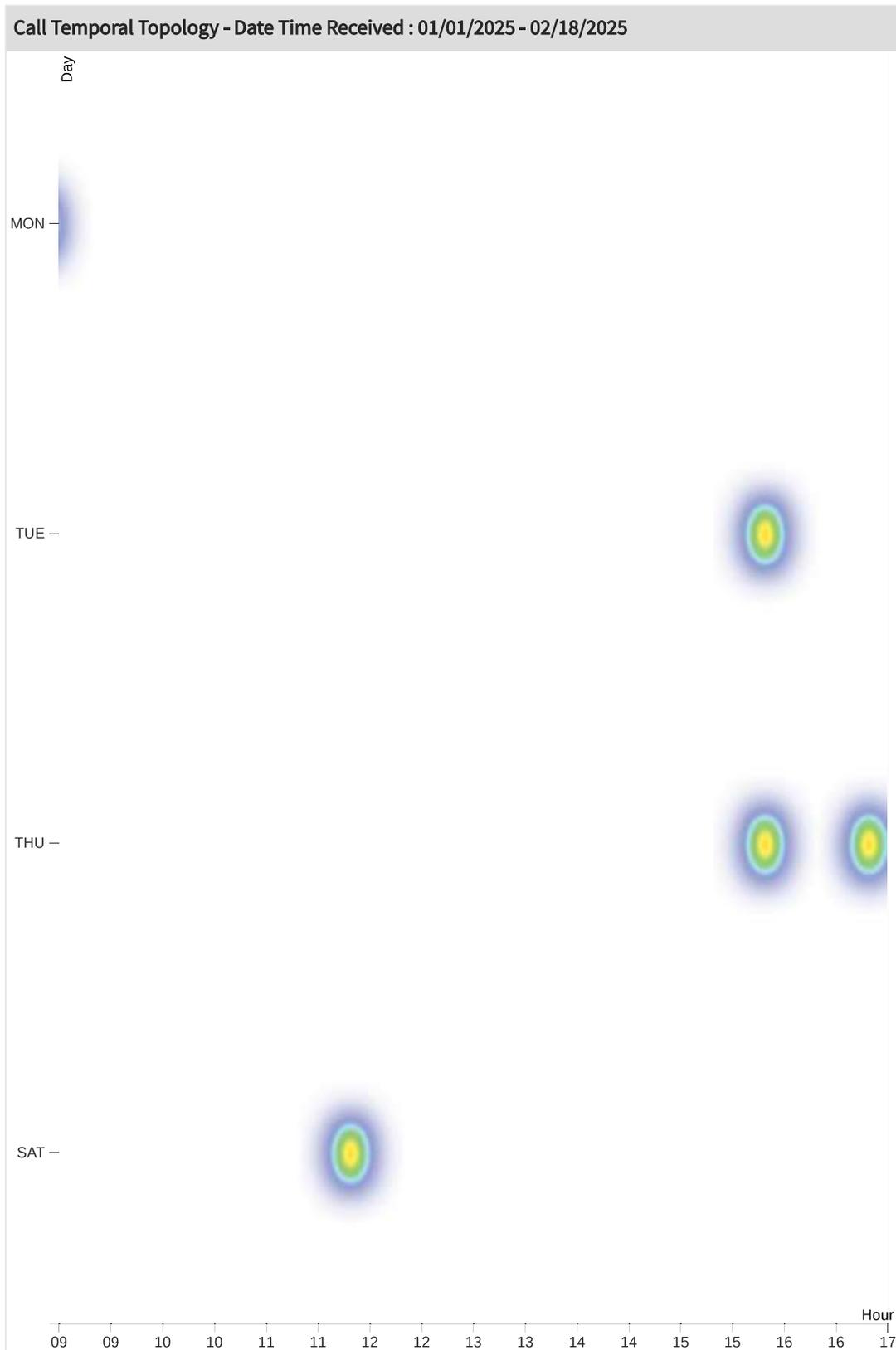


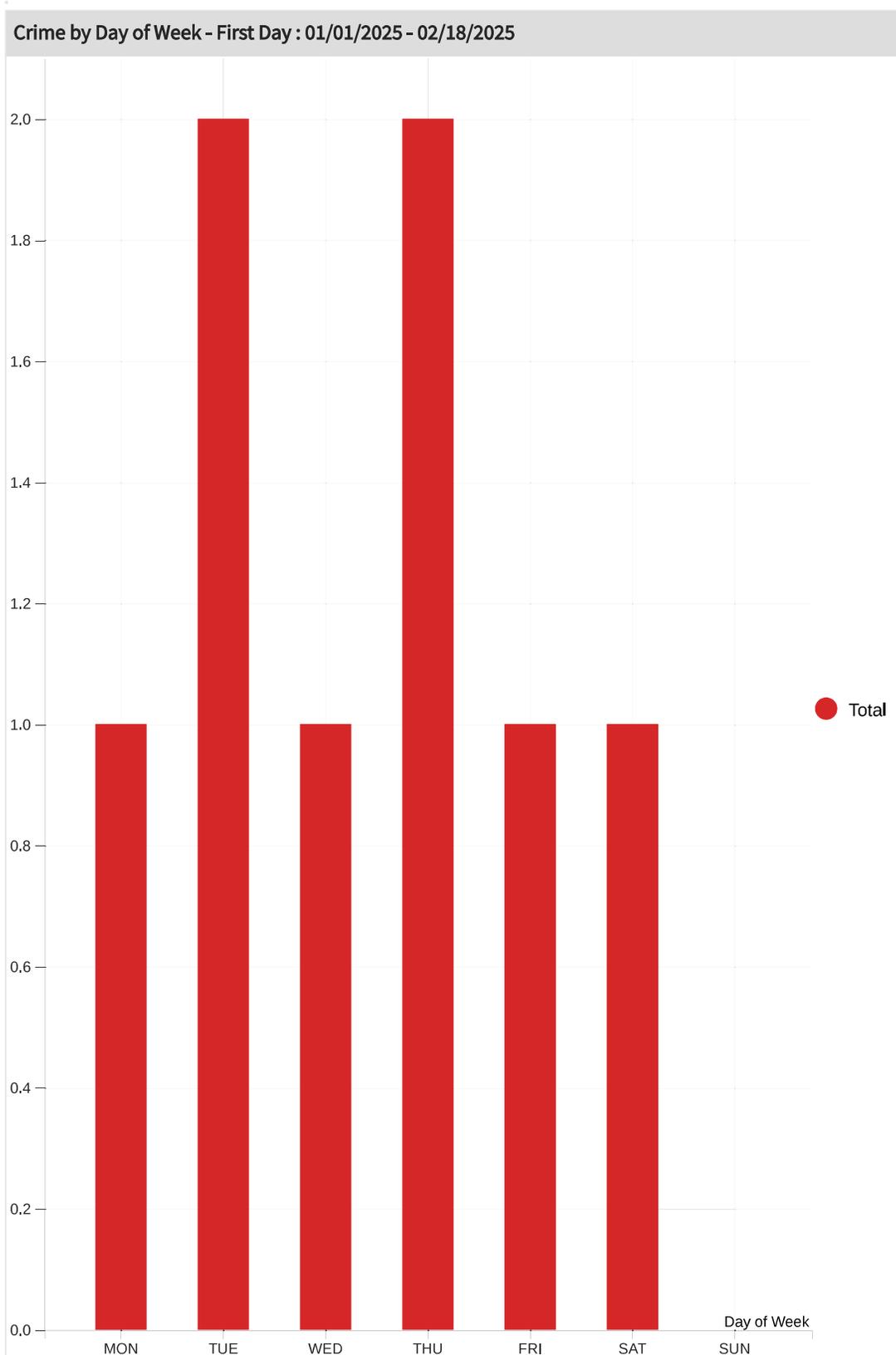
Events - Crime Type : 01/01/2025 - 02/18/2025

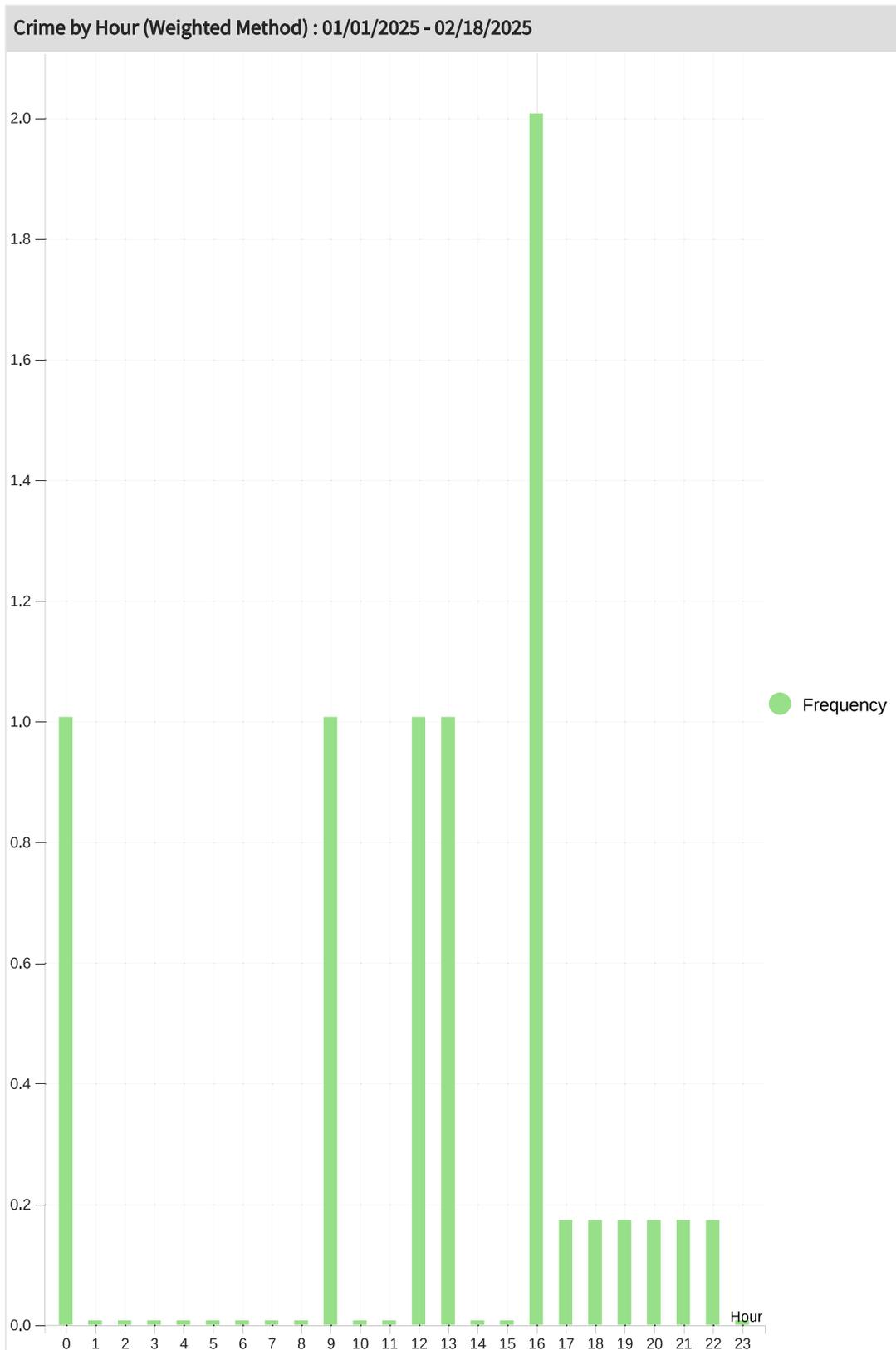


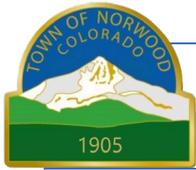












ADMINISTRATIVE DIRECTOR REPORT – MARCH 2025

STAFF

- Weekly staff meetings
- Shawny's Resignation
- Monthly board meetings
- Personnel Policy clean version
- Reviewing contracts and agreements (housekeeping)
- Reviewing job descriptions (in process)

OPERATIONS

- New automatic postage meter and folder/stuffer machines
- Processed first payroll with Dominion
- Timekeeping training with all staff
- Pinnacol audit review
- WEEDC Leadership Vision Meeting
- Cancelled whitetop spraying with SMC
- Grant funding meeting with Urban Rural Shay Colburn and Patty Gabriel
- Signed Community Garden Lease
- SMC Peacekeeping IGA
- MAC/LEPC meeting (Gravel pit reopening in the Basin/Disappointment Valley)
- Research on Community Garden property
- Reviewed unclaimed property education packet
- Intro call with Patrick from DOLA
- Met with EcoAction Partners Sioban and Kendra
- Met with SMPA Paul

TRAINING

- Awarded CCCMA Conference Scholarship
- Public Works crew CPR/First Aid Training
- Federal Funding Freeze Overview DOLA
- Enhancing Community Impact Webinar ICMA

PUBLIC OUTREACH

- WEEDC Community Vision meeting

March 2025 – Mayor’s Report

Correspondence:

1. Federal Funding Freeze
 1. CDS Meeting
 2. Federal Update Meeting
 3. CML – How we are being represented in this situation
 4. Sharing all information and updates with staff and charis
2. Email regarding CDS status.
 1. Working with John Whitney and Lisa Poole to submit FY2026 CDS application
 2. Working with Amanda and Sara to get all necessary information for the submission

Meetings:

1. CML Board Training - Kevin Bommer
2. Joint meeting with TON BOT and NPS Board
 1. Letter of Intent confirmed with letters of support from NFPS, Dark Sky, Telluride Foundation and WEEDC
 2. Funding presentation being worked on and nearing execution
3. WES / BRECC – no updates
4. CML Executive Board Meeting
5. WMWC – Meeting; scheduling with BHI in progress
6. SMWCD – Preparing for board seat application process
7. Club 20 – Attended Winter Policy Meeting
8. CRC – No updates
9. SWBRT – No updates to report.
10. SMBOCC – Regular meetings.

Education:

1. Continuing 2025 CML training
2. Attended the 2025 CML Legislative Workshop
3. SME Conference
4. Harvard Leadership – Accepted into 3rd certification

Administrative Requests:

1. 2025 RFP for Planner – Presentation of candidates
2. 2025 Planning Commission Candidates – Prep for review and revision of LUC to complement our work currently going on and to fortify out Master Plan
3. Progress update on the 2025 Parks Planning Conceptual Design Project
4. Update BRECC (Master Planning, Capital Improvement, and Strategic Planning) in 2025 – AP Provided
5. Home Rule Consideration, Opportunities and Obstacles / Planning for 2025 – Preparing for community engagement – On Hold
6. 2025 Property annexations – On hold
7. 2025 Building Department development– Looking into briefcase options to present to the TON
8. 2025 Plan for quarterly community meetings with stakeholders.
9. Schedule recurring work sessions for the first Tuesday of each month- On Hold.