Response to Request for Qualifications for

DAGGGETT AND UINTAH COUNTIES TRAILS MASTER PLAN

January 4th, 2018
Submitted by:

DHM DESIGN
LANDSCAPE ARCHITECTURE
URBAN DESIGN + LAND PLANNING
ECOLOGICAL PLANNING
January 4, 2018

Mike McKee  
Coalition Executive Director  
5995 South Redwood Road  
Salt Lake City, UT 84123

Dear Mr. McKee and Members of the Selection Committee:

From its early days as summer hunting grounds for the Native Americans of Wyoming and Utah to its present day potential as a recreation destination, northeast Utah’s story is one that celebrates the land and its natural resources. This project envisions a new legacy for the counties - one of collaborative goal setting and cooperation in the development and marketing of outdoor recreation assets to the benefit of all of the local communities in the region.

We recognize the lengths of the professional endeavors, funding tasks and critical thought it has taken to get to this point. Most importantly, we applaud the true leadership of the Seven County Infrastructure Coalition (Coalition), and the community - citizens, staff, and elected officials – to launch this initiative. We, as a team of ecologists, landscape architects, planners, engineers, and communication specialists, believe that our skills and creativity can uniquely contribute to this collaboration and are thrilled to propose our approach to design a community supported master plan.

Our team includes DHM Design, SGM, RPI and PR Studio. We will introduce our firms and individual key team members later in this package; as a team we are not only technically suited to provide key services in an efficient manner that will meet community expectations, but we are also vested in the outcome and very excited about the prospect of being part of this amazing collaboration. Our portfolio of experience is relevant, our skillset is deep and our passion for this project is sincere: this is the most important kind of project we pursue.

The strength of our team hinges on three key elements that combine to give assurance that we understand your goals and how to meet them:

1) **We listen.** Our job is to take the information from the community and client, and then work with the entire team of consultants to create realistic and responsive products that inspire trust in the process and in the solutions. Community-driven projects succeed and our tried and true approach generates excitement, understanding and support.

2) **We understand mountain communities.** Our history, mountain and desert office locations, and genuine appreciation for these types of counties help us understand the values, perspectives and level of community involvement needed for successful outcomes in these communities. DHM Design has a long history working in Utah and the Western Slope of Colorado, including the reconstruction of Dinosaur National Park’s visitor center and comfort station. We can develop an implementable plan that is unique to these two counties and is connected to the natural environment that makes living and visiting here so desirable.
3) **Trails are our specialty.** Designing multimodal transportation and recreation solutions around the country has become a hallmark of our portfolio. Through this experience we can anticipate solutions and collaborate with our team in a proactive and positive manner. We want the outcome to be as successful as possible and will provide the attention to detail and scope necessary to get you there. Our team has worked together on numerous projects and our proven track record of success will bring a high caliber of experience to this project.

As consumers and designers of experience, the artful science behind trails planning is something we’ve worked our whole careers to hone. Our process is grounded in the individual places that we work and is based on the character of the community we serve. We have focused our attention in this proposal on looking forward and thinking about the opportunities and process for the Daggett and Uintah Counties Trails Master Plan. We are excited for the opportunity to talk to you more about our ideas for your community, and would be honored to work with you to realize this vision.

Sincerely,

DHM Design Corporation

Jason Jaynes, Principal
jjaynes@dhmdesign.com
Letter of Interest

Table of Contents

1  Project Understanding and Approach
5  Project Team / Qualifications
8  Project Experience
Our Team
We have assembled a team of experts with deep experience in planning research and policy development, public process facilitation, trail engineering and cost estimation, trail design, public agency coordination, community outreach, and marketing. Our team members have worked together on similar projects and have a record of success in achieving our clients’ goals on time and in budget. Our firms are located in various small towns and regional centers in western Colorado and enjoy similar physical geography and climate to the project area; we also understand the culture and community character common in rural, agricultural areas and have witnessed firsthand the evolution of many of our communities from volatile energy extraction economies to more diversified bases. Our team includes: DHM Design, as project lead. DHM, composed of landscape architects, site planners, and ecological planners, has a long history of trail and public facility planning and design in some of the most sensitive and special places in the west. DHM will organize the project team and schedule, lead the public process, provide trail planning, and serve as the primary point of contact. RPI Consulting, land use planning experts, will lead the economic impact study and will support the public process, outreach and marketing efforts. PR Studio will be our lead on the strategic marketing effort and will support the public outreach process. SGM Inc, a full-service engineering firm, will participate in the public outreach process, evaluate existing and proposed trail alignments, and provide ROM cost information. Sven Edstrom of TrailTectonics, a trail advocacy, design and construction firm, will consult on trail alignments and support public agency and stakeholder outreach. More information about our team members and expertise is included later in this RFQ response.

Project Approach and Understanding
We believe small communities should have large visions; we also understand the level of capacity building required to achieve them. With finite resources, smaller staffs, and stretched budgets, it becomes critical for the master plan to build in mechanisms for achievement through mobilization of community groups, volunteers and partnerships. Building on positive relationships with partners identified during the process will leverage support, energy and possible funding sources. We will work to identify expectations and understand future use pressures and public priorities for other improvements.

We build on strengths. These counties have many. The proximity to the Flaming Gorge Recreational Area, Ashley National Forest, Dinosaur National Monument, Utah Field House of Natural History in Vernal, Steinaker Reservoir, Ouray National Wildlife Refuge, Stewart Lake Waterfowl Management Area, Red Fleet Reservoir and other recreational destinations are but a slice of the many opportunities for trail users. We are excited to work with you to enhance areas where these trails already exist, identify new areas for trail development, make point-to-point backcountry links and create a true network out of discrete parts. It will also be our goal to connect to larger trails and generally improve the regional trail experience from a local perspective. A comprehensive trails plan will benefit the county on numerous levels to provide connectivity, access, safety, prioritization of improvements, and – most important of all – the steps to implement your vision of economic benefit and diversification.

We understand that your goal is to find a team that can work with the public, key stakeholders, and agency contacts to create a plan that evaluates the current system and makes recommendations to guide future allocation of resources. Our goal is to bring that vision to life. The team will work with the Seven County Infrastructure Coalition (Coalition) to prepare a Trails Master Plan with existing trails, conditions and uses, history, maintenance recommendations, existing ROW and environmental data. Once collected, DHM will use the data to identify recreation routes and opportunities for connection and improvements to existing infrastructure. We will suggest priority projects and tie them to economic benefits with an underlying strategic marketing plan. The team is experienced in partner development and public involvement in this kind of rural environment and is able to engage key stakeholders and citizens in productive dialog to create a supported plan.

The community itself will be fundamental in the creation of the plan. Our ability to facilitate public outreach, especially in mountain and rural communities, will bring a high level of constructive engagement to this project. Success hinges on communication, inclusion, and responsiveness. We will utilize a variety of tools and techniques to provide a broad base of formats for outreach, input and feedback to capture opinions from those who are able to attend in person as well as those who are not. With numerous user groups and a large geographic area, it will be important to craft an inclusive outreach plan that invites participation from this wide range of citizens.

Our project approach is organized to respond directly to the scope of work identified in the Request for Qualifications. We welcome the opportunity to organize the specific work tasks, milestones, and schedule with you upon selection. We recognize that the knowledge of the needs and desires of the community, project goals, political climate, and culture of the communities in Daggett and Uintah counties is critical in crafting a work plan and schedule that is efficient, effective, and results in a community-supported plan that will be used to guide implementation of future projects. We also understand that we will need to leverage our experience and expertise in crafting and executing...
work plans for projects like this; we thrive on collaboration with our clients and are excited to work with you to create a plan that meets the specific needs and goals of this Master Plan. Based on the scope of work outlined in the RFQ, we have proposed tasks and durations associated with each task in a draft project schedule. We have proposed a full suite of services designed to achieve the project goals and stated scope of work; we recognize that the final package of tasks and services will need to be refined and adjusted based on coordination with the Coalition and prioritized by the total project budget available. The tasks will overlap and the process is often fluid; we have the ability to respond to adjustments to the workflow and adjust to meet the twelve-month maximum duration to completion of the project.

Task A: Scope/fee and Contract finalization:
Ahead of the individual tasks identified in the scope of work we will work with you to refine the project schedule, work plan, and associated fee for each task item. Immediately upon selection we will develop a detailed scope of work, schedule, and fee to review with you. If acceptable to the Coalition we will also begin Task 1 immediately to jump-start the data collection phase of the work. This could be accomplished with an initial contract that will then be superseded by the full project agreement. Under that agreement we would also be able to schedule a project kick-off meeting, with key team members meeting in-person to finalize the scope of work and schedule, and to begin meeting with key contacts for data gathering. Alternately, we could finalize the scope, fee, and schedule via web meetings and formally begin our work once we have an agreement in place. Our proposed project schedule assumes the former; a twelve-month project duration can pass by quickly and we see the value in beginning work quickly.

Task 1: Trails Database (GIS Format)
Our team currently has direct experience (for example, our Delta County, Colorado Trails Master Plan project) in collecting, organizing, and evaluating county-wide GIS data. Our approach is to work with county staff and to leverage our own contacts to create a comprehensive list of agencies and organizations who may be able to contribute current GIS data sets. These groups run the gamut from county GIS departments to federal agencies. This information will include trails, roads, environmental data, land ownership, and existing management areas for state and federal lands. Additionally, identifying and contacting key stakeholders (such as IMBA and local OHV advocates) who may have information on existing trails and ideas for future development is critical to create a comprehensive database. Our team has the ability to receive data in a variety of formats, and to input trail information that may not be available in any existing database. The bulk of data collection that can be completed remotely (via email and telephone) will be completed in the first month of active work on the project, with additional data added during individual stakeholder meetings and coordination. The goal is to have initial existing conditions maps created within the first six weeks of the project, with refinements and additions to the maps ongoing throughout the initial public/stakeholder engagement phase. Such refinements and additions will include information regarding the condition of individual trails/facilities and information available only through specific stakeholders. Existing conditions mapping will be tested for accuracy during the initial public outreach process and by sharing the maps with key stakeholders and public agencies. During the public engagement process, we will develop new data sets associated with potential new trail and support facility projects and proposed resource management areas. The deliverable products associated with this task will include physical maps and a comprehensive digital database.

Task 2: Partner Development
At the outset of the project we will work with the Coalition to develop a comprehensive list of local, state, and federal agency contacts who will serve as the project point person for their respective organization. Additionally, we will create a list of stakeholder contacts who we will target for outreach coordination, data gathering, and dissemination of project information to their constituent group. These key stakeholders often include representatives from formally organized user groups; our goal with the development of the stakeholder contact list is to touch representative of as many of the impacted user groups as possible, including non-recreational users such as the Uintah Basin Cattleman’s Association and the area Chambers of Commerce. Broad and genuine interaction with the various user groups is key to developing a plan that is respectful of existing uses, responsive to concerns, and is ultimately supported by the broader community. There are often individual contacts that come from the development of the list – these individuals tend to be advocates who have a history of working to promote trail use, development, lands access, trail maintenance, and education in outdoor pursuits. Lastly, the ability to leverage other beneficial uses of trails – such as for outdoor education programming and safe routes of travel between public facilities – could position the Coalition to access grant funding beyond what is available to recreation-only projects. We will work with the Coalition early in the project to identify potential grant-funding partners that may ultimately inform the prioritization of new projects.
Task 3: Public involvement
Our team places a great deal of value on the public process; we thrive on community engagement. Bringing the public into the project early – and generating and maintaining excitement and genuine involvement – is critical in forming an understanding of the community’s needs, priorities, and perceived issues. We have the ability to leverage a variety of formats for public engagement and recommend an “all of the above” approach in communicating with the public. Our approach includes a series of public open houses, each hosted in at least one community in each county, to solicit public input on the existing trail infrastructure, condition of trails, known and potential areas of conflict, and proposed new projects. We advocate for hands-on interaction with stakeholders and the public, engaging with individuals to physically draw on maps, post written comments, and speak with team members directly. Following each event, we will synthesize the information gathered and provide reporting that is meaningful, understandable, and valuable in decision-making by compiling all comments and identifying trends. Additionally, we propose creating a project-specific web site that will include updates on the status of the project, allow for individual feedback through comments and surveys, and house draft documents and maps. Complementing the web site will be a social media presence – often using existing county and/or coalition accounts along with project-specific accounts – to distribute updates and announcements. For this project we are proposing a series of three open house events: the first at the close of the base mapping effort to ask the public to comment on the accuracy of the existing conditions maps; to articulate project goals and objectives; to build awareness around opportunities to participate in the process; and to begin to collect information about potential projects. The second series will be held midway through the development of the proposed maps to test proposed trail alignments and priorities. The third series will test the final draft proposed maps and priorities.

We are also proposing an interactive “field trip” through each county with key stakeholders identified in coordination with the Coalition to visit specific facilities and study areas. The intent is to highlight existing infrastructure improvements, understand challenges, and document opportunities. Complementing the public process is ongoing coordination and updates to the Coalition and county boards. We are recommending that these meetings be held approximately three weeks ahead of the public open house events to allow our team to update the boards with our progress, test our draft products, and achieve alignment on the status of the project prior to meeting with the public-at-large. We will also meet with staff regularly to provide updates on project progress; these meetings will be facilitated by our team and held via web conference, with key meetings in person, as-needed.

Task 4: Trails Master Planning

Research
An important first step for our work in developing the proposed trails maps is to research and analyze the existing planning and land management documentation. During our initial coordination with the Coalition and our outreach to public agencies and stakeholders we will compile the overlying planning documents and study the recommendations and guiding principles that are in place. This is foundational to our ability to work intelligently and efficiently with the various constituents and critical in our own understanding of the project area. We will conduct this research and summarize the pertinent guidance; this document will inform our work and will become a part of the final written Master Plan.

Route Identification and Mapping
Drawing on the information gathered through the public and stakeholder outreach process, our team will work to compile and analyze the potential new trail routes for the plan. Per the RFQ, these routes will include recreation, connectivity, and other travel routes as identified. Typically, much of this work is completed most efficiently by relying on the information gathered from the public and stakeholders, applying this information to the proposed maps, and then testing the proposals through the public process and stakeholder outreach. To ensure that the plan appropriately addresses project priorities and sets the stage for future implementation, our team then identifies priority areas that require site visit(s) to fully evaluate needs, opportunities,
constraints, and implications of proposed trail development for a particular trail or facility. Such areas are then broken out as individual "study areas" of the plan and receive specific text and mapping at an enlarged scale.

**Support Facilities and Use Demand**

Oftentimes, for both existing and proposed trail systems, the anticipated demand on facilities is not based on ground-tested user data but is founded on anecdotal information provided by users, advocates, and the public-at-large. We will provide recommendations for trail support facilities (trailheads, bathrooms, shade structures, parking lots) based on the information available and the extent of trail development proposed for a given study area. Additionally, the information gathered in the market and economic research will provide order-of-magnitude project user data that can be used to support overall demand projections.

**Project Prioritization**

Using the public process and stakeholder outreach to test the proposed trail improvements, we will develop a list of priority projects for the short, medium, and long-term. For a project area as large as Daggett and Uintah Counties, the priority list may first be broken down into priorities by study area, with a final, overarching priority list. The priorities are often balanced by evaluating the perceived overall benefit of a given project against the project goals, along with an understanding of the likelihood of the project being realized within the identified time frame – the "low hanging fruit." Our team has the expertise to evaluate proposed projects for regulatory requirements, and for order-of-magnitude cost to implement a given project; these components will directly affect the feasibility of a project and guide prioritization. For a Trails Master Plan to be successful over the long term, it must be valuable to the community in the short term and result in momentum towards achieving the overall goal of economic development and increased tourism. The priorities should also be weighed against the direct benefit to the local population, as the grassroots energy in development, maintenance, and marketing of the assets is critical to the success of the plan over time.

**Economic Benefits**

Our team will draw upon our deep project experience in creating market and economic impact studies to develop an economic benefit study for this Master Plan. We are proposing an initial market study to understand the reach, user base, and user type associated with the trail improvements. This study will not only inform the evaluation of the economic impact of the trail improvements, but will also lay the foundation for the marketing plan. Additionally, this effort will inform the overall stakeholder contact list. Our methods quantify user markets, project user days/visitation, and account for visitor spending patterns. Included in our research methodology is evaluation of the approach and success of analogous communities in their efforts to leverage recreation assets and improvements to bolster economic performance, stability, and diversity (e.g. Fruita, Colorado). The stated goal of this plan is to define trail improvements that will increase the visibility and visitation to the two counties. Our evaluation will draw upon local, regional and national data for destination recreation amenities in the development of the economic benefit analysis, and will draw on an understanding of regional population and proximities to population centers as well as destination visitors from beyond the typical drive-to-market. The economic impact model will show direct spending associated with trail-based visitation, jobs and wages generated, and total output accounting for regional multipliers; the model will specify impacts by sector (e.g. retail, restaurants, lodging, automotive services).

**Marketing Plan**

Our approach to the Marketing Plan breaks down into four basic components: (1) Define/understand the target markets; (2) develop messaging, tagline, logo (branding); (3) identify web and print materials strategy; (4) create the outreach strategy. The development of the marketing plan begins hand-in-hand with the initial market study, which will lay the ground work for defining target markets, developing a cohesive identity, and crafting overall external messaging and outreach strategy. During second half of the project, as the existing and proposed improvements/assets are becoming clear, we will craft the strategic marketing plan and recommendations for economic development including recreational tourism and destination specific strategies. Our team will identify best marketing practices for Utah and regional specific marketing initiatives. This marketing plan will reflect realistic and obtainable goals with a clear vision and brand for the trails project. We establish and meet with focus groups of partners/stakeholders specific to marketing initiatives and economic development to understand existing efforts and define cohesive strategies and messaging. We are also proposing a “Trails Marketing Summit” – a workshop on recreational marketing and branding opportunities with the goal of defining the best strategy for Daggett and Uintah counties. The ultimate goal of this marketing plan is to provide actionable leads and direction for execution of the plan, clear direction on targets for marketing and how to access those targets, and an understanding of what resources will be required to execute the plan.

**Final Deliverables**

At the close of the project our team will deliver to the Coalition a written Trails Master Plan with project priorities, an Executive Summary of the Master Plan, and a digital GIS database of the compiled mapping, including existing and proposed trails. This will be presented to the Coalition Board for formal adoption.
**PROJECT SCHEDULE**

<table>
<thead>
<tr>
<th>Task</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A.0 Scope/Seq, Contract Finalization</strong></td>
<td>Jan-18</td>
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<tr>
<td>1.1 Project Kick-off</td>
<td>Jan-18</td>
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<tr>
<td>1.2 Finalize Scope of Work, Project Schedule</td>
<td>Jan-18</td>
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<td>1.2 Contract Approval; Execute Contract*</td>
<td>Jan-18</td>
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<tr>
<td><strong>Task 1: Trails Database</strong></td>
<td>Mar-18</td>
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<tr>
<td>1.1: Initial Data Collection and Existing Conditions Mapping</td>
<td>Mar-18</td>
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<tr>
<td>1.2: Refined Existing Conditions Mapping (resulting from public/stakeholder process)</td>
<td>Mar-18</td>
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<td>1.3: Potential Future Trails Mapping - Drafts</td>
<td>Mar-18</td>
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<tr>
<td>1.4: Deliver Final GIS Database and Maps (with Master Plan document)</td>
<td>Mar-18</td>
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<tr>
<td><strong>Task 2: Partner Development</strong></td>
<td>Apr-18</td>
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<tr>
<td>2.1: Develop Comprehensive List of Agency, Public, Stakeholder Contacts</td>
<td>Apr-18</td>
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<tr>
<td><strong>Task 3: Public Involvement</strong></td>
<td>May-18</td>
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<tr>
<td>3.1: Launch Project Branding</td>
<td>May-18</td>
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<tr>
<td>3.2: Project Marketing and Media Plan</td>
<td>May-18</td>
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<td>3.3: Launch Project Web Site and Social Media Presence</td>
<td>May-18</td>
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<tr>
<td>3.4: Publicity and Earned Media re: Project Process and Public Engagement (project duration)</td>
<td>May-18</td>
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<tr>
<td>3.5: Presentations to Coalition / Meetings with County Commissions</td>
<td>May-18</td>
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<td>3.6: Public Open House Series 1</td>
<td>May-18</td>
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<td>3.7: Public Open House Series 2</td>
<td>May-18</td>
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<tr>
<td>3.8: Public Open House Series 3</td>
<td>May-18</td>
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<tr>
<td>3.9: Interactive Field Trip/Selected Site Visits</td>
<td>May-18</td>
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<tr>
<td><strong>Task 4: Trails Master Planning</strong></td>
<td>Jun-18</td>
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<tr>
<td>4.1: Research of Existing Management Plans</td>
<td>Jun-18</td>
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<tr>
<td>4.2: Route and Support Facilities Identification and Mapping (same as task 1.3)</td>
<td>Jun-18</td>
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<tr>
<td>4.3: Project Prioritization</td>
<td>Jun-18</td>
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<tr>
<td>4.4: Economic Benefit: Market Study</td>
<td>Jun-18</td>
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<tr>
<td>4.5: Economic Benefit: Research and Evaluation; Preliminary Findings</td>
<td>Jun-18</td>
</tr>
<tr>
<td>4.6: Marketing Plan: Focus Group Meetings - Marketing Initiatives</td>
<td>Jun-18</td>
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<tr>
<td>4.7: Marketing Plan - Trails Marketing Summit</td>
<td>Jun-18</td>
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<tr>
<td>4.8: Marketing Plan - Research and Marketing Analysis</td>
<td>Jun-18</td>
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<tr>
<td>4.9: Marketing Plan - Develop Strategic Marketing Plan</td>
<td>Jun-18</td>
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<tr>
<td>4.10: Marketing Plan - Branding</td>
<td>Jun-18</td>
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<tr>
<td><strong>Task 5: Final Deliverables</strong></td>
<td>Jul-18</td>
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<tr>
<td>5.1: Priority Projects, GIS Database, Master Plan Doc and Mapping, Exec Summary - Presented to Board</td>
<td>Jul-18</td>
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*Note: if full contract approval is required prior to work starting, tasks 1-5 will shift by approximately 1 month.*
KEY PERSONNEL

DHM DESIGN

JASON JAYNES
Principal | Studio Manager | Professional Landscape Architect (CO, WY, OR)

EDUCATION
B.S. in Landscape Architecture, Kansas State University, 2000

Jason has been involved in a broad range of projects, including hospital campus planning, community centers and parks, single family residential design, neighborhood master plans, and affordable housing projects. Jason has been directly involved in numerous LEED Certified and sustainably focused projects in the region. He believes that the components of environmental stewardship, functionality and human comfort are inextricable from the design process and the ultimate, lasting quality of a built project.

Aspen Valley Land Trust Trail Restoration, CO
Carbondale to Crested Butte; Pitkin County, CO
Delta County Trails Master Plan; Delta County, CO

JEREMY ALLINSON
Senior Associate | Natural Resource Coordinator

EDUCATION
B. of Science in Land Use - Environmental Resources, Metropolitan State University, Denver, 2009

As an environmental planner and natural resource coordinator, Jeremy has experience in fisheries and wildlife investigations; aquatic resource studies; riparian and aquatic habitat assessments; hydrologic assessments; impact assessments and stream restoration design and construction. He has experience working on large scale, multi-year NEPA development projects as well as small localized stream restoration projects. A native to Colorado, Jeremy gets his inspiration from being outdoors, hunting and fishing. Professionally, he believes in striking a balance between environmentally responsible development and protection of natural resources.

Delta County Trails Master Plan; Delta County, CO
Pitkin County Ecological Oncall; Pitkin County, CO
Basalt River Restoration; Basalt, CO

WALKER CHRISTENSEN
Principal | Professional Landscape Architect (CO)

EDUCATION
B.S. Landscape Architecture, Colorado State University, 1997

Walker Christensen is a Principal with DHM Design in Durango, Colorado. His valuable professional experience specializes in National and regional recreation destinations. Walker has worked on many projects throughout the West that involve community planning, detailed landscape architectural design, drainageway restoration, sports park, trail and wayfinding designs. He has a special affinity for projects in small towns and the positive impact they have on these rural communities.

Zion National Park Emerald Pools Trail; Zion National Park, UT
Animas River Trail; Durango, CO
Victor Parks and Trails Master Plan; Victor, CO

Cortez to Mancos Trails; La Plata County, CO
Grand Canyon Mather Point Trail Realignment; GRCA
Mancos to Mesa Verde Trail; La Plata County, CO
With 19 years of experience as a community planner and economic analyst, Gabe has achieved a balance between the information/technical elements of planning and the community outreach side of the job. As the lead consultant or team member on over twenty comprehensive/master plans, Gabe is an accomplished long-range planner with an inclusive facilitation style that encourages authentic public involvement and builds support for each plan. His ability to build community support is complemented by his technical knowledge. Gabe has been project lead for more than a two hundred technical planning projects including economic analyses, market studies, fiscal analyses/impact fees, economic development planning, infill planning, housing needs assessments, transportation/connectivity planning, and GIS mapping. Gabe’s educational background is in mathematics and philosophy (BA, St. John’s College, Santa Fe) and geography (MA, University of Colorado, Boulder).

**Trails 2000 Master Plan (2017)** – RPI Consulting completed a trails master plan for this successful non-profit organization that designs, constructs and maintains multi-use trails in the Durango area. Our forward-thinking plan outlined coordination efforts and priorities with land management agencies, local and regional governments, and the community at-large. This plan will also be utilized to determine the mix of trail use, promote sustainable trail maintenance and development practices, and envision full-connectivity for multi-modal transportation possibilities.

**Pitkin County Open Space, CO, 2014 – Trails Carrying Capacity Analysis, On-site Intercept Surveys**

**Summit County, CO, 2013 – Recreation Pathways Plan**

**Joshua Tree National Park, CA, 2013 – Market Study and Economic Impact Analysis of Proposed National Park Expansion**

Kathleen is founder and principal of PR STUDIO. She has worked in the field of public communications and engagement for fifteen years with an emphasis on community development projects, infrastructure, redevelopment and construction. Graduate of the Executive MBA program at the University of Denver, Kathleen brings a diverse background to a consulting team providing a depth of experience in building consensus for public programs and projects. She has a passion for aligning communities around a common vision. Kathleen and her team at PR STUDIO are experienced with issues that are unique to rural communities.

**Castle Creek Trail Public Process Consulting, Aspen, Colorado**

Project: Following citizen requests for safety improvements along the Castle Creek Road corridor, Pitkin County and the City of Aspen selected a consultant team lead by Loris and Associates to begin the engineering and public process for conceptual trail designs, and road corridor improvements. PR STUDIO is the lead on public process management, stakeholder engagement and all project communications.

**Town of Eagle, Eagle, Colorado**

Project: PR STUDIO has developed and executed a strategic communications plan for the Town of Eagle and Eagle Outside tourism communications. As the communications liaison for the town, PR STUDIO crafts messages, develops relationships with media outlets and creates strategies for public involvement and town communications.
Bill Taylor, PE, CMF, CSA
Professional Engineer | Association of State Floodplain Managers | American Society of Civil Engineers

EDUCATION
BS Civil Engineering, Colorado State University, 1992

Bill has a vast background in planning, design and construction of hydraulic and transportation projects. His experience includes design of trails, highways, bicycle and pedestrian facilities, as well as drainage and water resources infrastructure. Bill has over 27 years of experience ranging from residential and commercial site development and construction to highways, bridges, pipelines and stream restoration projects. Bill has been with SGM since 2015.

**Trails Design.** As a County Trails Engineer, Bill was involved with planning, design and construction for several sections of the Colorado Riverfront Trail. Mesa County developed over 15 miles of Colorado Riverfront Trail system between 2005 and 2015. In 2016, Mesa County was awarded GOCO’s Starburst Award for the Monument View Section of the Colorado Riverfront Trail System. Bill also is active in the Grand Valley helping to develop and maintain bicycle parks. In 2015 Bill assisted the Town of Palisade in developing the Town’s bike park which also earned a GOCO Starburst Award in 2016.

**Mesa County, Fruita, CO.** Bill is currently serving as the Project Manager, trail designer, and the environmental and agency permitting coordinator for this 2.4 miles of trail. SGM was awarded the Design Contract for the west phase in May, 2016. Final design was completed Dec 2017. Construction cost $2.8M. Construction funding secured as one of Governor Hickenlooper’s 16 Trails in 2016. Construction anticipated to begin in the fall 2017 and be completed May, 2018. Anticipated construction cost for 2.4 miles of trail $3.5 million.

Stephen Kirk
GIS Analyst | GIS Colorado

EDUCATION
BA Geography, GIS Emphasis, Fort Lewis College, 2001

Steve is a professional GIS Analyst with over 17 years of experience working primarily in the government and private sectors. Steve works closely with clients to identify, design, implement, and manage GIS based projects and applications. Steve has experience with project management, hardware/software management, database management, data acquisition, maintenance, and analysis, web map development, asset management using web applications, map production and presentation, and training using GPS and GIS. Steve regularly provides GIS consultation and support for mapping efforts for planning, development, and maintenance of recreation areas and trails. Before joining SGM, Steve spent seven years serving as the GIS Coordinator for Archuleta County, CO, where he was responsible for all county GIS efforts.

PROJECT EXPERIENCE

**Parachute and Battlement Mesa Recreation District,** Parachute and Battlement Mesa, CO. Provided GIS mapping and data gathering support for the Recreation District’s Master Trails Planning effort. Created the District’s GIS trails database.

**DeBeque and Palisade Recreation District,** DeBeque and Palisade, CO. Provided GIS mapping, data gathering, and online mapping applications. Developed and deployed an associated ArcGIS Online application that is to be used as an interactive web based information delivery tool.

**Delta County, CO.** Provided GIS mapping and data gathering support for DHM Design for the Delta County Recreation District’s Master Plans project. Managed a large regionwide GIS database comprised of data from many different federal, state, and local agencies.
Sven Edstrom, as a Western Colorado native, combines his formal background in Geology with his 15+ years of project management experience in custom home building and trail building certifications from the Outdoor Stewardship Institute and the International Mountain Bicycling Association (IMBA) to design site specific, user friendly recreational single track systems. As the owner and operator of Trail Tectonics, Mr. Edstrom has recently worked as a trail system designer and trail construction cost estimator for Delta County, the Delta County School District, The Nature Connection, and the North Fork Pool, Park and Recreation District. He is also a board member of the Colorado Plateau Mountain Bike Trails Association (COPMOBA) and serves as the Chairman of the Trails Committee for the Delta Area Mountain Bikers chapter. Sven has recently organized a new chapter in the North Fork Valley known as the North Fork Trail Advocacy Group (NFTAG) and is the main contact for the BLM, Colorado Parks and Wildlife and other local and governmental entities related to trail activities in Delta County. As a long time Delta County resident and life long recreational trail user, as well as a member and regular volunteer for COPMOBA and IMBA, Sven is connected to a regional support and resource network for sustainable trail development and maintenance.

**SIMILAR PROJECT EXPERIENCE WITH TRAILS MASTER PLANNING**

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**GIS / MAPPING**

SGM’s GIS/Mapping services and tools help you achieve improved efficiency by effectively planning and managing your infrastructure, operations and administrative functions, noticeably improving your overall financial, managerial and maintenance positions. For example, centralizing existing mapping and data along with utilizing GPS field collection of infrastructures provides a record location and description of assets that forms a valuable planning tool. Together, these tools allow you to locate assets in an emergency, under snow cover or for general maintenance. SGM tailors GIS/Mapping tools to match your specific needs, circumstances and budget, whether supplementing existing data or implementing a new system. SGM is recognized as a Silver Business Partner by Esri, the market leader in GIS for mapping and spatial analysis.
DELTA COUNTY MASTER PLAN
Delta County, Colorado

Delta County determined that a comprehensive Recreation Master Trails Plan was essential for developing clear goals and objectives that will act as a guiding document for the Board of County Commissioners. Knowing that additional land and funds may be needed for existing operations as well as future trails, recreation facilities and development of infrastructure, this plan will help prioritize these needs and guide future efforts. The team is working to inventory and evaluate the current trail systems and look for opportunities to create new connections. They will prioritize and establish a framework for improvements and links to existing trails, identify funding sources for phased implementation of new trail locations and existing trail maintenance. All of this will ultimately create a community-driven plan for success.

RANGELY TRAILS MASTER PLAN
Rangely, Colorado

DHM prepared a master plan of trail improvements for the Town of Rangely and worked extensively with the Town and the community to prepare guidelines and standards for trail development, phasing strategies and funding mechanisms for implementation. The plan becomes a working tool for the Town that can be used to secure grants, land acquisition and develop more detailed designs to begin construction of identified trail routes. Of utmost priority was to provide a safe route for pedestrians and bicyclists along Kennedy Drive and Elks Park that was separate from vehicles and ATV’s. The trail was planned and designed to be compatible with ATV recreational use, businesses, roads and the natural environment. Trail planning looked at connecting schools, parks, public buildings and BLM lands to the neighborhoods.

DINOSAUR NATIONAL MONUMENT
Vernal, Utah

The historic Quarry Visitor Center, built over and around one of the best collections of Jurassic dinosaur fossils in the world has been closed since July 2006 due to significant life, health, and safety issues. DHM Design was brought on board to lead the park staff through a series of design approaches for this most sensitive of sites, to conceive the necessary changes in program and function, and to assist in defining the character of the project as a whole. Some of the programmatic goals included establishing a more efficient staff operation and cohesive visitor experience. Throughout the design process DHM Design and the NPS collaborated to pursue the highest level of sustainable building practices on this project.
NAVAJO NATION INTEGRATED RESOURCE MANAGEMENT PLAN
Navajo Nation, USA

DHM is currently working with the Navajo Division of Natural Resources on an integrated resource management plan (IRMP) for the Nation’s forestlands. The purpose of the Navajo Forestlands IRMP is to increase interdisciplinary coordination for management issues important to the Dine’, increased administrative efficiency such as reduced duplication of effort and fewer contradictory directives to staff, greater governmental transparency to Tribal members and the general public, more consistent management of resources through funding and staff transitions, values-driven resource management based on public input, enhanced resource sustainability resulting from a vision-driven planning effort, enhanced third-party funding based on clear statements of Navajo Nation priorities, and improved communications with regional partners eager for clear statements of Tribal priorities.

CARBONDALE TO CRESTED BUTTE TRAIL
Carbondale to Crested Butte, Colorado

DHM is part of a larger team preparing final alignment of the trail that will provide clear alternates for alignments, and present products that illustrate the aesthetic character, cost, and regulatory impacts of alignment alternates. Significant steps have been taken to protect the habitat of a variety of plant and animal species in the Pitkin County stretch of the valley. Identifying key nodes of connection and understanding future potential for new connections to the trail will create a more cohesive network of public lands access for all users. Our trail alignment analysis takes into account known connection opportunities, and we also provided recommendations for outreach with user groups who may provide valuable input on future connections.

KOKAPELLEI SECTION OF THE COLORADO RIVER TRAIL
Mesa County, Colorado

The West Phase Kokopelli Section of the Riverfront Trail System is the crowning achievement and western anchor of a long-term dream in the Grand Valley. Over the past 27 years the Riverfront Commission’s vision has unfolded through many chapters of Colorado River cleanup projects and trail development projects which are a passion of the community and a symbol of their quality-of-life values held so dearly: outdoor recreation, protection and enhancement of the Colorado River corridor, and connecting communities. The Kokopelli Trail segment is the last remaining piece to connect the trail to the Kokopelli Trailhead and trail system, providing a non-motorized connection from Clifton to Grand Junction, Fruita and Loma. SGM is providing project management and agency coordination for an Environmental Assessment, HEC-RAS modeling and scour analysis, bank stabilization and construction documentation.
RPI MARKET AND PLANNING STUDIES

- **Lake Nighthorse Market Study, Financial Feasibility Analysis and Economic Impact Study:** Conducted a market and economic impact analysis and financial feasibility study of proposed water and shore-based recreation elements for this $500-million-dollar Bureau of Reclamation reservoir project.

- **Durango Trails 2000 Master Plan (2017):** Outlined coordination efforts and priorities with land management agencies, local and regional governments, and the community at-large.

- **St. Lawrence County Market Study and Economic Impact Analysis of Proposed Regional Whitewater Parks:** Investigated the potential impacts of a system of whitewater attractions in the tri-community area, (Potsdam, Canton, and Colton).

- **Ewing Mesa Multi-Event Center Master Plan, Market Study, and Operations Plan**

- **Town of Dolores Trails Master Plan**

- **Pitkin County Open Space Trails Carrying Capacity Analysis, On-site Intercept Surveys**

- **Summit County Recreation Pathways Plan**

- **Joshua Tree National Park Market Study and Economic Impact Analysis of Proposed National Park Expansion**

PR STUDIO RELEVANT PROJECT EXPERIENCE

- **Grand Avenue Bridge, Glenwood Springs, Colorado:** PR STUDIO is the Public Information Manager and spokespersons for the $125 million bridge replacement project in the heart Glenwood Springs. PR STUDIO works closely with CDOT and Granite/RLW Joint Venture to disseminate construction communications to the local and regional community as well as manages all aspects of public involvement. We are on-site every day, understanding and communicating impacts to the traveling public.

- **Castle Creek Trail Public Process Consulting, Aspen, Colorado:** Following citizen requests for safety improvements along the Castle Creek Road corridor, Pitkin County and the City of Aspen selected a consultant team lead by Loris and Associates to begin the engineering and public process for conceptual trail designs, and road corridor improvements. PR STUDIO is the lead on public process management, stakeholder engagement and all project communications.

- **Interstate 70 Glenwood Canyon Rockfall Mitigation, Glenwood Springs-Dotsero, Colorado:** PR STUDIO was engaged by Yenter Companies to provide public information management. The I-70 Glenwood Canyon Emergency Rockfall Mitigation project was completed in September 2016. This 4-month project included three Interstate 70 full closures for ~5 hours, a day of 30-minute intermittent traffic holds and trail closures. Crews installed for 5,000 kJ rockfall fences following a February 2016 rock slide. PR STUDIO worked with regional media, public safety organizations and numerous stakeholders to minimize impacts and communicate closures.

- **Pedestrian Mall Improvement Project, Aspen, Colorado:** The Aspen Pedestrian Mall Improvement project encompasses approximately 130,000 sq. ft. including the Hyman, Mill and Cooper streets’ mall. The City of Aspen hired a team of consultants to implement a master plan for the redevelopment and replacement of aging infrastructure. PR STUDIO leads the public involvement activities stakeholder coordination, official spokesperson, publicity as well as coordinates project information to over 50 Mall tenants.

- **Town of Eagle, Eagle, Colorado:** PR STUDIO has developed and executed a strategic communications plan for the Town of Eagle and Eagle Outside tourism communications. As the communications liaison for the town, PR STUDIO crafts messages, develops relationships with media outlets and creates strategies for public involvement and town communications.