



REGULAR MEETING – Silverton Board of Trustees
Silverton Town Hall – Monday, September 9, 2025
Call to Order & Roll Call –Regular Meeting @5:30pm

ATTENTION: The Town of Silverton Trustee meetings are being conducted in a hybrid virtual/in-person. Instructions for public participation in Town Trustee meetings are as follows:

- Zoom Webinar Link: <https://us02web.zoom.us/j/88637487127>
- By Telephone: Dial 669-900-6833 and enter Webinar ID 886 3748 7127 when prompted.
- YouTube (live and recorded for later viewing, does not support public comment):
www.youtube.com/channel/UCmJgal9lUXK5TZahHugprpQ

MEETING PROTOCOLS: Please turn off cell phones; be respectful and take personal conversations into the lobby. The public is invited to attend all regular meetings and work sessions of the Board of Trustees. Regular Meeting Closing Public Comment must be related to an agenda item.

Regular Meeting @ 5:30pm

- 1) Call to Order and Roll Call
- 2) Staff and/or Board Revisions to Agenda
- 3) Public Comment - *Comments must be limited to three (3) minutes in duration.*
- 4) Consent Agenda
 - a) Payroll
 - b) Meeting Minutes
 - c) Accounts Payable
 - d) Letter of Support for Baker's Park
 - e) Contract for Town Attorney
- 5) Staff Reports
- 6) Presentations/Proclamations
 - a) Silverton Family Learning Center Presentation and Budget Request- Whitney Gaskill
- 7) Business Items
 - a) Resolution 2025-26 A Resolution Rescinding Stage II Municipal Fire Restrictions
 - b) RFQ Responses for Blair Street
- 8) Discussion/Direction Items
 - a) Town Administrator Position
 - b) Hardrock 100 report to Municipalities
- 9) Committee Reports
 - a) 8.28 Sneffels Energy Board
- 10) Open Discussion/Future Agenda Items
- 11) Public Comment



- 12) Request to enter executive session pursuant to (b) §24-6-402(4)(b), C.R.S., Conferences with an attorney for the public entity for the purposes of receiving legal advice on Silverton Square litigation.

Adjourn

Up-coming Meeting Dates:

- 9/9 @6pm State of the Town Presentation
- 9/10 @5pm Utility Committee Meeting
- 9/15 @5pm Trustee Work Session
- 9/15 @9am Finance Committee Meeting
- 9/22 @5:30pm Regular Board of Trustee Meeting

End of Agenda

September 8, 2025
BOARD OF TRUSTEES
REGULAR MEETING PACKET

September 8, 2025

1. Call to Order and Roll Call

September 8, 2025

2. Staff and/or Board Revisions to Agenda

This is an opportunity for staff to add, delete or amend items on the agenda as well as an opportunity for the board to revise the agenda as well. Trustees can use this agenda item to pull an item from the consent agenda that they have either need additional information or would like to have a discussion on and put it either in new business or in continued business. Typically, the Town Administrator will make an adjustment to the agenda since managing the agenda is their main responsibility.

September 8, 2025

3. Public Comment—*Comments must be limited to three (3) minutes in duration.*

The opening Public Comment is intended for a citizen to bring up any topic whether it is on the agenda or not. The citizen will be asked to state their name for the record.

The Mayor or Pro Tem will call out the public to comment as well as time the comment and let the public know when they have run out of time.

If a Trustee would like to discuss the comment, they can do so in Trustee Updates. It is not encouraged to engage in a dialogue on a public comment because if a public comment is not related to an agenda item, staff should be directed to either follow up with the citizen outside the meeting or include the topic in the next appropriate agenda (this can be a committee agenda or a board of trustee agenda).

If the comment is related to an agenda item, their comments can be brought up in the discussion of that agenda item.

Comments that are submitted via email about an agenda item will be accepted up until the agenda packet is constructed on noon on Wednesday before the Regular Meeting. Comments that are received after this deadline will be emailed to the trustees and not included in the packet. Comments that are emailed are not considered “official public comment” unless they are presented at the meeting or submitted for a Public Hearing before the Wednesday deadline.

Public Comments specific to a Public Hearing on the agenda should be encouraged to take place during the public hearing and not during the opening Public Comment, so that their comments can be recorded with the hearing.

Opening Public Comment is not addressed in the Silverton Municipal Code.

September 8, 2025

4. Consent Agenda

The Consent Agenda's purpose is to group routine meeting discussion points into a single action item. If Trustees would like to pull an item from this agenda for discussion to amend or deny this can take place at the beginning of the meeting during agenda item #1 Staff and/or Board Revisions to the Agenda.

Typical items found in the consent agenda:

1. Payroll report (for transparency)
2. Meeting Minutes
3. Accounts payable (for transparency)
4. Sales Tax (for transparency)
5. YTD Actuals (for transparency)
6. Renewal Licenses
7. Special Event Applications for established events
8. Contracts

Suggested Motion:

Motion to approve the consent agenda items.

Statistical Summary

Company: Z9X - Town of Silverton Service Center: 0075 Northern California Status: Cycle Complete
 Week#: 36 Pay Date: 09/05/2025 P/E Date: 08/30/2025
 Qtr/Year: 3/2025 Run Time/Date: 12:24:11 PM EDT 09/03/2025

Taxes Debited	Federal Income Tax	3,783.23
	Earned Income Credit Advances	0.00
	Social Security - EE	3,041.28
	Social Security - ER	3,041.29
	Social Security Adj - EE	0.00
	Medicare - EE	711.28
	Medicare - ER	711.27
	Medicare Adj - EE	0.00
	Medicare Surtax - EE	0.00
	Medicare Surtax Adj - EE	0.00
	Federal Unemployment Tax	0.00
	FMLA-PSL Payments Credit	0.00
	FMLA-PSL ER FICA Credit	0.00
	FMLA-PSL Health Care Premium Credit	0.00
	Employee Retention Qualified Payments Credit	0.00
	Employee Retention Qualified Health Care Credit	0.00
	COBRA Premium Assistance Payments	0.00
	State Income Tax	1,827.33
	Non Resident State Income Tax	0.00
	State Unemployment Insurance - EE	0.00
	State Unemployment Insurance Adj - EE	0.00
	State Disability Insurance - EE	0.00
	State Disability Insurance Adj - EE	0.00
	State Unemployment/Disability Ins - ER	98.11
	State Family Leave Insurance - EE	0.00
	State Family Leave Insurance - ER	0.00
	State Family Leave Insurance Adj - EE	0.00
	State Medical Leave Insurance - EE	0.00
	State Medical Leave Insurance - ER	0.00
	State Medical Leave Insurance Adj - EE	0.00
	State Parental Leave Insurance - EE	0.00
	State Parental Leave Insurance - ER	0.00
	State Parental Leave Insurance Adj - EE	0.00
	State Cares Fund - EE	0.00
	Transit Tax - EE	0.00
	Workers' Benefit Fund Assessment - EE	0.00
	Workers' Benefit Fund Assessment - ER	0.00
	State Child Care Fund - EE	0.00
	State Child Care Fund - ER	0.00

	Local Income Tax	0.00		
	School District Tax	0.00		
	Total Taxes Debited	13,213.79		
Other Transfers	ADP Check Acct. No.XXXXXXXXXX8915Tran/ABAXXXXXXXXX	2,025.08		
	Full Service Direct Deposit Acct.	35,941.30		
	Total Amount Debited From Your Account		51,180.17	Total Liability 51,180.17
Bank Debits & Other Liability	Adjustments/Prepay/Voids	0.00		51,180.17
Taxes- Your Responsibility	None this payroll			51,180.17

Statistical Summary - Federal Taxes

Company:Z9X - Town of Silverton
 Week#:36
 Qtr/Year:3/2025

Service Center:0075 Northern California
 Pay Date:09/05/2025
 Run Time/Date:12:24:11 PM EDT 09/03/2025

Status:Cycle Complete
 P/E Date:08/30/2025

Federal Tax Type	EE Withheld	ER Contribution	EE Taxable Amount	ER Taxable Amount
Federal Income Tax	3,783.23		47,778.02	
Social Security	3,041.28	3,041.29	49,053.00	49,053.00
Medicare	711.28	711.27	49,053.00	49,053.00
FMLA-PSL Payments Credit		0.00		
FMLA-PSL ER FICA Credit		0.00		
FMLA-PSL Health Care Premium Credit		0.00		
Employee Retention Qualified Payments Credit		0.00		
Employee Retention Qualified Health Care Credit		0.00		
COBRA Premium Assistance Amount		0.00		

Statistical Summary - State Taxes

Company:Z9X - Town of Silverton
 Week#:36
 Qtr/Year:3/2025

Service Center:0075 Northern California
 Pay Date:09/05/2025
 Run Time/Date:12:24:11 PM EDT 09/03/2025

Status:Cycle Complete
 P/E Date:08/30/2025

State Code	State Tax Type	EE Withheld	ER Contribution	EE Taxable Amount	ER Taxable Amount	Experience Rate	State Tax Rebate Amount
CO	State Income Tax	1,827.33		47,778.02			
CO	Unemployment Tax		98.11		49,053.00	0.20	

Statistical Summary - Hours & Earnings

Company:Z9X - Town of Silverton
Week#:36
Qtr/Year:3/2025

Service Center:0075 Northern California
Pay Date:09/05/2025
Run Time/Date:12:24:11 PM EDT 09/03/2025

Status:Cycle Complete
P/E Date:08/30/2025

Field Number	Hours/Earnings Code	Description	Hours	Earnings
1	Regular		1,332.70	45,513.28
2	Overtime		5.00	169.24
3	PTO	P.T.O.	185.51	3,429.64
3	CTM	Comp Time T	19.12	

Statistical Summary - Deductions

Company:Z9X - Town of Silverton
Week#:36
Qtr/Year:3/2025

Service Center:0075 Northern California
Pay Date:09/05/2025
Run Time/Date:12:24:11 PM EDT 09/03/2025

Status:Cycle Complete
P/E Date:08/30/2025

Deduction Code	Description	Deduction	Category
401	CCOERA EE 4	1,274.98	Other
457	CCOERA 457B Pla	448.52	Other
AFL	AFLAC PRETAX	36.48	Other
CK1	CHECKING	33,194.54	Deposit
CK2	CHECKING	2,169.34	Deposit
DEN	Den Pre Tax	20.00	Other
SV1	SAVINGS	577.42	Deposit
VIS	Vis Pre Tax	2.68	Other

Statistical Summary - Memos

Company:Z9X - Town of Silverton
 Week#:36
 Qtr/Year:3/2025

Service Center:0075 Northern California
 Pay Date:09/05/2025
 Run Time/Date:12:24:11 PM EDT 09/03/2025

Status:Cycle Complete
 P/E Date:08/30/2025

Memo Code	Description	Memo
DEN	Employer De	330.50
HLT	Employer He	7,999.00
LIF	Employer Li	44.73
LIN	EmployerLin	76.95
MAT	CCOERA ER 4	1,274.98
PTO	PTO Availa	2,651.93
X01	401K MAX EL	49,112.16



REGULAR MEETING – Silverton Board of Trustees
Silverton Town Hall – Monday, August 25, 2025
Call to Order & Roll Call –Regular Meeting @5:30pm

ATTENTION: The Town of Silverton Trustee meetings are being conducted in a hybrid virtual/in-person. Instructions for public participation in Town Trustee meetings are as follows:

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- YouTube (live and recorded for later viewing, does not support public comment):
www.youtube.com/channel/UCmJgal9lUXK5TZahHugprpQ

MEETING PROTOCOLS: Please turn off cell phones; be respectful and take personal conversations into the lobby. The public is invited to attend all regular meetings and work sessions of the Board of Trustees. Regular Meeting Closing Public Comment must be related to an agenda item.

Present: Trustee Halvorson, Trustee Schnitker, Trustee Gardiner, Trustee George (called away early), Trustee Wakefield (present for part of the meeting) Mayor Pro Tem Harper, Mayor Kranker

Absent:

Staff: Administrator Kaasch-Buerger, Clerk Melina Marks, Building Inspector/ Code Officer Bevan Harris, PW Director John Zarkis, Attorney Clayton Buchner

Regular Meeting @ 5:30pm

- 1) Call to Order and Roll Call
- 2) Staff and/or Board Revisions to Agenda
 - Administrator Kaasch-Buerger requested the addition of executive session pursuant to ***§24-6-402(4)(f), C.R.S.***, Personnel matters, Conducting the Town Attorney's performance review to agenda item 12.
- 3) Public Comment - *Comments must be limited to three (3) minutes in duration.*
 - Jerry Chambers read a letter to the board on behalf of Trustee Wakefield, who is out of the country, opposing the Special Improvement District.
 - Jeff Diener spoke on behalf of the Special Improvement District.
 - Patrick Champelou spoke on behalf of the Special Improvement District.
 - Melody Skinner commented on becoming home rule, the property lines/ survey markers out in the Anvil Mtn. Subdivision, and next year's budget.
 - Brendan Gibson expressed support for the Special Improvement District.
 - Alan Burnholts(?) expressed support for the Special Improvement District.
 - Kris and Rebecca expressed support for the Special Improvement District.
- 4) Consent Agenda
 - a) Payroll
 - b) Meeting Minutes
 - c) Accounts Payable



- d) July Financials
- e) Letter of Support for Ouray's acquisition of Crystal Reservoir
- f) Letter of Support for ADA Grant Application

**Trustee Gardiner moved, and Trustee Halvorson seconded to approve the Consent Agenda Items.
Passed unanimously with roll call.**

5) Staff Reports

- Administrator Kaasch-Buerger provided a grant award update.
- Administrator Kaasch-Buerger reviewed the budget season timeline.
- Administrator Kaasch-Buerger provided an update on the new contract/ employee application process.

6) Presentations/Proclamations

7) Business Items

- a) Resolution 2025-23 A Resolution Calling a Special Election in the Town of Silverton, Colorado, The Town of Silverton 8th and Bluff Special Improvement District; and Providing other Details Relating Thereto
 - Attorney Clayton Buchner reviewed the discussions leading up to the vote on this Resolution.
 - Attorney Buchner acknowledged that by adopting TABOR language, the board is not necessarily adopting the final construction/ infrastructure plans.
 - Attorney Buchner explained that adopting this Resolution this evening does not mean that final plans are being adopted; there will be final review on the previously highlighted issues regarding engineering.
 - Trustee Gardiner expressed that she thought there was not any wiggle room when it came to the engineering plans.
 - Attorney Buchner clarified based on statutory requirements.
 - Mayor Kranker asked if the ballot language is approved, does that mean that the total cost of the project has to be exact based on a previous conversation with DOLA.
 - Attorney Buchner responded- explained that the total cost of the project won't be known until the project is completed.
 - Attorney Buchner continued to explain the process of how this will continue to unfold and the steps down the line involved in forming the SID.
 - PW Director John Zarkis spoke to the request for a flushing plan or a water looping system as part of the final engineering plans.
 - Trustee Gardiner expressed support for moving forward as long as this only pertains to the election.
 - Mayor Kranker asked PW Director Zarkis how much this will cost the town if the additional work has to be taken on.
 - PW Director Zarkis explained that taking water and sewer all the way to 10th St. and looping the system will cost around \$250,000, perhaps more.
 - Mayor Kranker spoke about the benefits of the formation of the SID, however expressed hesitation over the additional cost estimate.
 - Trustee Halvorson asked if the current \$1.5 million cost estimate for the current project can take on the cost of the infrastructure revisions.



- Attorney Buchner explained that that is impossible to answer at this time.
- Trustee Wakefield spoke about approving new blueprints first, before moving forward with the SID and taking it to vote.
- Attorney Buchner explained that it is impossible for final engineering plans to be approved before this subject goes to ballot.
- The board and Attorney Buchner continued to discuss.
- Mayor Kranker asked Jeff Diener if the dead-end issue came up during the original engineering discussions.
- Jeff Diener spoke about the conversations/ plans developed with John Sites.
- Trustee Wakefield reiterated his previous comments.
- The board continued to debate.

Mayor Pro Tem Harper moved, and Trustee Schnitker seconded to approve Resolution 2025-23 A Resolution Calling a Special Election in the Town of Silverton, Colorado, The Town of Silverton 8th and Bluff Special Improvement District; and Providing other Details Relating Thereto. Passed unanimously with roll call.

- b) Resolution 2025-25 A Resolution Providing that Certain Appointed Officials of the Town of Silverton Shall be Deemed Not to Be “Employees” within the meaning of the Workers’ Compensation Laws.

- Administrator Kaasch-Buerger provided background on this routine Resolution.

Mayor Pro Tem Harper moved, and Trustee Gardiner seconded to approve Resolution 2025-25 A Resolution Providing that Certain Appointed Officials of the Town of Silverton Shall be Deemed Not to Be “Employees” within the meaning of the Workers’ Compensation Laws. Passed unanimously with roll call.

8) Discussion/Direction Items

9) Committee Reports

a) 8.18 Finance Committee Meeting

- Mayor Pro Tem Harper provided an overview of the Finance Committee Meeting.

b) 8.19 San Juan Regional Planning Commission

- Trustee Halvorson provided an overview of the San Juan Regional Planning Commission Meeting.

10) Open Discussion/Future Agenda Items

- Administrator Kaasch-Buerger stated that a town/ county meeting will be scheduled in October.

11) Public Comment

- Melody Skinner thanked the board for their decision on the SID ballot language approval.

12) Staff Revision > Request for executive session pursuant to ***§24-6-402(4)(f), C.R.S.***, Personnel matters, Conducting the Town Attorney's performance review.

Trustee Schnitker moved, and Trustee Gardiner seconded to approve the Request for executive session pursuant to *§24-6-402(4)(f), C.R.S.*, Personnel matters, Conducting the Town Attorney's performance review. Passed unanimously with roll call.



Trustee Halvorson moved, and Trustee Gardiner seconded to exit executive session pursuant to §24-6-402(4)(f), C.R.S., Personnel matters, Conducting the Town Attorney's performance review. Passed unanimously with roll call.

Adjourn @ 8:26pm

Up-coming Meeting Dates:

9/8 @5:30pm Regular Board of Trustee Meeting
9/9 @6pm State of the Town Presentation
9/10 @5pm Utility Committee Meeting
9/15 @5pm Trustee Work Session
9/15 @9am Finance Committee Meeting
9/22 @5:30pm Regular Board of Trustee Meeting

End of Agenda

Report Criteria:

Report printed and checks created

Due Date	Vendor Number	Name	Invoice Number	Net Due Amount	Pay	Payment Amount	Discount Amount	Remittance
09/08/2025	2144	Bishop Lifting	PSI00416	6,338.85	Y	6,338.85	.00	Vendor Address
09/08/2025	422	CORE & MAIN	X581118	266.62	Y	266.62	.00	Vendor Address
09/08/2025	422	CORE & MAIN	X581252	303.54	Y	303.54	.00	Vendor Address
09/08/2025	422	CORE & MAIN	X589895	1,025.86	Y	1,025.86	.00	Vendor Address
09/08/2025	2109	Department of Public Health/En	WU26116	1,501.00	Y	1,501.00	.00	Vendor Address
09/08/2025	686	FOUR CORNERS WELDING	GR200757	22.75	Y	22.75	.00	Vendor Address
09/08/2025	786	GREEN ANALYTICAL LABORA	2508063	377.00	Y	377.00	.00	Vendor Address
09/08/2025	786	GREEN ANALYTICAL LABORA	2508174	100.00	Y	100.00	.00	Vendor Address
09/08/2025	786	GREEN ANALYTICAL LABORA	2508258	194.00	Y	194.00	.00	Vendor Address
09/08/2025	2163	Over The Top Services, LLC	1019	4,847.50	Y	4,847.50	.00	Vendor Address
09/08/2025	2130	Professional Management Solu	85116	8,677.50	Y	8,677.50	.00	Vendor Address
09/08/2025	1425	QUILL CORPORATION	45414236	20.89	Y	20.89	.00	Vendor Address
09/08/2025	1598	SAN MIGUEL POWER ASSOC	27213 8/2	6,014.63	Y	6,014.63	.00	Vendor Address
09/08/2025	1598	SAN MIGUEL POWER ASSOC	37168 8/2	139.21	Y	139.21	.00	Vendor Address
09/08/2025	1632	SGM	2015-513	397.00	Y	397.00	.00	Vendor Address
09/08/2025	1632	SGM	2015-513	648.00	Y	648.00	.00	Vendor Address
09/08/2025	1645	SILVER SAN JUAN PLUMBIN	8/25	392.00	Y	392.00	.00	Vendor Address
09/08/2025	1664	SILVERTON GROCERY	5522 8/25	59.22	Y	59.22	.00	Vendor Address
09/08/2025	1666	SILVERTON HARDWARE	2509-3245	516.90	Y	516.90	.00	Vendor Address
09/08/2025	1670	SILVERTON LP GAS	3580	431.15	Y	431.15	.00	Vendor Address
09/08/2025	1686	SILVERTON STANDARD & TH	1022	23.68	Y	23.68	.00	Vendor Address
09/08/2025	2216	SZL Services	008	2,027.50	Y	2,027.50	.00	Vendor Address
09/08/2025	1852	The WhistleStop	1825	2,232.89	Y	2,232.89	.00	Vendor Address
09/08/2025	1948	UTILITY NOTIFICATION CENT	22508134	23.25	Y	23.25	.00	Vendor Address
09/08/2025	1978	WAGNER EQUIPMENT CO	P01C0336	211.18	Y	211.18	.00	Vendor Address
Totals:				36,792.12		36,792.12	.00	

Number of invoices to be fully paid:	25
Number of invoices to be partially paid:	0
Number of invoices with no payment:	0
Total number of invoices listed:	25
Total checks from invoices selected:	19
Total adjustment checks:	0
Total adjusted invoices:	0
Total negative checks not created:	0

Cash Requirements Summary

Date	Net Due Amount	Payment Amount	Discount Taken
09/08/2025	36,792.12	36,792.12	.00
	36,792.12	36,792.12	.00



1360 Greene Street
Silverton, CO 81433
970.387.5522

September 9, 2025

Colorado Parks & Wildlife
Non-Motorized Trail Grant Program

Re: Support for the Baker's Park Trail System

Dear Grant Review Committee,

On behalf of the Town of Silverton, I am writing to express our strong support for the Silverton Singletrack Society's application to the Colorado Parks & Wildlife Non-Motorized Trail Grant Program.

The recently adopted Silverton Compass Master Plan reflects an extensive community engagement process — with over 350 residents participating through workshops, walkshops, open houses, and focus groups. A central theme that emerged was the importance of strengthening our year-round economy, planning for responsible growth, and making strategic investments in community assets such as trails and recreation facilities.

The Baker's Park Trail System directly advances these community priorities. As Silverton's first purpose-built non-motorized trail system, Baker's Park fills a long-standing gap in safe, accessible outdoor recreation and reflects our value of maintaining close connection to nature and recreation. It is already enhancing quality of life for local families while diversifying the economy beyond our traditional tourism base.

Equally important, Baker's Park is a product of broad collaboration. The Town of Silverton has been proud to partner with San Juan County, the Bureau of Land Management, and the Silverton Singletrack Society to bring this vision forward. This type of interagency partnership and community support is exactly what our Master Plan envisioned when it called for projects that balance environmental stewardship, public health, and economic resilience.

We urge CPW to continue its investment in Baker's Park. This trail system is not only a model of sustainable recreation development but also a project grounded in broad community support that embodies Silverton's vision for the future.

Thank you for your consideration.

Sincerely,

Dayna Kranker
Mayor

CONTRACT FOR SILVERTON TOWN ATTORNEY

This Contract between the TOWN OF SILVERTON ("Town") and the law firm Clayton M. Buchner Attorney at Law, LLC ("Attorney") (hereinafter collectively referred to as "the Parties") is as follows:

WITNESSETH:

WHEREAS, the Town is in need of a Town Attorney; and

WHEREAS, Clayton Buchner Attorney at Law, LLC is a duly licensed attorney in the State of Colorado, and Clayton Buchner is willing and able to serve as Town Attorney;

THEREFORE, in consideration of the mutual covenants hereinafter contained, the parties hereby agree as follows:

1. Appointment. The Town hereby appoints the Attorney as Town Attorney for the Town of Silverton and Attorney hereby accepts the position of Town Attorney. It is understood that the work of the Town Attorney will be performed by Clayton Buchner and shall be principally responsible to the Town Board of Trustees (the "Board") for that work.

2. Term. The services to be performed by the Attorney shall begin upon full execution of this Contract and shall terminate upon resignation or removal of the Attorney. The terms of this Contract will be reviewed no later than January 1, 2026. This Contract does not represent a multi-year fiscal obligation by the Town as services may be terminated at any time if funds are not available or not appropriated for these services, except that invoices for all services performed prior to full execution of a Contract between the Town Board and a different Town Attorney shall be paid within thirty (30) days.

3. Review. The Town Board of Trustees shall conduct a bi-annual performance review of the Attorney in October of odd numbered years prior to April election in even numbered years; however, nothing herein shall limit the authority of the Town Board to evaluate the performance of the Town Attorney at any other times or more frequent intervals, in its sole discretion.

4. Removal or Resignation. Attorney shall serve at the pleasure of the Board and may be removed from the position of Town Attorney at any time by affirmative vote of four members of the Board, the removal to take effect upon written notice to the Attorney. Attorney expressly waives any rights to a charge in writing or an opportunity for a hearing prior to removal. Attorney shall be automatically removed from the position upon the full execution of a Contract between the Town Board and a different Town Attorney. Attorney may voluntarily resign as Town Attorney by providing at least sixty (60) days advance written notice to the Town Board, unless a shorter notice period is agreed to by the Town Board.

5. Services. The Attorney shall perform all duties of the Town Attorney for Silverton required by Constitution, statute, or ordinance, and shall perform other legal services as requested by the Town Board or by such Town officers or employees as designated by the Town Board. Without limiting the foregoing, the Attorney's duties shall include:

- Attend one Town Board meeting per month to provide counsel on legal issues (regular meetings are the second and fourth Mondays) and attend other meetings as assigned by the Mayor or Board of Trustees. Four times a year, an in-person meeting is requested at the rate listed in Section 6 of this contract.

- Ensure acknowledgement of receipt of correspondence from Town Trustees or staff, within 24 hours, with confirmation of an estimated timeline of resolution of the issue.
- Ensure acknowledgement of receipt of correspondence from Town Trustees or staff within 24 hours, with confirmation of an estimated timeline of resolution of the issue
- Act as legal advisor to and counsel for the Mayor, Board of Trustees, Town Boards/Commissions, and Town Administrator/Department Heads of the Town of Silverton.
- Provide guidance on personnel matters, including employee disciplinary and grievance matters.
- Draft, review, or present agreements, bonds, contracts, ordinances, resolutions, and other written instruments pertinent to Town functions or that will be considered by the Town Board, Town Administrator, and Town Staff and provide a legal opinion as necessary as to the consequences of such documents.
- Provide counsel regarding land use rights and the ability to draft, review, and present legal documents relating to acquisitions, easements, variances, rights of way, and other land uses.
- Provide counsel for general municipal procedures and requirements, including without limitation, counsel to the Board of Trustees, Town Boards/Commissions and staff on compliance with the Colorado Open Meetings Law, the Colorado Open Records Act, liquor licensing laws, and municipal election law.
- Enforce Town codes, zoning regulations, and building standards through administrative and judicial actions.
- Provide municipal court prosecution services.

6. Compensation. The Town agrees to pay the Attorney for all services under this Contract at an hourly rate of \$190.00/hour for Clayton Buchner's legal services and \$50/hour for secretarial services. For travel, the Town shall be billed a flat rate of \$400 per round trip. If the Attorney needs lodging during his in-person trip, the Town shall be billed up to \$120/night for accommodations. Ordinary postage and copies will not be billed to the Town, but charges for extraordinary postage for copies in litigation, serving public notice, or administrative fees (i.e. litigation costs, court filing fees and publication costs) shall be billed to the Town. Costs will be included in Attorney invoices and typically be delivered by the Attorney electronically or via United States Postal Services.

The Attorney will invoice the town monthly at the end of each month. The bill shall be paid by the Town by the last business day of the following month.

7. Insurance. Attorney shall maintain in full force and effect through the term of this Contract the following types of insurance in at least the limits specified:

Coverage	Minimum Limits of Liability
Professional Liability	\$1,000,000.00

All insurance shall be issued by insurers authorized to do business within the State of Colorado. Prior to the commencement of work, the Licensee shall furnish the Town with certificates of insurance or other satisfactory evidence that such insurance has been acquired and is in full force and effect. Said policies shall not thereafter be canceled, permitted to expire, or permitted to expire without (30) days advance written notice to the Town. In the case of any claims-made policy, the necessary retroactive date(s) and extended reporting period(s) shall be procured to maintain continuous coverage for services under this Contract.

8. Conflicts. Unless otherwise agreed by the Town, Attorney shall not accept work on behalf of any client that will create a conflict or the potential for a conflict with the Town.

9. Compliance with Applicable Laws. The laws of the State of Colorado shall govern the validity, construction, interpretation, and effect of any Contract entered into. The Attorney shall comply with all applicable Federal, State, and local laws and regulations pertaining to the proper provision of services pursuant to this Contract.

10. Outside Legal Counsel. The Town may employ, at the Town's expense, outside the terms of this Contract, other legal counsel determined to be necessary by the Town Board.

11. Amendment. Any amendment to this Contract shall be in writing and agreed to by the Parties.

12. File Retention. The Attorney shall retain files for a period of three (3) years from the completion of a matter unless there is an on-going court retained jurisdiction. The Town may request copies of the files at any time and may have the files at the end of the three (3) year retention period.

13. Independent Contractor.

a. The Attorney shall perform services as an independent contractor to the Town and shall not be deemed by virtue of this Contract to have entered into any partnership, joint venture, employer/employee or other relationship with the Town other than as a contracting party and independent contractor.

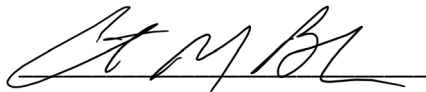
b. The Attorney shall be solely responsible for all compensation, benefits, insurance and employment related rights of any person with the Attorney firm providing the services here under during the course of or arising or accruing as a result of any Attorney firm employment, whether past or present, as well as all legal costs including attorney's fees incurred in the defense of any conflict or legal action resulting from such Attorney firm employment. The following disclosure is provided in accordance with Colorado law:

ATTORNEY ACKNOWLEDGES THAT NEITHER IT NOR ITS AGENTS OR EMPLOYEES ARE ENTITLED TO UNEMPLOYMENT INSURANCE BENEFITS UNLESS ATTORNEY OR SOME ENTITY OTHER THAN THE TOWN PROVIDES SUCH BENEFITS. ATTORNEY FURTHER ACKNOWLEDGES THAT NEITHER IT NOR ITS AGENTS OR EMPLOYEES ARE ENTITLED TO WORKERS' COMPENSATION BENEFITS. ATTORNEY ALSO ACKNOWLEDGES THAT IT IS OBLIGATED TO PAY FEDERAL AND STATE INCOME TAX ON ANY MONEYS EARNED OR PAID PURSUANT TO THIS CONTRACT.

IN WITNESS WHEREOF, the parties hereto have executed this Contract as of this ____ day of September, 2025.

Clayton M. Buchner, Attorney at Law, LLC

Town of Silverton, Colorado



By: Clayton M. Buchner, Attorney



By: Dayna Kranker, Mayor

Attest:

Melina Marks, Town Clerk

September 8, 2025

5. Staff Reports

Staff submits a department report to the Trustees that covers projects updates, meetings, grants, and items for immediate consideration. If a Trustee desires to know more about the report, the Staff is typically available to answer their question, or the Town Administrator will research the question and report back to the Board of Trustees. Staff submits a report once a month and are currently able to pick which meeting depending on their workload.

Town of Silverton Staff Report

Department: Administration
Head of Department: Gloria Kaasch-Buerger
Date of Trustee Meeting: September 8, 2025

For immediate Trustee consideration:

Regular Meetings & Communication:

8.20 Team GOLD Meeting
 8.20 Joint Town and County Work Session
 8.26 STR Training
 8.27 Accountant Monthly Check in
 8.27 Anvil Community Meeting
 8.28 Bruin Waste Management Meeting
 8.28 Sneffels Energy Board Meeting

Top on the TO DO list:

2026 Budget Prep
 Collection System Project
 Energizing Rural Communities Prize Administration
 Assist with Affordable Housing Project
 Social Media Communications
 Code updates and reorganization
 Compensation Study Finalization
 WWTP Funding strategy
 Town Hall Community Update Night in September

Grants (applications, updates, awards):

Awarded:

Brownfields Grant	\$800,000
CDOT Transportation Alternatives	\$1,043,958
CDOT MMOF	\$260,990
USDA WW System Rehab (\$2,165,000 Loan)	\$2,764,000 Grant
Local Planning Capacity Grant	\$170,000
More Housing Now Grant	\$79,281
Transfer Station Upgrades	\$74,735

TOTAL: \$5,192,964

Pending

Internet and Security at Transfer Station	\$25,000
Code Enforcement Officer	\$84,000
WWTP Lagoon Augmentation Pond	\$3,074,776
Animas River Corridor Project	\$1,720,000

Upcoming Issues:

Rewrite Development Standards
 CDOT Shed relocation
 Power Redundancy/Micro Grid
 Signs/Parking around town
 Entrance Monument
 Snow Route Code Rewrite
 Municipal Court Code Rewrite
 Perimeter Trail Planning
 Cemetery Committee Formation

Notable completed tasks:

Learning/ Professional Development:

Short Term Rental Training Course with Staff (will be ongoing until mid September)



Town of Silverton
1360 Greene Street
Silverton, CO 81433
970.387.5522
www.townofsilverton.colorado.gov

PRESS RELEASE

Tuesday, August 28, 2025
FOR IMMEDIATE RELEASE

Media Contact:
Gloria Kaasch-Buerger
Town Administrator
970-880-4087
townadministrator@silverton.co.us

FOR IMMEDIATE RELEASE

Town of Silverton Awarded \$74,735 Grant from Colorado Circular Communities Enterprise to Enhance Waste Management and Promote Circular Economy

SILVERTON, CO – August 28, 2025 – The Town of Silverton is pleased to announce it has been awarded \$74,735.00 in grant funding from the Colorado Circular Communities (C3) Enterprise, managed by the Colorado Department of Public Health and Environment (CDPHE). This significant award will support the Silverton’s Transfer Station operations and waste management.

The grant will allow the Town to create a seasonal Waste Manager position dedicated to ensuring proper fee collection, educating residents and visitors on waste and recycling practices, and supporting the rollout of new composting and recycling programs. In addition, the funding will cover upgrades such as security cameras, internet access, a point-of-sale system, recycling containers along Main Street, and a shed to house reusable items.

“These improvements will help Silverton and San Juan County reduce the amount of waste going to landfills, protect wildlife from unsecured waste, and make recycling more accessible for both residents and the many visitors who come through our community,” said Gloria Kaasch-Buerger, Town Administrator. “This grant gives us the resources to create a waste system that is financially sustainable while also protecting our environment.”

The project aligns with the **Silverton/San Juan Climate Action Plan**, which prioritizes reducing greenhouse gas emissions and developing a circular economy. By increasing recycling access, improving education, and ensuring that waste costs are fairly shared between residents and visitors, the project provides both environmental and economic benefits.

Silverton's transfer station is the only waste facility in San Juan County, serving approximately 800 year-round residents and an estimated one million visitors annually. With the support of the C3 Communities Grant, Silverton will build the foundation for a sustainable waste management system that can serve as a model for other small, rural, tourism-driven communities in Colorado.

About the Colorado Circular Communities (C3) Enterprise: The Colorado Circular Communities (C3) program, authorized by HB24-1449, provides grants funded by a fee on solid waste disposed of in Colorado landfills. The C3 program defines a circular economy as one that uses a systems-focused approach, involving industrial processes and economic activities that are restorative or regenerative by design. Its aim is to enable resources to maintain their highest value for as long as possible and eliminate waste through superior design of materials, products, and processes.

About the Town of Silverton

Located at 9,318 feet in the San Juan Mountains, the Town of Silverton is a remote, historic community committed to environmental stewardship and sustainability. In partnership with San Juan County and regional organizations, Silverton is working to implement waste reduction strategies and promote a circular economy for future generations.

###



State of the Town Presentation to the Community

**Tuesday, September 9th
6PM**

**Silverton Town Hall
1360 Greene Street**

Join the Town Administrator as we celebrate our accomplishments and understand our challenges in an hour presentation with light snacks.

In-person attendance encouraged, but the presentation will be live and archived on <https://www.youtube.com/@townofsilverton>

Presentación sobre el Estado del Municipio a la Comunidad

**Martes, 9 de septiembre
6:00 p.m.**

**Ayuntamiento de
Silverton**

1360 Greene Street

Acompañe a la Administradora del Municipio mientras celebramos nuestros logros y comprendemos nuestros desafíos en una presentación de una hora con refrigerios ligeros.

Habrà interpretación simultánea disponible en español.

Se recomienda la asistencia en persona, pero la presentación se transmitirá en vivo y quedará archivada en <https://www.youtube.com/@townofsilverton>



MOLAS LAKE INTAKE VOLUNTEER DAY

**Saturday, September 27th
10am-3pm**

**Meet at the Colorado Trail Parking Lot above Molas
Lake (where the snowcats park in the winter)**

Lunch and Shovels Provided

**We will be mucking out the intake line that feeds
Molas Lake.**

**Questions? Contact John Zarkis at
jzarkis@silverton.co.us or 970-946-6839**



SCAN THE QR CODE BELOW FOR THE
SEPTEMBER 2025 TOWN BULLETIN



ESCANEA EL CÓDIGO QR DE ARRIBA PARA VER
EL BOLETÍN MUNICIPAL DE SEPTIEMBRE DE 2025

September 8, 2025

6. Presentations and Proclamations

Presentations can be scheduled with the board on a variety of topics that usually relate to board direction or goals. The Town Administrator schedules these presentations and works with the presenter to keep their presentation in 10 minutes or less including an anticipated questions and answer period with the Trustees.

Proclamations can be used to declare an emergency (SMC 2-7-30) or recognize a community member or organization for their service. Trustees can request a proclamation during the Trustee Updates agenda item.

September, 3, 2025

To the Town of Silverton Trustees,

On behalf of the Silverton Family Learning Center (SFLC), I am writing to request your consideration of critical financial support that would help preserve an essential community resource that directly benefits the Town of Silverton.

About Silverton Family Learning Center

For 20 years, SFLC has served as the only early childhood education center in our community. Born from necessity when working parents in Silverton had limited childcare options, SFLC was founded through the vision and determination of Karen Hoskin and a coalition of community members who recognized the clear need for safe, meaningful childcare and programming for young children. What began as families shuffling toddlers and babies between houses has evolved into a beautiful facility staffed with professional and dedicated teachers! SFLC has been more than just a childcare facility—we have been a vital community partner, giving new parents time and space to support their growing families.

- ***Our Vision Statement:*** We envision a world where the whole child is valued as the foundation of a healthy society, empowered to learn and thrive.
- ***Our Mission Statement:*** We nurture lifelong learning through a Reggio-Emilia inspired environment where play, discovery, and joy converge. By fostering each child's natural curiosity and creativity, we empower our students to become confident learners and positive agents of change in their communities.

Our Connection with the Town of Silverton:

While the center envisions world class care for our students, we may best align with the Town of Silverton's goals simply by being open and providing reliable childcare for Silverton's workforce. If you do not have, or have not had small children, you may take SFLC's impact for granted. The families we serve drop off their students and go on to enrich almost every aspect of Silverton life. They are teachers, first responders, and hospitality workers that hustle to wait tables or ensure that our hotel rooms and vacation rentals are clean and open for business. Some parents take to the mountains and guide our visitors while still others keep our streets plowed and water running. They represent business owners, non-profit professionals, and law enforcement. Just about any facet of Silverton life that you may appreciate or depend on likely has or has had employees relying on the learning center to show up to work.

Current Crisis and Community Impact

We come before you facing an unprecedented financial crisis that threatens SFLC's ability to keep our doors open. This crisis is not the result of mismanagement or poor financial stewardship, but rather stems from significant policy changes at the state level that have had unintended consequences for small rural programs like ours.

The transition from the Colorado Preschool Program to Universal Pre-K, while representing positive progress for early childhood education statewide, has drastically reduced our annual budget in ways we have not been able to fully recoup. This policy shift has resulted in a devastating loss of over \$80,000 in annual state funding—a reduction that has created an insurmountable gap in our operating budget despite our best efforts to adapt.

We take pride in the fact that for twenty years, we have leveraged state funding to make early childhood care, if not free, highly affordable in our community. However, this dramatic reduction in state support has pushed us beyond our ability to maintain operations through cost-cutting measures alone. Despite our best efforts to weather these particularly challenging times, we are at a critical juncture where closure has become a real possibility without immediate intervention.

The impact of SFLC's closure would extend far beyond our center's walls. It would significantly impact early learning outcomes, parent employment, and the overall vitality of our town.

Partnership Request

We respectfully request the Town of Silverton's support in the form of:

1. **\$40,000 in immediate emergency funding:** This investment directly supports our shared commitment to a thriving community and economy.
2. **Consider Making SFLC a standard line item in your budget:** We take pride in being a Reggio Emilia inspired school, which typically comes to life in the learning and hands on experiences of our students. However, the Reggio Emilia approach is infused into the civic and cultural life of the town it takes its name from. Every year, based on a deep appreciation of children and their honored space in society, their Comune (city government) makes their learning center a standing line item. In the absence of state funding that kept us sustainable and operational for so long, is this model something we can explore together?

Moving Forward Together

This request represents more than financial assistance. By supporting SFLC during this critical time, Trustees would ensure that childcare is a right all Silverton families have access to.

We understand that budget decisions require careful consideration. We thank you in advance for the opportunity to stand before you on Sept. 8th and plan to provide greater detail about our organization's impact, historical revenue sources (as well as how they've changed), and our plans for the future. We are prepared to answer questions and provide additional materials.

We hope that together, we can navigate this challenging time and emerge with an even stronger commitment to serving the children and families of our community.

Thank you for your time and consideration,

Whitney Gaskill (SFLC Board Secretary) & the SFLC Board of Directors

Emergency Funding Proposal for the Silverton Family Learning Center (SFLC)

August, 2025

Prepared by: Silverton Family Learning Center Board of Directors

Executive Summary

The Silverton Family Learning Center (SFLC) is a cornerstone of early childhood education in San Juan County. Due to unforeseen financial pressures related to the rollout of Colorado's Universal Preschool Program (UPK), SFLC is experiencing a severe funding shortfall that jeopardizes its continued operation and its ability to remain in compliance with state licensing and staffing requirements.

We are seeking \$140,000 in emergency funding to stabilize SFLC's operations and ensure the continuation of vital preschool and early childhood services in the community. This proposal outlines a collaborative funding solution from local institutions, ensuring our youngest learners continue to receive high-quality early childhood education in Silverton.

Current Status

We have currently raised \$40,000 from the San Juan County Department of Health and Human Services and Silverton Public Schools.

Proposed Funding Partnership

We respectfully request the following contributions from key community organizations:

1. San Juan County Department of Human Services – \$25,000

We have successfully ensured this funding source in collaboration with Martha Johnson, Director of Human Services, and San Juan County Commissioners from the county's TANF reserves. Investing in early childhood care directly supports family stability and long-term outcomes aligned with TANF objectives, including school readiness and supporting working parents.

2. Silverton Public School District (SPS) – \$25,000

The Silverton School is already a partner in lifelong learning. We ask the district to contribute to the SFLC preschool teaching position, ensuring continuity of learning from

preschool through graduation. This investment helps prepare students for success from their very first day in the school system.

SPS has already distributed \$10,000 from their teacher retention fund directly to SFLC and has committed another \$5,000 in grant funding to the pre-school teacher position, which can be billed upon hours worked.

3. County of Silverton – Lodging Tax Allocation – \$25,000 (FY 2026)

We requested that a portion of the Town’s 40% allocation of the lodging tax—specifically \$2,085 per month in FY2026—be earmarked for the SFLC. We further request that this contribution be reviewed and renewed annually. Tourism thrives in communities with strong families and support services; sustaining early childhood care is a foundational part of maintaining that strength.

4. Town of Silverton- \$40,000

We have met with Town Administrator, Gloria Kaasch-Buerger, and learned that there may be some financial flexibility for the Town of Silverton to support this funding initiative. Per her suggestion, we are requesting \$40,000. This is an investment in the overall vitality of Silverton, working families, and our youngest learners.

5. The American Legion Funders – \$25,000

We are grateful for the longstanding support the American Legion has provided to Silverton High School seniors. We ask you to consider extending that same spirit of community investment to our youngest learners. A \$25,000 contribution from the American Legion Fund—already held with the school—would directly fund staffing for early education, helping ensure children enter kindergarten ready to succeed.

Total Funds Seeking: \$100,000

Funding Source	Amount
The American Legion Fund	\$25,000
San Juan County (TANF reserves)	\$25,000
Silverton Public School District	\$25,000
County of Silverton	\$25,000

(Lodging Tax)

Town of Silverton	\$40,000
-------------------	----------

Total	\$140,000
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Use of Funds

Funds will be placed in a dedicated Colorado Trust Fund managed for the purpose of:

- Hiring and retaining qualified preschool teachers and support staff
 - Maintaining licensing and compliance with Colorado state regulations
 - Bridging the funding gap created during the Universal Preschool Program transition
 - Ensuring uninterrupted services for families and children enrolled at SFLC
-

Conclusion

We believe that the Silverton Family Learning Center is essential to the present and future of our community. By working together across sectors—education, government, nonprofits, and civic organizations—we can preserve this vital service.

We hope each partner will consider their piece of this collaborative solution, ensuring that Silverton remains a place where families can thrive and children can succeed—starting from their very first years.

Thank you for your leadership and commitment to our community.

Contact Information

Hannah Kurzweil
Board Treasurer and Acting Funding
Lead/Grant Manager
hannah.lou.cooling@gmail.com
1 (720)440-1124

Whitney Gaskill
Board Secretary
wgaskill@silvertonschool.org
1 (719)434-0099



Proposed Sustainability Plan

1. **Explore Community Partnerships** Continue to reach out to the local community (businesses and residents) for donations. We are in the process of creating a donor packet with different levels of donations, as well as what a donating individual or business will get in return in marketing and recognition.
 - a. We are currently planning an open house for San Juan Development, the Chamber of Commerce, San Juan Boces, and other regional stakeholders to share our story and seek new ideas and connections.
2. **Seek Corporate Sponsorships** Once developed, the donation program can also be sent to large corporations for donations. A few people associated with the Center or the town have some connections with large corporations. Research will be done to see which companies have donations in their strategic plan and to determine what their donation funding priorities are.
3. **Grant Writing** We will continue to apply for grants that have sustained us in the past. We will utilize our representatives at the Colorado foundations with whom we've had longstanding partnerships with to ask about additional grant writing opportunities.
 - a. We will consider hiring a grant writing if financially possible
 - b. In the meantime, we have an SFLC parent, MSI's Jake Kurweil, with extensive grant writing experience volunteering to do the job.
4. **Marketing** There will be a concerted effort to educate and market our services to the local community, ensuring that all families with children are aware of them.
5. **Remain Diligent About UPK Enrollment** We currently have all eligible four year olds enrolled in the program and one three year old. This is a big step in learning the new program and keeping the state funding that is available going directly towards students and salaries.
6. **Pre-Paid Slots** Explore the possibility of asking major employers in the area to "pre-pay" for a certain number of childcare slots with the expectation that they will have staff who will need this service. They can split or charge the parents a certain amount of the fees.
7. **Ballot Initiative in 2026** Bring a ballot to the voters to propose a lodging tax increase. Our partners at the county suggested asking for 1-2% solely designated to early childhood education in San Juan County (which is SFLC). Even 1%, would provide up to a \$100,000 annual increase to our budget.
8. **Utilize the Reggio Emilia Approach** Ask for funding to SFLC be considered a standing line item in the Town and County budgets.
9. **Mobilize SFLC Parents** We want to take a grassroots, community approach to this situation! More heads are better than one!

September 8, 2025

7. Business Items

Includes all new and continued business items requiring formal Board action. All public hearings will be conducted first, including second readings.

Per Silverton Municipal Code 2-2-110 (5 & 6):



RESOLUTION 2025-26

RESOLUTION RESCINDING STAGE II MUNICIPAL FIRE RESTRICTIONS

WHEREAS, pursuant to Colorado Revised Statutes 31-15-401(q)(I) and 31-15-601(1)(j.5), the Town of Silverton (the “Town”), through the Board of Trustees (the “Board”) has the authority to control and limit fires, including but not limited to the prohibition, banning, restriction of fires within the jurisdiction of the Town; and

WHEREAS, the Town of Silverton previously implemented a Stage II Fire Restriction at their August 11, 2025, meeting; and

WHEREAS, the Town has received competent advice and recommendation from the San Juan County Sheriff acting as Fire Marshall to rescind the Stage II Fire Restrictions; and

WHEREAS, the Board finds and declares that it is necessary and in the best interests of the health, welfare, and safety of the residents of the Town of Silverton to Rescind the Stage II Fire Restrictions contained herein.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN BOARD OF THE TOWN OF SILVERTON, COLORADO AS FOLLOWS:

1. The provisions of the Municipal Code of the Town of Silverton pertaining to permitting open fires in outdoor spaces within the jurisdictional limits of the Town are hereby reinstated and Resolution 2025-04 declaring stage II fire restrictions is hereby rescinded in its entirety.
2. This Resolution shall become effective immediately upon passage by the Board of Trustees.

THIS RESOLUTION was approved and adopted the _____ day of September, 2025 by the Board of Trustees of the Town of Silverton, Colorado.

TOWN OF SILVERTON

By: _____

Dayna Kranker, Mayor

ATTEST:

Melina Marks, Town Clerk



BOARD PACKET MEMO

SUBJECT: Blair St Sidewalks Improvement Plan Project Update
MEETING DATE: September 8,, 2025
STAFF CONTACT: Stephen Mead, Gloria Kaasch-Buerger, John Zarkis

7/9 UPDATE:

The town was awarded the Multimodal Transportation Mitigation Options Fund (MMOF) grant from our local Southwest Transportation Planning Region (SWTPR) in the amount of **\$260,990** providing the matching funds needed to fully fund our previously awarded TAP funds that were awarded last year in the amount of **\$1,043,958**. The Town can now go out for bid to rework the current concept plans that were designed for the Town standards and get them up to CDOT standards. In this process, stakeholders will be engaged to ensure that the reduced scope still meets the needs of the businesses and stays within the scope of the TAP funding application.

Overview:

Blair Street Sidewalk Improvement Background

In 2019 the Town of Silverton directly contracted SGM Engineering to complete the [Blair St Sidewalks Improvement Plan](#). This plan designed infrastructure improvements spanning 10th to 14th street and providing ADA-accessible connectivity between the Durango and Silverton Narrow Gauge Railroad (DSNGR) Train disembarking point to Blair and Greene, our business and historic corridors. Plans included ADA concrete sidewalks stamped to appear like historic wood walkways, delineated crosswalks, and an underground conduit providing electricity for new street lighting. This plan considers the pedestrian safety and accessibility of locals and visitors, the connectivity of town, and the historic charters of Blair Street. The last cost estimate we received for the entire scope of the project was estimated at **\$2,328,000**.

Project Scope

SGM's latest cost estimate for a reduced scope comes in at \$833,000. The reduced scope includes the construction of sidewalks on Blair Street from 11th Street to 13th Street and delineated crosswalks, outlined in red. This does not include street lighting which we are asking the new designer to incorporate with the additional funds.



TAP funds require us to go to bid for construction by July 1, 2026, have 10 years to complete the project, it is also worthy to note that 9 months without an invoice would have us put on an inactive list requiring additional work.

Budget:

The design budget is approximately \$195,000 and the construction budget is approximately \$1,100,000 leaving a contingency fund of about \$9,948.

Attachments:

- **SOQ From:**
 - **Bechtolt**
 - **PST Engineering LLC**
 - **SHE Engineering**
 - **BHI**

Master Plan Priority:

Improve our Existing Infrastructure: Strategy B, Action Item 3b: Implement 2020 Blair Street Sidewalk Improvements

Trustee Priority:

1.2 (d) Streets and Stormwater Drainage

2.1(b) Evaluate compliance with ADA at Town facilities, website, and services.

Suggested Motion or Direction:

The four firms that submitted SOQ for the Blair St Revitalization project have been reviewed by John and Steve. This resulted in giving direction for you all to evaluate PST and SHE as the two finalists.



PST Engineering, LLC
2615 Main Avenue, Suite 209
Durango, CO 81301
Tel. 970-403-5492

August 18, 2025

Town of Silverton
Delivered Via Email

RE: Silverton Blair St Revitalization Project

To whom it may concern,

PST Engineering LLC is pleased to provide the attached Statement of Qualification (SOQ) for planning and engineering services for the Blair Street Revitalization Project in Silverton. In addition to our experienced engineers, PST has put together a team of subconsultants that we have worked with on several CDOT projects across Southwest Colorado. The Town of Silverton should consider selecting our team for the following reasons:

1. We are a smaller design firm, with the experienced staff of a larger firm (because we've all come from larger firms) but without the overhead, making your planning and design dollars go farther, and allowing more dollars to go to the actual physical improvements.
2. We partner with industry experts and selectively utilize their skills and knowledge when and where their efforts can add the most value to your project.
3. The Town gets the individuals listed on the proposal actually doing the work, including a project manager with 26 years of engineering experience. We buck the industry model of "filling as many seats as possible" with entry level engineers to maximize profits, which is often done at the expense of work quality and efficiency.
4. Our recent experiences in Norwood and Ouray have led us to understand that the needs, desires, and opinions of a small community and their residents often differ from larger, urban communities. We'll approach the public meetings with open minds and respect for all opinions.
5. We are currently working on several projects in Ouray. This will allow us to coordinate site visits and reduce travel expenses.

We understand you may receive a stack of these SOQs. If you only have time to skim this SOQ, please read Section III.A.1 and our letters of recommendation. We also encourage you to visit our website www.psteng.net and reach out to our references to let them speak to our capabilities and experience.

We acknowledge receipt of the Q&A pdf located on the Town of Silverton website.

We appreciate your consideration of our team for this project.

Sincerely,

Steve Pavlick, PE - Owner, PST Engineering LLC



CONTENTS

I. PROJECT TEAM EXPERIENCE	1
II. FIRM CAPABILITIES / PAST PERFORMANCE /EXPERIENCE:	3
III. PROJECT APPROACH AND SCHEDULE	7
IV. REFERENCES.....	15
V. ATTACHMENTS	15

I. PROJECT TEAM EXPERIENCE:

PST Engineering (PST) will serve as the prime consultant on this project and has added several other subconsultants to the team to ensure all necessary disciplines are available. During the design process we will consult with the Town and CDOT to gauge the importance and potential cost of various design components to determine which team members are best suited to address them. This results in an efficient design process and allows resources and budget to be allocated based on the Town's priorities.

As described later in this Statement of Qualifications, PST Engineering has worked on several CDOT funded projects for smaller communities, a unique characteristic of a small firm. We encourage you to contact our references and let them speak to our abilities.

A. PST Engineering LLC – Prime Consultant

With three Professional Engineers, PST Engineering is on the smaller side of engineering firms, this has several advantages:

- It ensures that the staff included in this proposal are the ones who will actually work on this project,
- The less people that work on a project, the more efficient and consistent the execution, and
- It reduces overhead and keeps our hourly rates in check.

By carefully tracking workload and schedules, our staff of three can produce a significant amount of engineering product. However, we remain conscious of our size and choose our projects accordingly.

The staff at PST Engineering who will be involved with this project is summarized below. Abbreviated resumes can be found in **Attachment A**.

- Steve Pavlick, PE – Principal/Project Manager (Main Point of Contact)
 - 26 years design and management experience (20 years in Southwest Colorado)
- Alan Miller, PE – Project Engineer (Project Lead)
 - 22 years design experience (7 years in Southwest Colorado)
- Holden Rennaker, PE – Project Engineer
 - 10 years design experience in Southwest Colorado

A more detailed description of our firm, including select project examples can be found in Section II of this Statement of Qualifications.



PST Engineering, LLC
2615 Main Ave. Suite 209
Durango, CO 81301
Tel. 970-403-4592

*Town of Silverton Blair St Revitalization
CDOT Project Number: 26004
Project Code: TAP M226-006
August 18, 2025*

B. Subconsultants/Team Experience

DHM – Landscape Architecture/Planning

DHM are landscape and ecological professionals who call the West home. Like the region itself, we are pragmatic, independent, and resilient individuals — but we're also steeped in the values and skills of teamwork. We are vigorous users and lovers of the outdoors, committed to both environmental and cultural preservation. Since our founding in Denver in 1975, our employee-owned Corporation has expanded with offices in Carbondale, Durango, and Bozeman. Our roster now includes professionals in landscape architecture, natural resource management, horticulture, land use planning, graphic design, and visualization.



Mr. Pavlick has worked with the DHM Durango office on projects for over 20 years.

SME – Environmental Clearances

Headquartered in Durango, Colorado since 1995, SME provides environmental consulting services to public and private sector clients throughout the western United States with a focus on work in the Four Corners and Colorado Western Slope regions. SME's Durango-based staff of six includes experts in National Environmental Policy Act (NEPA) compliance, Clean Water Act compliance (including wetland delineations and 404 Permitting), Endangered Species Act (ESA) compliance and Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).



During the last 26 years SME has established an excellent working relationship with CDOT regional staff via the successful completion of more than 200 individual resource inventory and environmental clearance projects for CDOT Regions 2, 3 and 5. SME also has extensive experience in providing environmental support services on third party off-system projects having completed more than 35 individual trail/sidewalk, bridge replacement, and right of way acquisition projects in Colorado and New Mexico since 1995—most of these projects involved CDOT/NMDOT oversight due to funding sources.

Mr. Pavlick and Mr. Sean Moore of SME have worked together on projects for over 20 years, including several projects involving CDOT funding. Most recently SME worked with PST Engineering on the CDOT funded Town of Mountain Village Bike and Pedestrian Safety Improvements Project, the City of Ouray Revitalizing Main Street Project, and the Summit Street Safe Routes to School Project in Norwood.

ME&E Engineering

ME&E will provide electrical engineering support for streetlight design. ME&E provides complete electrical design services, including power systems, lighting, fire alarm, communications, emergency generators, solar array design, security and access control, and more. ME&E is well versed in exterior lighting, including security, light trespass, and light pollution or "dark sky" requirements. ME&E Engineering has had a long, stable history serving communities in the Four Corners region of the United States.

Mr. Pavlick has worked with ME&E on projects for over 20 years.

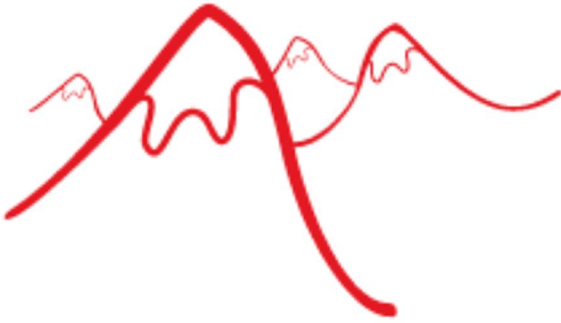


PST Engineering, LLC
2615 Main Ave. Suite 209
Durango, CO 81301
Tel. 970-403-4592

*Town of Silverton Blair St Revitalization
CDOT Project Number: 26004
Project Code: TAP M226-006
August 18, 2025*

Red Mountain Surveying – Topographic Surveying & Right-of-Way Delineation

RED MOUNTAIN



Red Mountain serves a wide range of clients from Local and State Government, private citizens, Tribal Entities, and Local Utility providers to name a few that require unique solutions. The owner, Justin Bonnell has a B.S. Surveying Engineering from New Mexico State University, Las Cruces, NM, including 20+ years of surveying experience in multiple States and holding licenses in Colorado, Montana, and New Mexico. Red Mountain provides ALTA/NSPS, Topographic, Boundary, and Easement surveys.

PST and Red Mountain have worked together on numerous projects over the past several years. Justin is always willing to go the extra mile, he's diligent about using his time efficiently, and will often coordinate projects to keep site visit costs down.

A list of recent Red Mtn projects includes:

- CDOT Local Agency Project (sidewalk rehabilitation project) in Cortez, CO,
- Montezuma County, CO- Road 25 Re-alignment,
- Animas River bathymetric and drone survey City of Aztec, Aztec, NM
- Transmission Line Staking, and Topographic mapping San Juan County, CO SMPA

II. FIRM CAPABILITIES / PAST PERFORMANCE / EXPERIENCE:

A. Firm Profile

PST Engineering

PST Engineering is a local civil engineering design firm that was founded by Steve Pavlick in 2020 with a sole office located in Durango, CO. The firm has a combined 50 years plus of engineering experience, with over 30 years in Southwest Colorado. We have three full-time licensed professional engineers. Our focus is on civil site design (grading, drainage, and utilities), street/highway design, and access/traffic analysis. In recent years, we've had the opportunity to work on several CDOT and federally funded projects. This type of government funded work is typically dominated by larger firms, making PST unique in having experience/success with these types of projects.



Steve Pavlick is the owner and has over 26 years of engineering experience with 20 of those years in Southwest Colorado working for or part owner of several local firms. Prior to moving to Durango, Steve worked for a large firm on the east coast that specialized in PennDOT projects. PST's two other licensed engineers gained similar experience working for larger, nationwide firms. Although DOT's all have their own nuances, their specifications, processes, paperwork requirements, and project structures are similar. This experience has allowed PST to assist local municipalities such as the City of Durango, the Town of Mountain Village, City of Ouray, and the Town of Norwood with CDOT and federally funded projects.

B. Audited Indirect Cost Rate

PST Engineering has an audited indirect cost rate approved by a cognizant agency (CDOT).

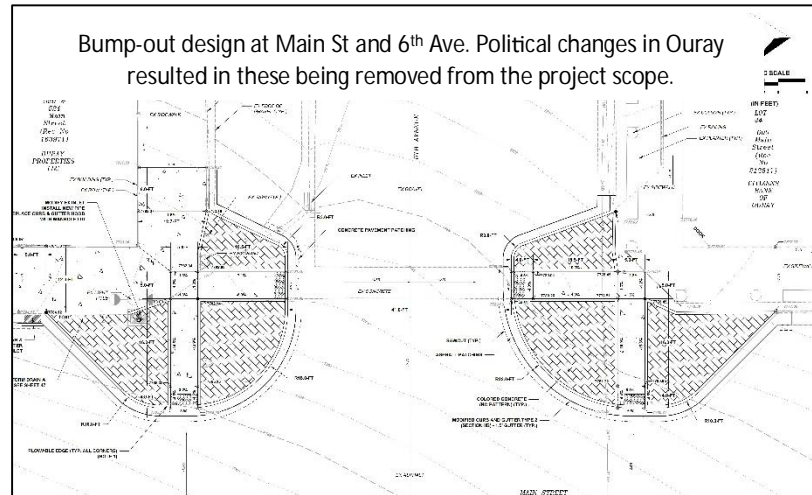
C. Select CDOT Local Agency Project Experience

1. City of Ouray – Revitalizing Main Street Project (2023- present)

Construction Budget: \$800,000

Construction Cost: TBD

Description: PST Engineering is the prime consultant on this project that recently completed the FOR-design phase. Scope includes FIR, FOR, and Advertisement plans & Specifications per CDOT Standards. The project includes the design and construction of sidewalks, curb and gutter, two rapid rectangular flashing beacons (RRFBs), ADA curb ramps and compliant access routes, signage, striping, and minor drainage improvements. CDOT Region 5 is providing funding and project oversight.



Reference: Joe Coleman – City of Ouray – jcoleman@cityofouray.com - 970-325-7074

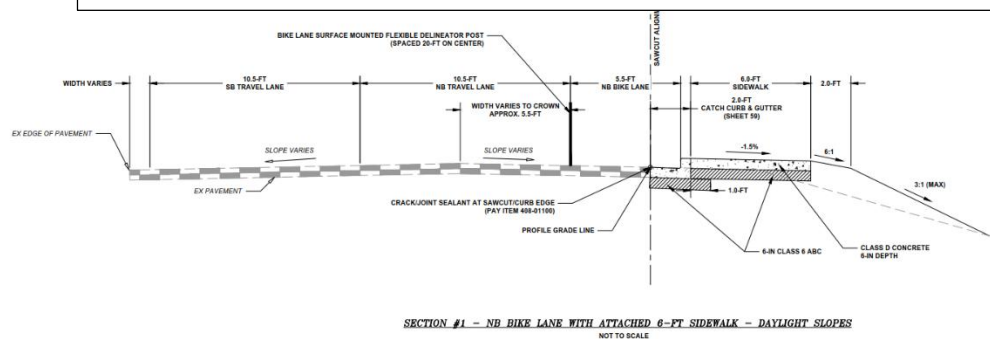
2. City of Durango – Roosa Ave Bike and Ped Improvements Project (2023-Present)

Construction Budget: \$2 Million

Construction Cost: TBD

Description: PST Engineering is the prime consultant on this project that recently completed the FOR-design phase. Scope includes FIR, FOR, and Advertisement plans & Specifications per CDOT Standards. The project includes the design and construction of sidewalks, curb

PST worked with the City Staff to identify a portion of redundant sidewalk, eliminating an expensive section of retaining wall. These savings were reallocated to other areas of the project.



and gutter, a rapid rectangular flashing beacon (RRFB), protected bike lanes, ADA curb ramps and compliant access routes, signage, striping, and drainage improvements. CDOT Region 5 is providing funding and project oversight.

Reference: Devin King – City of Durango – Devin.King@durangoco.gov - 970-375-4955

3. Town of Mountain Village – Bicycle and Pedestrian Safety Improvements (2021-2024)

Construction Budget: \$3.5 million

Construction Cost: \$3.2 million

Description: PST Engineering worked as a subconsultant to Uncompahgre Engineering on this project that was partially funded by CDOT. Scope included preparation of FIR, FOR, Advertisement plans & specifications per CDOT standards, and Construction Management services. The project included sidewalk widening, signage and striping modifications, bike lane striping, ADA enhancements, full depth pavement reconstruction on a section of San Joaquin Drive, and minor drainage improvements.



Reference: Jim Loebe – Town of Mountain Village – JLoebe@mtnvillage.org – 970-369-8300

4. Town of Norwood – Safe Routes to School (2023-Present)

Construction Estimate: \$1.6 million

Construction Cost: TBD

Description: PST Engineering is the prime consultant on this project that recently completed the FOR-design phase. Scope includes FIR, FOR, and Advertisement plans & Specifications per CDOT Standards. The project includes the design and construction of sidewalks, curb and gutter, curb bump outs, ADA curb ramps and compliant access routes, signage, striping, roadway reprofiling, pavement reclamation, and drainage improvements. CDOT Region 5 is providing funding and project oversight.

Reference: Amanda Pierce – formerly Town of Norwood – amanda.pierce@norwoodk12.org – 970-712-8177 (see **Attachment B** for letter of recommendation)



5. City of Durango – Needham Elementary Safe Routes to School Phases I & II (2013-2021)

Construction Budget: \$2.3 million (both phases)

Construction Cost: \$2 million (both phases)

Scopes included preparation of FIR, FOR, and Advertisement plans & specifications per CDOT standards. The projects included sidewalk widening, signage and striping modifications, ADA enhancements, and drainage improvements. CDOT Region 5 provided funding and project oversight, requiring plans and specifications to be prepared to CDOT standards. Mr. Pavlick also served as Engineer-of-Record during construction for both phases and managed the majority of CDOT and federally required paperwork on the projects.



The City offered residents a choice of landscape treatments on the bulb-outs for this project including patterned concrete or weed barrier/mulch that residents could plant as they saw fit. Snow plowing is more time/labor intensive following bump-out installation.

Reference: Sara Dodson Hill – City of Durango – sarah.hill@durangoco.gov – 970-375-4901

D. Experience with CDOT Design Specifications

In addition to the projects that were designed to CDOT specifications described in Subsection C, please see **Attachments B & C** for Letters of Recommendation for PST Engineering, LLC from Amanda Pierce, former Town of Norwood Clerk and from Robert Shanks, former CDOT Region 5 Local Agency Engineer.

E. Drainage Design Capabilities

PST Engineering has extensive experience designing storm drainage facilities utilizing several methodologies and tools including CDOT's *Drainage Design Manual*, FHWA's *HY-8 Culvert Design Software*, and the Mile High Flood District's *Urban Storm Drainage Criteria Manual*. We recently designed approximately ½ mile of storm sewer for the Durango North College Ave project (currently under construction) and are currently designing an additional ¾ mile of storm sewer for the Durango Junction Street Traffic Calming Project.

PST does not currently have these specific certifications. On our other, recent CDOT funded projects, the extent of the drainage work was limited, and CDOT did not require that we obtain these certifications. However, if selected for this project, PST is fully committed to having staff complete the online courses from NHI for Urban Drainage, Highway Hydrology, and Culvert Design listed in the RSOQ as necessary. With no existing storm drainage network on Blair Street, we do not anticipate these certifications will be required.



F. Experience with FHWA or CDOT Funded Projects

The Durango Needham SRTS projects included and the Roosa Ave project includes federal funding. The Ouray, Mtn Village, and Norwood projects include only state funding. Federally funded projects have more specifications and steps during the design process, but overall, the impacts on the design process are minimal. There are some significant paperwork/reporting additions to the construction process. For example, Federal Buy America requirements, Davis Bacon wage rates, and payroll reporting/review are all requirements associated with federal funds. These will largely be addressed during the construction administration portion of the project, which is outside of the scope of this RFO.

G. Statement of Pending Litigation

There has been no past litigation and to our knowledge, there is no pending litigation against PST Engineering or any of our employees within the past five years, or at any point.

H. Projected Workload Throughout Project Duration

PST Engineering carefully tracks our workload to ensure we are not over-committed and only pursues projects we have the capacity to complete on schedule for our clients. We run a 9-month workload projection at the beginning of each month to help guide our workload decisions. As our projects are a mix of both large and small public and private projects, we've found anything beyond 9 months is difficult to estimate with any degree of accuracy. Several of our current projects are planning to go to advertisement this fall. Therefore, the timing of this project fits nicely into our workload. The charts below summarize our current project workload vs. available capacity. With 2,500 hours of capacity available over the next 9 months, we have more than sufficient capacity to complete this project by the proposed deadline.

Year	2025				2026				
Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Max Capacity (Hours)	500	500	500	500	500	500	500	500	500
Projected Workload (Hours)	300	300	250	250	250	200	200	100	100
Available Capacity (Hours)	200	200	250	250	250	300	300	400	400

I. Volume of Previously Awarded Projects

Since its inception in 2020, PST Engineering has been steadily growing. In 2024 we worked on approximately 40 projects with a total design budget of approximately \$800,000. PST works on projects of all sizes, ranging from \$1,000 small site grading plans to being the lead consultant on the \$325,000 Junction Street Improvement project in Durango, CO.

III. PROJECT APPROACH AND SCHEDULE

The following subsections detail PST Engineering's plan to help deliver the Town a successful project by describing CDOT specific considerations, challenges and constraints identified in our review of the project scope, other work approach recommendations, as well as a proposed schedule. For all PST projects, we strive to thoroughly think through a project on the front end to identify possible project challenges, constraints, and opportunities (CCOs) and share them with the

client early on. This ensures our clients are not surprised later as the project progresses and gives them time to weigh alternatives.

A. Project Understanding and Approach

1. Specific Project Challenges, Constraints & Opportunities (CCOs)

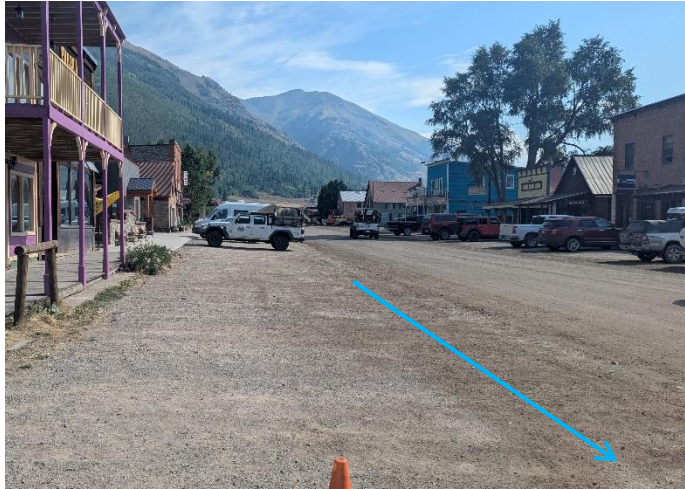
Based on the conceptual design and a recent site visit, some CCOs are shown below:



Blair Street is a tourist and business focused street. Maintaining access to businesses will be critical during construction. Scheduling construction during off-peak times of year is another approach to minimize business impacts. However, the construction season in Silverton is short and a premium will likely be paid for requiring construction during months with potentially challenging weather conditions. Pedestrian access and traffic control also comes at a price. PST successfully navigated these challenges on a recent project with the Town of Mountain Village and is also working through similar challenges on the City of Ouray RMS project.

In some areas, there is an existing curb or slope from the sidewalk down to the gravel street. In others, the sidewalks are essentially flush with the street. Installing vertical curb in these locations will likely require regrading of the gravel parking spaces where the back of sidewalk abuts existing buildings or the right-of-way line.





Related to the previous photo above, the drainage on Blair Street generally consists of gravel swales located between the travel lanes and parking lanes on each side of the street. Any gravel grade adjustments required for curb installation will need to maintain these gravel swales.

In several areas along the corridor, the existing “unofficial” landscape strips are generally unmaintained. This may be the reason why the concept plans contain minimal landscaping. If landscaping is desired, either the property owners or the Town will need to assume responsible for maintenance. The City of Durango has tried multiple approaches to dealing with landscaping choices and maintenance that we are happy to discuss with the Silverton staff.



There are several vacant lots along the corridor. While it may not always be possible, the design should consider future driveways and pedestrian access to avoid unnecessary demolition and replacement work.

The existing drainage patterns are well suited to the installation of bump-outs. The Ouray RMS Project concept design included bump-outs. However, political changes lead to opposition that resulted in bump-outs being removed from the project. Ouray's Main Street has significantly steeper slopes than Blair Street. This created concerns regarding winter conditions, snow removal, and maintenance that should also be considered in the Blair Street design process.



The new sidewalk in front of Anesi Park was likely installed after the development of the conceptual plans. This section can potentially be removed from the project scope, allowing for expansion of the project to other areas.

While there is likely a desire for general uniformity and consistency in the streetscape, some areas of sidewalk are in reasonable condition. If funds become tight, areas like these could be omitted or the scope reduced (ADA ramps, sidewalk staining, etc.).





2. General Approach Recommendations

i. CDOT Process

CDOT has a systematic way of approaching projects. Many of these same steps are required to be followed on Local Agency (LA) Projects. An abbreviated list of the basic design steps is included below (complete guidelines are outlined in the 2022 CDOT Local Agency Manual):

- Design Scoping Review Meeting (DSR) (Completed)
- 30% PS&E Package - Field Inspection Review (FIR) (Concept plan exists that will need to be updated)
- 90% PS&E Package - Final Office Review (FOR)
- 100% Advertisement PS&E Package (Round 1)
- 100% Advertisement PS&E Package (Final Approval)
- Advertise
- Bidding Process

* With Environmental, Right-of-Way, and Utility Clearance work and Public Involvement conducted concurrently with the design phases of the process.

Over the years, we have found the CDOT Local Agency Liaisons and other Region 5 staff to be valuable resources. CDOT standards and requirements are continuously being updated and modified. Additionally, each CDOT region has their own nuances. CDOT staff can help the consultant stay up to date and pointed in the right direction. Our team is not afraid to ask questions and use the resources available to keep the project on track and on budget, avoiding costly re-designs that can result from using outdated standards. Often these questions are related to expensive State and Federal requirements that at times seem excessive when considering the scopes of these projects. CDOT Region 5 staff have been receptive to these questions and helpful in brainstorming ways to keep more of the grant dollars going towards the physical project improvements.

ii. Estimating/Bidding

Federal and State funded projects have extra layers of requirements and paperwork when compared to private or locally funded projects. On the Needham Safe Routes to School Phase 2 and Mtn Village Bicycle and Pedestrian Safety projects, each project only had one bidder. This generally results in high bids. Additionally, contractors have mentioned that they increase their unit prices to reflect the additional construction management requirements. PST will incorporate recent bid pricing for similar projects into the project OPCs at each phase of design to ensure the project scope is in line with the construction budget.

To receive competitive bids, there are several things that should be considered:

1. Local contractors should be personally contacted and encouraged to bid the project.
2. The Town may consider advertising outside of just local media outlets and even offer to assist (within the limits of state and federal requirements) with some of the burden of the additional paperwork to encourage more contractors to bid the project.
3. If the Town chooses to have a pre-bid meeting, consideration should be given as to whether the meeting should be mandatory or not. These meetings certainly have their benefits. However, if it is mandatory and you only get one or two contractors to show up, they know competition is limited and there is a good chance their prices will be inflated.

4. The time of year a project is bid can have a significant impact on the number of bidders and the prices. For a spring construction start, the ideal time appears to be the end of the construction season (October-December) as contractors do not yet have their work scheduled for the following spring. This project may be constructed in the fall, in which case a Spring advertisement may be appropriate.

iii. Utilities

CDOT requires adherence to Subsurface Utility Engineering (SUE) information Quality Levels D thru A that are described in ASCE standard "ASCE C-I 38-02" (Level D the lowest, A the highest). Since most of the proposed project improvements are on the surface, these areas of the project will likely be held to level B or level C standards. This should be verified with the Region 5 CDOT Utility Engineer prior to surveying. Level B is typical industry standard for engineering plans and would involve calling in utility locates, the utility companies painting the entire project area, and the surveyor picking up the "paint" in the field and adding it to the topographic drawings

iv. ADA Compliance

PST engineers strive to provide practical ADA compliant designs on all our projects. However, ADA compliance tends to receive an additional level of scrutiny and oversight when state and/or federal funding are involved. In addition, retrofit improvements can be particularly challenging. CDOT Region 5 has a staff member with expertise in ADA compliant design. He has been a valuable resource during design and construction on our recent CDOT funded projects.



v. Environmental/Cultural Resource Clearances

Most of the environmental clearances for the Silverton Blair Street Revitalization project should be relatively straightforward – especially with regards to natural resources inventories/clearances (e.g., TES Species and wetlands/Waters of the US). Other clearance actions (specifically Hazardous Waste and Cultural Resources) will likely prove slightly more challenging given the project corridor's location through an urbanized area with a history dating back more than 150 years. However, all of the resources can be cleared through the standard CDOT Form 128 (NEPA Categorical Exclusion) process.

vi. Public Meetings

The attached schedule in **Attachment D** shows tentative public meeting dates. Without knowing the history of public involvement during the conceptual design process, our recommendations for public meeting are as follows:

- Meeting #1 – largely public input/information gathering (Existing needs/desires, what streetscape features should be included, what locations, themes, etc.).
- Meeting #2 – presentation of the 30% design.
- Meeting #3 – presentation of the 90% design.



vii. Maintenance Considerations

We understand snow removal/storage and landscape maintenance can be a challenge in small Colorado mountain towns. Therefore, we'd like the opportunity to consult with Town maintenance personnel to ensure our designs don't result in unintended maintenance issues. Everyone loves a beautifully maintained landscape, but unmaintained landscape strips and medians can be an eyesore.

B. Schedule

A tentative schedule is provided as **Attachment D**. Based on our experiences on projects of similar size/scope, this is an aggressive, but feasible schedule. To meet this schedule, it will be critical to avoid any right-of-way or permanent easement acquisitions, as these tend to be lengthy processes.

C. Phasing Considerations

CDOT's standard plan structure requires tab sheets. Tab sheets break down the project quantities into sections. In urban areas, the typical break points for these sections are city/town blocks. PST typically breaks out our plan sheets in a similar manner. On the Norwood Revitalizing Main Streets Project, the Town is not sure if they can secure the funds for the entire 3-block project. Therefore, they are considering bidding the project with a primary bid area (in this case the area in front of the school) and doing bid add alternates for the remaining two blocks. Because the project is already broken into sections based on the typical CDOT plan structure, the required bid package modifications will be relatively painless and will allow the Town to adjust the project scope based on available budget without sacrificing the CDOT clearances and approvals that are already in place. In looking at the Blair Street concept plans, this same approach was contemplated for this project.

D. Funding Pursuit

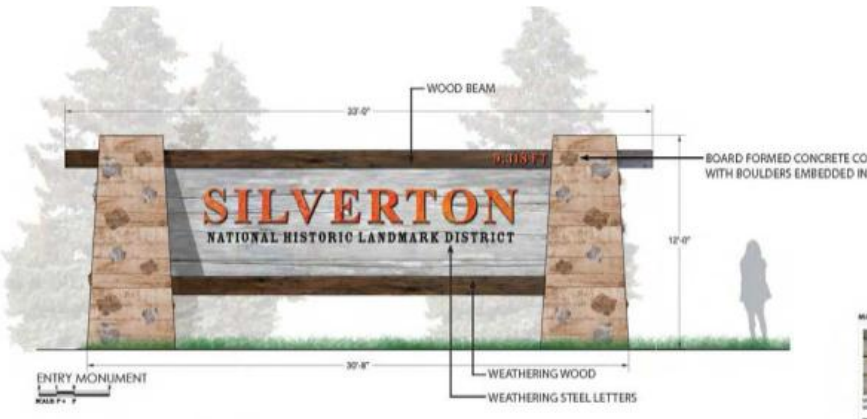
For the Durango Needham Safe Routes to School projects and the North Main Sidewalk Project, PST prepared conceptual designs and estimates to define the scope and project limits and to help secure grant funding. On the Durango Camino del Rio (US 550) Underpass project, PST prepared a feasibility study. The study included pedestrian/bicycle counts at multiple intersections, conceptual designs, and cost estimates to aid in determining the optimal location for the underpass. This allowed the City to select an underpass location and to utilize the information in the report to pursue grant funding. The Town of Norwood has also been actively utilizing FIR and FOR Plan sets to pursue additional grant opportunities.

E. Historical/Mining Heritage Considerations

While engineers generally like to think they can be creative and thoughtful of project context beyond the nuts and bolts of making a design work, PST understands when it is appropriate to solicit help from the experts. Therefore, PST has asked DHM Design to join the team. DHM has proven expertise in crafting sustainable urban designs for mining heritage towns and small mountain communities throughout the West. They understand that well-designed streetscapes in these unique settings go beyond beautification; they honor local history, strengthen community identity, and transform underutilized spaces into vibrant, functional corridors that connect people and place. To ensure accuracy and authenticity, DHM closely partners with local historical societies and citizen-led heritage groups, incorporating their knowledge into the planning process. These organizations provide invaluable guidance on the interpretation of mining

heritage, labor history, and cultural traditions, ensuring that the resulting designs reflect the lived experiences and collective memory of the community.

DHM has experience working in Silverton, where the firm designed wayfinding improvements to guide pedestrians from the historic train depot and Main Street corridor into the heart of the town's historic core, helping to expand and support a broader retail district. Other relevant projects include:



- Montrose, CO - through a series of design charrettes, DHM identified opportunities for physical improvements to the downtown area with the purpose of stabilizing the heart of the community in the face of competing development pressures at the edge of town.
- Ridgway, CO Streetscape - DHM worked to protect Ridgway's western character while improving the roads, sidewalks, parking, utilities, lighting, drainage, and gathering spaces that could welcome growing numbers of people.
- Carbondale, CO - DHM led the effort to provide landscaping at key locations such as intersections and gateways, with designs that will require limited maintenance while achieving a high level of aesthetic design.
- Victor, CO - DHM has been providing Victor with planning and design solutions for over a decade. These services focus on parks, trails, and public open space that tell the story of the people of Victor and their western mining history.
- Moab, UT Streetscape - DHM developed preliminary concepts seeking a unique placemaking statement based on the regional geology, outdoor recreation, and Moab's interest in environmental stewardship.
- Butte, MT Masterplan - DHM created conceptual before-and-after sketches of key intersections, illustrating pedestrian and bicycle improvements as well as overall streetscape enhancements, all while thoughtfully preserving the historic fabric and mining heritage that make Butte unique.





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- Lake City, CO Wayfinding - DHM Design was selected to assist the Town in designing and developing a comprehensive wayfinding signage plan and a family of signs. The plan was developed based on an in-depth understanding of the Town's needs and goals. The design concepts for the signs were created to reflect the uniqueness of Lake City and utilize modern materials with a natural character that will withstand the environment in Lake City with minimal maintenance.

F. Work Completed to Date

PST understands every tax dollar counts and is dedicated to utilizing as much of the work that has already been completed as is possible.

IV. REFERENCES

Jim Loebe – Town of Mountain Village

Title: Transit Director and Director of Parks and Recreation

Email: JLoebe@mtnvillage.org

Phone: 970-729-3434

Projects Involved With: Town of Mountain Village Bicycle and Pedestrian Safety Improvements (\$3.5 million)

Joe Coleman – City of Ouray

Title: Public Works Director

Email: jcoleman@cityofouray.com

Phone: 970-325-7074

Projects Involved With: Ouray Revitalizing Main Streets Project (\$800,000)

Devin King – City of Durango

Title: Multimodal Manager

Email: Devin.King@durangoco.gov

Phone: 970-375-4955

Projects Involved With: Roosa Ave Bicycle and Pedestrian Safety Improvements (\$2 million)

V. ATTACHMENTS

- A. PST Abbreviated Resumes
- B. Letter of Recommendation from Town of Norwood
- C. Letter of Recommendation from CDOT
- D. Tentative Schedule



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Attachment A – PST Engineering Abbreviated Resumes

Steve Pavlick, PE – Owner

Steve is a thorough, personable engineer with over 26 years of experience in various civil engineering and transportation projects. The success of his projects is attributable to his attention to detail and tactful communication of critical issues to project teams. Steve is flexible and versatile while driven to remain on task, budget, and schedule.

After graduating from Penn State University in 1999, Steve was hired by Alfred Benesch & Company, a large civil engineering firm specializing in PennDOT highway design and municipal engineering. In 2005, Steve moved to Durango, CO and provided site civil services for private residential and commercial projects, as well as working on access improvement projects and municipal projects in the Four Corners area, first with Russell Planning and Engineering (2005-2012), then as partner at SET Engineering (2012 – 2020), and currently as owner of PST Engineering (2020 – present). Steve has worked on several CDOT funded projects (as outlined in Section II above) along with multiple access improvement projects on CDOT highways. In 2015, Steve completed the full 8-course series “Countermeasure Strategies for Pedestrian Safety” conducted by the FHWA and the Pedestrian and Bicycle Information Center.



Alan Miller, PE – Project Engineer



Alan is a civil engineer with over 22 years of experience in design, management, and construction of a wide range of transportation and land development projects. His focus has been in roadway, pedestrian, multi-modal, drainage, utility, temporary traffic control, and site development design. He excels at taking projects from conceptual design through construction including quantity take-offs, specifications, cost estimating, risk analysis, scheduling, and value engineering. Alan's career started in Ohio working for a larger firm on ODOT highway construction projects. He moved to Southwest Colorado in 2017 where he worked for Russell Engineering/SEH until 2020, when he moved over to PST Engineering. While at SEH, Alan worked on several CDOT funded projects not included in this proposal.

Holden Rennaker, PE – Project Engineer

Holden is a professional civil engineer with over 10 years of experience in civil design, construction administration and project management in Southwest Colorado. He has primarily worked on site development, transportation, and subdivision projects. After graduating from Oregon State University, Holden worked at Russell Engineering/SEH from 2015 through 2021 before coming to PST Engineering in 2022. Holden is licensed in Colorado, New Mexico, and Oregon. He is an efficient designer with impressive skills in ACAD Civil 3D, ensuring the program is used to its full potential. Holden attended CDOT's two-day training on bicycle and pedestrian facility design in 2019.





May 22, 2025

Re: Letter or Recommendation for PST Engineering, LLC

To whom it may concern,

We are currently working with PST Engineering on a Safe Routes to School project in downtown Norwood. A portion of the funding for this project is coming from a CDOT grant, which requires adherence to CDOT procedures, paperwork, and design standards. This was not only our first project utilizing CDOT grant funding, but also my personal first experience managing a grant-funded infrastructure project.

From the beginning, Steve Pavlick, the owner of PST and the project manager for the Norwood project, has been an exceptional partner. Despite my limited experience with the CDOT process, Steve made the entire journey smooth and manageable. He was incredibly easy to work with—patient, communicative, and always willing to explain the “why” behind each step. He never made me feel behind or out of my depth, and his support gave me the confidence to navigate the process effectively.

Steve has a deep and thorough understanding of the CDOT local agency process and has clearly built a strong working relationship with CDOT staff. He guided us through every phase of the project, from documentation to design compliance, and was always available to answer questions or clarify next steps. His proactive approach helped keep us on task and within scope, and he frequently offered thoughtful suggestions and cost-effective alternatives to enhance the project’s outcomes.

We recently had our Final Office Review (FOR) meeting with CDOT, and each of the specialty departments commented on how well thought out and complete Steve’s plans were—several even took the time to specifically praise his work.

Steve also respected our desire to manage as much of the project in-house as possible to save on consulting costs, providing support when needed without ever taking over. That balance—supportive but not overbearing—made him an ideal partner, especially for a small team like ours stepping into new territory.

I would enthusiastically recommend PST Engineering for any roadway, bicycle, or pedestrian improvement project, particularly those involving CDOT funding. Their professionalism, expertise, and collaborative spirit make them an invaluable asset to any project team.

Sincerely,

Amanda Pierce*Town of Norwood Town Clerk*pierce@norwoodtown.com or (970) 327-4288



COLORADO

Department of Transportation

Region 5

Traffic & Safety
3803 N. Main Avenue, #100
Durango, CO 81301-4034

ATTACHMENT C

March 31, 2023

Re: Letter of Recommendation for PST Engineering, LLC.

To whom it may concern:

I am pleased to recommend Steve Pavlick and his team at PST Engineering, LLC. for both design engineering work and construction management services, especially on pedestrian, bicycle and transit infrastructure type projects where CDOT (or other State DOTs) are providing state or federal funding.

I have worked with Steve on several challenging CDOT Region 5 local agency projects - his in-depth knowledge of the CDOT Project Development Process and his team's ability to deliver projects are second to none. Steve has always been very responsive and focused on meeting tight schedules.

Respectfully,

Robert Shanks
CDOT Region 5 Local Agency Engineer
3803 N. Main Ave.
Durango, CO 81301
(970) 385-1416
robert.shanks@state.co.us



Attachment D - Project Design Development Schedule

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Town of
Silverton

BLAIR STREET

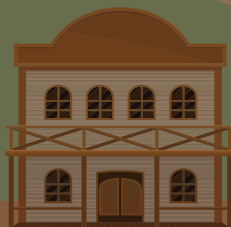
REVITALIZATION PROJECT



AUGUST 18, 2025

**CDOT PN: 26004
TAP M226-006**

SUBMITTED BY:
Bohannon  Huston



August 18, 2025

Steve Mead, Public Works Administrative Coordinator
Town of Silverton
1557 Greene Street
Silverton, CO 81433

**Re: Professional Engineering Services for the Blair Street Revitalization Project | CDOT Project Number 26004;
Project Code TAP M226-006**

Dear Members of the Selection Committee,

When Silverton sets out to revitalize a historic corridor like Blair Street, you need more than just technical know-how; you need a team that listens, partners, and delivers. We are proud to submit our qualifications to support the Town of Silverton in designing a project that's not only compliant with Colorado Department of Transportation (CDOT) and Federal Highway Administration (FHWA) standards, but also rooted in community, heritage, and place. Our firm brings a track record of successful streetscape and infrastructure projects plus a passion for unlocking the character of historic towns like yours.

The Blair Street Revitalization Project calls for coordination across environmental clearances, Americans with Disabilities Act (ADA)-compliant design, stormwater planning, and utility work, all while preserving the story of Silverton's mining past and continued tourism draw. We understand the stakes: this isn't just a construction project, it's an investment in your future identity. Our team is prepared to guide the process from survey and environmental documentation to bid-ready documents, ensuring every step meets the standards of CDOT, FHWA, American Association of State Highway and Transportation Officials (AASHTO), and Public Right-of-Way Accessibility Guidelines (PROWAG).

We will bring the right people to the table, including experienced engineers, planners, and environmental specialists who thrive on complexity and collaboration. From preparing CDOT Form 128 to coordinating with the U.S. Army Corps of Engineers on wetland delineation, we have the expertise to move efficiently through approvals. Our Professional Land Surveyor (PLS) will verify existing right-of-way conditions, and our utility coordination specialists will ensure no surprises derail your timeline.

When it comes to storytelling, we take that seriously. Our designers and public engagement leads are adept at working with historical societies, local artists, and residents to turn streetscape elements (like interpretive signage and landscape features) into authentic reflections of community identity. We have done it before, and we are ready to do it here, helping Silverton's rich heritage come alive block by block.

We respect your timeline. With design slated to begin in September 2025 and wrap up by May 2026, we have mapped out a team structure and project schedule that provides bandwidth, accountability, and precision. We have delivered on similar federally funded streetscape projects with budgets and scope nearly identical to this one—and we're eager to bring that same level of commitment to Blair Street.

Thank you for the opportunity to partner with the Town of Silverton. We are energized by the vision behind this project and confident our team is the right fit. We look forward to the next steps and welcome the chance to discuss how we can help bring this revitalization to life.

Sincerely,



Jared Lee, PE, LEED AP
Principal-in-Charge/Project Manager
jlee@bhinc.com | (970) 788-1140

*BHI strives to meet accessibility requirements in our work products to comply with federal, state, and local regulations and as a matter of best practice. If you encounter accessibility barriers with our work, please contact us directly so we can make appropriate accommodations:
accessibility@bhinc.com.*

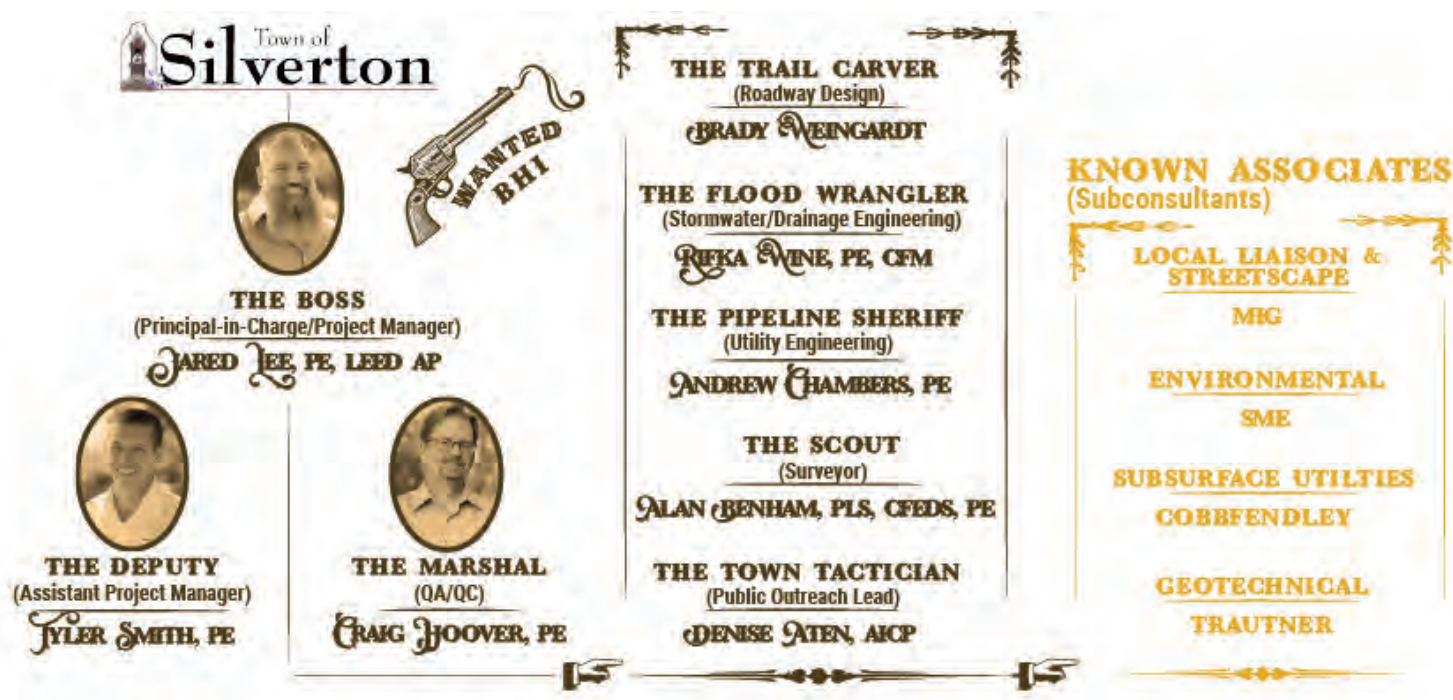
PROJECT TEAM EXPERIENCE

A) PROPOSED DESIGN TEAM

The BHI team stands ready to provide Silverton with quality-driven engineering work on Blair Street. We offer experienced professionals and technicians who are committed to the mutual success of this project and who have the availability required to meet the project schedule. Our team members understand firsthand CDOT processes and requirements because we work with them daily on most of our projects. Our hand-picked team members can help facilitate this process while ensuring compliance. The organization chart below outlines the structure of our team and identifies our key personnel for this project. The team will be led by Jared Lee (a highly-trusted manager known for developing technically-sound solutions), Craig Hoover (a seasoned engineer with nearly 40 years of technical knowledge and excellence), and Tyler Smith (a thoughtful assistant project manager with creative insight and strong attention to detail). They, along with the rest of the team, will remain on this project for the complete performance of the contract. We are readily available and deeply dedicated to ensuring the success of this project throughout its entirety. As frequent visitors of Silverton, we truly want to see this project succeed.

ORGANIZATION CHART

Our organization chart can be found below, followed by brief bios of our leadership team. Full resumes can be found at the end of this proposal in the appendix.



LEADERSHIP TEAM

JARED LEE, PE, LEED AP (THE BOSS)

Jared isn't just a project manager; he's the guy you call when your town's main street needs more than a facelift, it needs a heartbeat. He's wrangled stormwater nightmares, tamed chaotic intersections, and turned gravel corridors into safe, accessible, and beautiful community spaces. With many CDOT Local Agency projects under his belt, he speaks the language of funding compliance, environmental clearances, and tight timelines, the exact skillset Silverton needs to get Blair Street done right. Jared knows ADA ramps are more than concrete pours; they're invitations for everyone to use and enjoy the street.

Jared blends historic sensitivity with modern engineering, making sure improvements will respect Silverton's mining heritage while meeting today's standards. When unexpected curveballs hit (from right-of-way surprises to utility conflicts) Jared strives to be two steps ahead with solutions in hand before the problem makes it to the meeting table. His LEED AP credential means the stormwater plan won't just check a box; it will be smart, sustainable, and easy to maintain for decades. He's



managed Transportation Alternatives Program (TAP), Department of Local Affairs (DOLA), and Community Development Block Grant (CDBG)-funded projects, so he knows how to protect Silverton's investment and keep the paperwork technically sound. Jared thrives in public meetings, turning community feedback into actionable design decisions that build trust as well as infrastructure. For Silverton, Jared won't just deliver plans, he will deliver a revitalized Blair Street that works for residents, wows visitors, and honors the town's history.

TYLER SMITH, PE (THE DEPUTY)



Tyler isn't just the right-hand man, he's the force multiplier every project team dreams of having in their corner. He's led traffic engineering efforts that turn frustrating intersections into smooth, safe, and welcoming spaces for everyone. With a knack for multimodal corridor design, he understands how to balance cars, pedestrians, and accessibility without sacrificing character. Tyler is the guy who keeps agency requirements in one hand and community priorities in the other, and makes them work together instead of collide. His resume spans on-call contracts and high-profile stand-alone projects across Colorado, giving him the range to adapt when the unexpected hits. As Assistant Project Manager, he'll work closely with Jared, anticipating needs and smoothing out bumps before they show up. Tyler's known for running kickoff and progress meetings that keep everyone engaged, from technical teams to town trustees. He brings a rare mix of engineering precision and approachability, often making him the go-to bridge between the field crew and the public meeting. For Silverton, Tyler's expertise in traffic improvements and intersection design means Blair Street's upgrades will be functional, safe, and future-ready. With his steady leadership and collaborative style, Tyler will help ensure Blair Street isn't just rebuilt; it will be reimaged in a way the whole town can be proud of.

CRAIG HOOVER, PE (THE MARSHAL)



Craig isn't just the quality guy, he's the seasoned marshal of BHI's Western Slope engineering, making sure every plan that leaves the office is ready for the real world. With decades of technical experience under his belt, he's tackled everything from flood control and storm drainage to full-scale roadway revitalization. Craig has worked every stage of a project's life (from early feasibility studies to final design), and he knows exactly where trouble likes to hide. As QA/QC Manager, he treats every set of plans like a gold assay, inspecting each detail until he's certain it's worth its weight. Craig looks for compliance with CDOT, FHWA, and ADA standards, and he demands designs that make sense for the community and the contractors building them. Craig's reviews catch the little things before they become big problems, saving time, money, and headaches for everyone involved. His leadership keeps the team aligned, ensuring technical accuracy, clear communication, and a consistent focus on Silverton's vision. When he flags an issue, it's not just a red mark, it comes with a solution that blends engineering best practices with local priorities. For Blair Street, Craig's oversight means the finished product will meet the moment, honoring Silverton's history while building for the future. When Craig gives his stamp of approval, it's a sign that the work will stand strong, serve well, and tell the town's story for generations to come.

SUBCONSULTANT QUALIFICATIONS

MOORE, IACOFANO, GOLTSMAN INC. (MIG) | LOCAL LIAISON/STREETSCAPE



MIG improves, adapts, and creates organizations, environments, and tools for human development. MIG is a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action for streetscape and urban corridors. MIG staff believe that the physical and social environment around us has a profound impact on our lives, and this belief shapes the principles that guide their work.

The firm is leading local, regional, and national planning and design initiatives to ensure accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent. **BHI and MIG have collaborated on several historic downtown corridor revitalization projects, including recent projects like the Downtown's Next Step project in Durango and Main Street Multimodal Improvements in Delta.** MIG can provide landscape architect and public outreach support from their local Durango location.



COBB, FENDLEY, & ASSOCIATES, INC., (COBBFENDLEY) | SUBSURFACE UTILITY ENGINEERING



When it comes to utilities, CobbFendley doesn't guess, they know. With over 3,000 subsurface utility engineering (SUE) projects under their belt, this crew brings unmatched experience, precision, and foresight to the table. They've spent 35+ years navigating everything from utility conflicts to sensitive field conditions, always keeping

projects on time, on budget, and out of trouble. **BHI and CobbFendley have teamed up on dozens of projects throughout Colorado and New Mexico (including big-ticket efforts like the Downtown's Next Step project in Durango), so we know how to work together, communicate fast, and keep the project moving.** On the Blair Street Revitalization Project, their deep utility expertise and proven partnership will ensure nothing underground slows us down.

SME ENVIRONMENTAL, INC., (SME) | ENVIRONMENTAL SERVICES



SME isn't just another environmental consultant, they're specialists with boots on the ground where it counts (the Western Slope and the Four Corners area). With a tight-knit team of experts based in Durango, they bring the full package: National Environmental Policy Act (NEPA) compliance, wetland delineation, 404 permitting, Environmental Site Assessment (ESA) coordination, and hazardous waste support—all backed by years of Local Agency project experience. Their track record in CDOT Region 5 alone includes more than 35 individual trail, bridge, and right-of-way (ROW) efforts. **BHI and SME have worked side by side on projects like Pagosa Springs' Harman Hill and 8th Street improvements, and their local knowledge, regulatory expertise, and hands-on approach make them the clear choice for environmental services on Blair Street.**

TRAUTNER GEOTECH, LLC (TRAUTNER) | GEOTECHNICAL ENGINEERING



Trautner knows the ground in this region better than just about anyone. Founded in 2007 but rooted in over 40 years of Four Corners geotechnical experience, the firm is now led by Jason Deem and Thomas Harrison, who are seasoned professionals with more than 20 years each in engineering geology and geotechnical engineering. With a skilled team and

a fully equipped lab ready to handle soils, concrete, and asphalt testing, Trautner brings the right mix of technical know-how and field responsiveness. Whether it's assessing subsurface conditions or running materials testing with precision, this team doesn't flinch. They're local, they're reliable, and they're ready to backstop the Blair Street project with data you can build on, literally. **BHI and Trautner have built a strong working relationship through past collaborations on projects like the County Roads 250/251 Improvements and the 32nd Street Traffic Calming project (both for the City of Durango). Our history of teamwork means seamless coordination, clear communication, and trust that's already built in.**

B) QUALIFICATIONS AND EXPERIENCE ON SIMILAR PROJECTS

As noted in the subconsultant bios above, BHI has extensive experience teaming with these firms on projects just like this across Colorado, throughout the Western Slope, and even down into New Mexico. We've worked shoulder-to-shoulder with these partners under tight timelines, complex scopes, and sensitive community contexts. That familiarity means this team doesn't need a warm-up; we're ready to hit the ground running and get to work on this important project for Silverton. We're excited for the opportunity to earn your trust and become one of your go-to consultant teams.



FIRM CAPABILITIES/PAST PERFORMANCE/EXPERIENCE

A) FIRM PROFILE



While BHI is not as historic as Silverton, we were founded over 65 years ago and remain true to our roots and history. We appreciate and value longevity and will do our best to develop engineering design solutions for Blair Street and 12th Street that are respectful of and embrace Silverton's historic nature and old west charm.

Since 1959, BHI has been the team communities call when infrastructure needs to be added or revitalized. We have built our reputation on long-term relationships, practical problem-solving, and doing the work that matters. From day one, our clients have been the foundation of our success, and they still are.

What sets BHI apart? Simple. Under one roof, we bring together everything your community needs to plan, design, and build, from main street revitalization to drainage systems, site plans and subdivision layouts to major bridge structures, utilities, and topographic mapping. Whether it's a public-sector agency stretching every infrastructure dollar or a private developer shaping a neighborhood, we're in it with our clients every step of the way.

We are proud to serve the Western Slope, the Front Range, and beyond with offices in Grand Junction and Denver, and our headquarters in Albuquerque. Across every location, our people show up ready to deliver with the technical expertise, responsiveness, and accountability that keep projects moving and communities growing.

With a team of over 270 professionals, BHI is stacked with top-tier talent. When we ask clients why they keep coming back, the answers are always the same: quality of work, technical expertise, and trusted relationships. One client said it best: "You're the people we trust to do the hard stuff." We wear that like a badge of honor. Because in the end, we believe the best projects start with trust, grow with collaboration, and succeed because of the people behind them.

B) AUDITED INDIRECT COST RATE

BHI has rates that have been approved by various agencies, including CDOT. We are happy to quickly provide you with such documentation during negotiations.

C) SIMILAR PROJECTS

At BHI, we don't just tackle problems, we fix them. When a challenge shows up, we roll up our sleeves and turn it into a solution that works, hits the mark, and exceeds client expectations. Our team brings the right mix of experience and creativity to every project, backed by the technological tools to get it done right the first time. We move fast, we think smartly, and we deliver. Our project examples can be found in the following pages.



COUNTY ROADS 250 AND 251 IMPROVEMENTS



Summary: BHI originally provided preliminary and final design for La Plata County for the widening and reconstruction of a half-mile of County Road 251, along with the County Road 250 intersection, including approximately 900 feet of County Road 250. As the project area has now been annexed into the City of Durango, the BHI team has been contracted by the City to update and modify the plan set to align with City of Durango goals and standards, including a new landscaped center median and streetscape. Beginning by updating the previous survey and design files, the team worked to achieve project goals of continuing the ongoing roadway improvements in the area, connecting the urban design section from the west on East 32nd Street, through the County Road 250/251 intersection, and south to the signalized intersection at County Road 250 and Florida Road.

OWNER:

City of Durango

SIZE:

3,600' of Roadway

CONSTRUCTION COMPLETION:

12/2025 (est.)

COSTS (ORIG./FINAL):

\$9,031,294/\$8,803,151
(under construction)

The project incorporates multi-use facilities, drainage, retaining wall structures, and traffic elements, along with a future traffic signal. The design will provide vehicular travel lanes in each direction, new irrigated landscaped median islands with left-turn lanes as needed, concrete bike lanes, curb and gutter, lighting, transition stops, and a 10-foot wide detached sidewalk on the north side. The project will increase pedestrian connectivity and will provide further bicycle mobility to the area.

Team members and subconsultants who worked on this project: Jared was the Principal-in-Charge and provided project oversight as well as design responsibilities. Brady Weingardt was a technical specialist and provided project design. Andrew Chambers provided utility and drainage engineering. BHI teamed with Trautner on this project, who provided geotechnical engineering services.

32ND STREET TRAFFIC CALMING DESIGN



Summary: The City of Durango's 32nd Street is an arterial roadway serving primarily residential and business land uses within the project area. 32nd Street is an important east/west connection for the region as the northernmost crossing of the Animas River. It acts as a relief route to Main Avenue, secondary to Florida Road, bringing traffic from surrounding areas into the north side of the city and transitioning into County Road 251. The primary project objective is to improve safety and accessibility for pedestrians, bicyclists, and other non-motorist users along this section of roadway by updating the road to current City of Durango arterial road standards and providing a complete street scenario in alignment with the concurrent County Roads 250/251 project. These improvements include irrigated landscaped medians, buffered

OWNER:

City of Durango

SIZE:

4,200' of Roadway

CONSTRUCTION COMPLETION:

2026

COSTS (ORIG./FINAL):

\$2,103,562 (+\$753,700 overlay bid alternative)/\$To Be Determined

bike lanes, curb and gutter, pedestrian crossings, ADA-compliant curb ramps, improved sidewalks, transit facilities, and other traffic calming treatments to be identified during project design. The project also includes analysis and recommendation for the existing storm drain network along the corridor. BHI will also be supporting public outreach and stakeholder coordination, including residents, business owners, private utilities, and CDOT.

Team members and subconsultants who worked on this project: Just like the County Roads 250 and 251 project above, Jared was the Principal-in-Charge and provided project oversight as well as design responsibilities. Brady Weingardt was a technical specialist and provided project design. Andrew Chambers provided drainage and utility engineering. BHI teamed with Trautner on this project, who provided geotechnical engineering services.

TRANSPORTATION ALTERNATIVES PROGRAM SIDEWALKS



Summary: The City of Cripple Creek received a CDOT TAP Grant to improve the connectivity of their existing sidewalk network by constructing new sidewalks along Galena Avenue, Crystal Street, and Prospect Street. The addition of sidewalks improved pedestrian access by connecting the gaps that existed in the sidewalk network around the north side of the city, while working within existing constraints, such as ROW, private access, steep slopes, and drainage structures. Special consideration was given to historical preservation and cultural elements of the project, such as historic wells. The remote mountain location also posed challenges with procurement, especially the availability and costs of materials and services.

OWNER:

City of Cripple Creek

SIZE:

4,700' of Sidewalk/Roadway

CONSTRUCTION COMPLETION:

11/2018 (design 2 months ahead)/
construction completed 10/2023

COSTS (ORIG./FINAL):

\$1,454,826/\$1,900,000

BHI provided survey (research, ROW determination, topographic design, and CDOT-compliant control and ownership maps) and design for the construction of approximately 4,700 linear feet of new 5-foot-wide sidewalk, curb, and gutter. The project also included the installation of new ADA ramps, drivepads, retaining walls, street lighting, storm sewer, and drainage improvements. The project included field surveying, geotechnical investigations, environmental clearances, civil engineering design, and construction management, as well as coordination with local CDOT Region 2 offices. As part of the federal grant, it was necessary to follow CDOT processes and documentation. BHI supported the bid advertisement and construction contracting, and the team also provided construction management, quality inspection, materials testing, and oversight.

Team members and subconsultants who worked on this project: Jared was the Principal-in-Charge and provided project oversight as well as design responsibilities. Brady Weingardt was a technical specialist and provided project design including construction support and inspection. Andrew Chambers provided utility engineering and erosion control. BHI teamed with local geotechnical and construction management partners for this project in the Pike's Peak area to ensure project efficiency and effectiveness.

NORTH 8TH STREET SIDEWALKS & HARMAN HILL



Summary: BHI provided survey, design, and construction management for two distinct CDOT LA projects under one contract for the Town of Pagosa Springs.

The first project included the design and construction of approximately 1,800 LF of the new 6-foot-wide sidewalk, curb, and gutter along North 8th Street, Florida Street, and North 6th Street in Pagosa Springs as a Safe Routes to School (SRTS) Grant. The project also included the installation of new ADA ramps, drive pads, retaining walls, drainage conveyance, and street lighting. Construction was completed in early 2020.

The second project originally included approximately 2,500 LF of new trail from the eastern cul-de-sac on Cornerstone Drive up Harman Hill to Highway 160 and Piedra Road. BHI has worked with the Town on several alternative alignments and

configurations of the project to ensure the final project meets Town budget and aligns with other development projects in the area. The most recent version of the project includes a new crosswalk facility crossing Highway 160 at Piedra Road. The project requires improvements to the existing traffic signal at the intersection to accommodate the new pedestrian crossing. Right-of-way was originally needed as part of the new trail alignment across private property. BHI's survey team provided exhibits and legal descriptions for use in the acquisition process. This project is currently being completed as part of the Town Main Street reconstruction project.

OWNER:

Town of Pagosa Springs

SIZE:

1,800' of Sidewalk/Intersection
Improvements

CONSTRUCTION COMPLETION:

12/2022 (8th Street sidewalks)

COSTS (ORIG./FINAL):

\$580,442/\$553,243 (8th Street
sidewalks)



Team members and subconsultants who worked on this project: Jared was the Principal-in-Charge and provided project oversight as well as design responsibilities. Brady Weingardt was a technical specialist and provided project design. Andrew Chambers provided utility engineering and erosion control design. BHI teamed with SME on this project, who provided environmental services.

MANITOU AVENUE - PARK TO SERPENTINE



Summary: BHI completed roadway corridor and drainage improvements on the west end of Manitou Avenue, from Park Avenue to Serpentine Drive. The CDOT LA project consisted of addressing bicycle and pedestrian facilities, including integration of the City's Creek Walk Trail; on-street parking; lighting; landscaping; and drainage improvements along the corridor, including floodplain analysis. BHI provided survey and design in accordance with City and CDOT standards and specifications. Steep adjoining roadway intersections and historic properties and infrastructure made tie-backs and sidewalk connections challenging. The drainage challenges include a roadway that is partially or completely within the floodplain and that parallels a major, narrow-channeled, steep-banked creek that is prone to extreme flooding. Inlets and storm drains for the local drainage management required consideration and mitigation of existing utilities conflicts.

OWNER:
City of Manitou Springs
SIZE:
1,500' of Roadway
CONSTRUCTION COMPLETION:
08/2022
COSTS (ORIG./FINAL):
\$3,528,678/\$4,400,000

Field surveys were included with establishment of field control and historic (1800s vintage) document research (El Paso County and Miramonte Castle records) to assist with definition of the poorly documented Manitou Avenue ROW, boundary survey and determinations, topographic design survey, and existing utility survey. Survey also located existing aerial LiDAR mapping and integrated that data set into the roadway field survey data set for large-area, off-site drainage evaluations. BHI made ROW corrective action recommendations to the City and provided required ownership documentation to CDOT for clearance.

This section of the roadway is also the connection for the Creek Walk Trail, and the project includes consideration of how to integrate the improvements with Fountain Creek. The project involved a robust community engagement process and extensive agency coordination, which included CDOT, Pikes Peak Rural Transportation Authority, Colorado Springs Utilities, the City's Metropolitan Parking Authority, residents, local business owners, and numerous other stakeholders. Opportunities for input were provided through a project website, interactive online map, and in-person community workshops.

Team members and subconsultants who worked on this project: Jared was the Principal-in-Charge and provided project oversight as well as design responsibilities. Denise Aten led public outreach and input process. Brady Weingardt was a technical specialist and provided project design. Rifka Wine provided drainage and floodplain analysis. Andrew Chambers provided utility engineering. BHI also provide design survey and ROW mapping for the project. BHI teamed with local geotechnical and landscape architect partners for this project near Pike's Peak area of Colorado to ensure project efficiency and effectiveness.

D) FAMILIARITY WITH CDOT DESIGN SPECIFICATIONS

BHI understands CDOT project development and assists numerous local governments in navigating CDOT's processes, securing requisite approvals, and implementing improvements that satisfy both local needs and CDOT requirements. Since 2005, we have partnered with Colorado municipalities, DOLA, and CDOT, building valuable experience with CDOT project development procedures. The BHI team applies practical and extensive knowledge to lead efficient project progression. We frequently prepare design and construction documents for roadway construction and rehabilitation projects in accordance with the CDOT Roadway Design Guide, including applicable chapters for "Roads" and "Streets," as well as Chapter 12: Accessible Pedestrian Design and Chapter 13: Bicycle and Pedestrian Facilities.



Our projects consistently reference CDOT M&S Standard Plans and Standard Specifications for Road and Bridge Construction, and we develop project special provisions or custom details formatted to meet these standards. We also prepare construction cost estimates using CDOT unit items and local pricing information (when available), ensuring our planning estimates align with recent project costs and remain as accurate as possible.

E) DRAINAGE DESIGN

As a recognized leader in surface water hydrology and hydraulics (H&H), the BHI team applies its experience and resources to efficiently complete drainage planning and design for roadway projects such as the Blair Street Revitalization. Our extensive background in surface hydrology analysis covers rainfall and stormwater runoff, storm conveyance modeling, drainage facility optimization, floodplain revisions, drainage system assessments, flood routing, flood control planning, and stormwater quality analyses. We design drainage systems for both new roadways in developing areas and rehabilitation projects in older, rural, and urban environments. We coordinate storm sewer design requirements with roadway grading and other utilities, and we bring expertise in hydraulic analysis of both pressure and non-pressure flow systems. BHI employs advanced modeling tools such as HEC-HMS, HEC-RAS, SWMM, and GIS to model stormwater runoff and prioritize improvements. We have designed numerous roadway drainage systems, including those for the ongoing Delta Main Street Multimodal project.

We understand the National Highway Institute (NHI) Highway Drainage design standards, and our staff have completed NHI-certified drainage courses applicable to Blair Street and will pursue additional training as needed. We also follow CDOT Drainage Design Manual (DDM) requirements, procedures, fees, and approval timelines, and we have delivered several projects under these guidelines, including installation of storm sewer for the Manitou Avenue (MAPS) roadway reconstruction project.



F) FAMILIARITY/EXPERIENCE WITH FHWA & CDOT FUNDED PROJECTS

The BHI team has developed numerous FHWA, CDOT, or federally funded LA Agreement projects in the surrounding region, including our current FHWA Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Funded Main Street (US 50) Improvement project for the City of Delta. Our team has provided municipal clients assistance with navigating FHWA/CDOT's processes, gaining the requisite clearances and approvals, and implementing improvements meeting both local needs and CDOT's requirements. As CDOT oversees all federal transportation grants, we have completed multiple projects following the CDOT LA Manual. Our knowledge of CDOT allows us to optimally navigate the review process with CDOT and to keep the project on schedule. Our success with CDOT is based not only on our expertise and quality work, but also on our relationships with CDOT staff and commitment to working within their processes, manuals, and procedures to get jobs done right. Our recently completed CDOT LA projects are:

"First of all, Thank you! I very much appreciate that we had a target date of FOR comment resolution discussed and you met it! I would say a majority of my projects are not delivering when they say in the recent. So this is the best Monday news I have received in a while. I can't thank you enough because this project is very schedule sensitive."

-- Bridget McDougal, CDOT R5

Re: Pagosa Springs Harman Hill Project (2023)

- » N. 8th Street Sidewalks (SRTS) and Harman Hill Trail | Town of Pagosa Springs
- » Piedra Road Improvements, Ph. I and II | Archuleta County
- » Manitou Avenue – Park Avenue to Serpentine Drive | City of Manitou Springs
- » Ryus Avenue Bridge Replacement over the Cucharas River | Town of La Veta
- » TAP Sidewalks | Town of Cripple Creek
- » Downtown Multimodal Improvements / Union Avenue and Main Street Reconstruction | City of Pueblo
- » West 136th Avenue Safety Improvements at Legacy High School | City and County of Broomfield
- » SH 177 (University Boulevard) between County Line Road and Orchard Road Infill Sidewalk | City of Centennial
- » Rio Grande Bridge / Slaughterhouse Gulch | City of Littleton

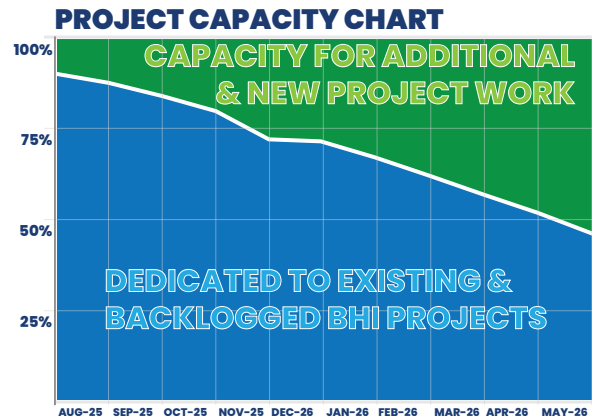


G) PENDING LITIGATION

BHI is currently involved in a complaint filed by the City of Santa Fe. The claim stems from seeping concrete and pipe cavitation during construction. BHI stands behind its design and is currently working to assist the City in resolving the issue. BHI has no other pending litigation.

H) CURRENT AND PROJECTED WORKLOAD

BHI schedules our work weekly to incorporate future work and upcoming resource constraints and monitors progress daily. The schedule comprises contracted, potential, and soon-to-be contracted project schedules; staff personal time off; and seasonal considerations. This ensures a constant awareness of our project load and provides for system-wide adjustments in resource scheduling to ensure schedules are maintained or, in many cases, accelerated. Our current/projected workload is shown in the chart to the right. Specific to the Blair Street project, our Delta Main Street project team is currently wrapping up the final design with the Final Office Review (FOR) scheduled for September 11th. This will enable us, if selected, to roll our Delta Team down highway 550 to Silverton and get your project done.



I) VOLUME OF PREVIOUSLY AWARDED PROJECTS

For 66 years, BHI has developed and expanded its professional staff, geographic area of operation, and scope of services. On average, we provide services on \$40 million worth of projects each year. Though listing each of our awarded projects would exceed the page limit, additional details of these projects can be provided upon request. A sample of our previously awarded relevant projects include the following:

- » 32nd Street Traffic Calming | City of Durango
- » County Road 250/251 | City of Durango
- » Downtown's Next Step (Main Street) | City of Durango
- » N. 8th Street Sidewalks and Harman Hill Trail | Town of Pagosa Springs
- » Main Street (US 50) Multimodal Improvement | City of Delta
- » Manitou Avenue – Park Avenue to Serpentine Drive (MAPS) | City of Manitou Springs
- » TAP Sidewalks | Town of Cripple Creek
- » Downtown Multimodal Improvements / Union Avenue and Main Street Reconstruction | City of Pueblo
- » Piedra Road Improvements, Ph. I and II | Archuleta County

PROJECT APPROACH AND SCHEDULE

A) PROJECT UNDERSTANDING & APPROACH

The Town of Silverton is launching a critical effort to revitalize Blair Street, focusing on pedestrian safety, ADA accessibility, and the preservation of its historic downtown character. At the heart of these improvements is the all-way stop-controlled intersection of Blair Street and 12th Street, which is a key gateway for visitors exploring Silverton's historic district. Since 12th Street provides direct access to the Silverton Train Station (serving as the northern terminus of the Durango and Silverton Narrow Gauge Railroad), this intersection plays a vital role. As one of Silverton's top tourist destinations, the train station brings a high volume of visitors, making the intersection's safety, functionality, and appearance all the more important.

Understanding this intersection's dual role as a transportation hub and cultural/historic landmark, the Town is moving forward with infrastructure enhancements to create a safer, more welcoming, and visually cohesive environment while preserving the area's historic character. After reviewing the RFP, conducting multiple site visits, and studying current conditions, we understand the project includes installing bulb-outs with ADA-compliant curb ramps at all four corners of the Blair Street and 12th Street intersection as well as improvements along the 12th Street Block as funding allows. We will also design clearly marked crosswalks to guide pedestrians and improve sidewalk conditions nearby with curb and gutter work that supports both access and stormwater management.



Our design will address a variety of complex, existing conditions, ranging from available ROW and business access needs to utility features like electrical poles and fire hydrants, along with drainage patterns that affect surface runoff across the corridor. To help guide this work, our team developed a preliminary project map highlighting design opportunities that align with the Town’s revitalization goals and critical infrastructure constraints.

This project (funded through the Transportation Alternatives Program [TAP M226-006]) will be administered through CDOT Region 5. This means compliance with CDOT, FHWA, ADA, PROWAG, and Manual of Uniform Traffic Control Devices (MUTCD) guidelines is essential. Our team is well-versed in navigating the Local Agency process and will ensure environmental clearances, ROW verifications, utility coordination, and stakeholder engagement are seamlessly integrated into each step of design development and approval processes.

The revitalization of Blair Street is not merely a roadway improvement project—it is an initiative that will enhance the character and vibrancy of Silverton’s downtown core while preserving the town’s historical nature. BHI brings extensive experience in designing downtown corridor improvements, traffic calming measures, and pedestrian infrastructure that not only enhance functionality but also preserve and elevate the unique cultural identity of the communities we serve. We recognize that each design element, from the curvature of a curb ramp to the texture of crosswalk materials, plays a role in influencing how residents and visitors experience the street environment.

Our approach prioritizes thoughtful, context-sensitive design solutions that respect Silverton’s mining and railroad heritage while delivering modern functionality and safety. By integrating wayfinding elements, interpretive signage, and streetscape features that reflect the town’s historical narrative, we aim to create a corridor that is as educational and inspiring as it is accessible and safe. We will work closely with Town leaders, CDOT, local business owners, and residents to ensure the final design reflects Silverton’s shared vision for Blair Street.

The BHI team is excited to partner with the Town of Silverton on this effort. We understand the corridor’s historical significance and the technical challenges that come with downtown revitalization projects. Drawing on our expertise in pedestrian-focused design, CDOT LA project delivery, and context-sensitive urban design, we are ready to deliver a final product that captures Silverton’s vision for a vibrant, pedestrian-friendly Blair Street.





PROJECT MANAGEMENT

One of the keys to a successful project is good management. BHI has developed a standardized yet flexible BHI Project Management Methodology to deliver repeatable success to our clients. While each project presents a unique scope, schedule, budget, and deliverable, having defined steps that move our projects from negotiation to completion assures our clients that they can expect a focus on effective project management from our company that is consistent from project to project. This BHI-tailored approach provides Jared Lee (Principal-in-Charge and Project Manager) with a proven toolkit that helps ensure that your project goals are accomplished, the schedule is met, the budget is adhered to, and the project delivered is the project expected. By beginning each project with an established performance plan, the entire team shares a clear understanding of the project objectives as well as the activities that form the work breakdown structure. The plan is the living tool for efficiently guiding the project to a successful completion, enabling Jared to effectively manage the schedule, budget, issues, change, and risk to deliver a successful project to a satisfied client.



PROJECT COMMUNICATION

We have developed our internal BHITracker™ web-based project management and communication tool to assist in project management and communication helping ensure quality deliverables. From initial project scoping and kick-off meeting to regular project meetings, progress reports, and review meetings, we use BHITracker to continually communicate project progress with our clients. For each of these meetings, preparation and distribution of meeting agendas and minutes will ensure that the decisions made are documented and will keep the Town and our design team aware of project progression in relation to the scope of work. We will also discuss any new challenges that may arise and determine how we can address them to most benefit the Town. Our BHITracker system is used to log and track issues, including details, responsible party, and ultimate resolution. Jared will engage directly with the designated Town representative to identify the issues early and reach consensus to keep the project on schedule.



PROJECT MEETINGS

Typically, meetings will include an initial project scoping and kick-off meeting, regular project meetings and progress reports, review meetings, and coordination with the Town and CDOT to discuss project details. As our local liaisons, MIG's Durango staff can help facilitate communications throughout the project. Craig and Jared have worked together on dozens of projects and will work seamlessly to ensure we are highly responsive to the Town throughout the project. We will also include an option with the Town's preferred virtual meeting software, along with other supporting technical tools, to allow the full project team to effectively participate in meetings from anywhere. From our other projects, we have found virtual meetings to be an effective way to save time and money and ensure all parties can attend, including subconsultants. For each of these meetings, we will prepare agendas and distribute meeting minutes to document decisions made. Periodic internal meetings will be held to keep the design team aware of how the project is progressing in relation to the scope of work, discuss any new challenges that may arise, and determine how we can address them to the greatest benefit to the Town.

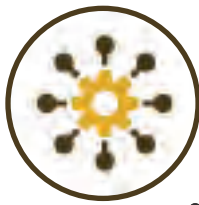
Key design milestones will be marked by structured review sessions, including a Field Inspection Review (FIR) at the 30% design level and a Final Office Review (FOR) at the 90% design level. These milestone meetings will provide critical opportunities for feedback, alignment, and refinement of the design. Each meeting will be documented meticulously, with agendas distributed in advance and meeting minutes capturing decisions and action items.



STAKEHOLDER MEETINGS

With the number of parties that could be affected by design decisions, stakeholder participation will be an essential element of this project. We have extensive experience facilitating coordination meetings in a variety of formats, and we have found that fully engaging the public and stakeholders helps foster buy-in and build consensus. We will prepare and conduct meetings and presentations, including business owners, the Railroad, Town maintenance staff, private utility owners, CDOT, San Juan County, the School District, Sheriff and Fire District, and others. We will highlight initial plans and progress of the proposed design, as well as solicit feedback and document the process and progress throughout the entire project.





PUBLIC OUTREACH

Public outreach will be a cornerstone of our project communication efforts. Given the prominence of Blair Street and its importance to both residents and visitors, it is essential that the community is actively engaged in the project. We will coordinate with Town staff to participate in up to three public meetings.

Our outreach strategy will combine in-person and virtual engagement opportunities to maximize community participation. Public meetings will be conducted to solicit feedback from residents, business owners, and other stakeholders. These sessions will be designed to be interactive and informative, providing clear visualizations of proposed improvements and opportunities for attendees to provide input. Additionally, we can utilize online surveys and virtual comment boards to gather feedback from stakeholders who are unable to attend in-person meetings.

We will employ a variety of tools to enhance public engagement, including visual renderings, photo-simulated graphics, and interactive mapping platforms. Our dedicated visual communication group has developed a preliminary immersive 3D model of the project area to illustrate our abilities and the effect they can have in conveying the project vision and intent. **Two example renderings exported from this model are included to the right.** These materials will help the community visualize the proposed design.

Our team has extensive experience facilitating public outreach efforts that are both effective and inclusive. We will work closely with the Town of Silverton to develop an outreach program that meets the expectations of Town staff, ensures meaningful community input, and fosters a sense of ownership and pride in the final project.



PROJECT SITE INVENTORY AND ANALYSIS

Existing conditions will be analyzed through the collection of field data, use of online data resources, and survey provided by the Town of Silverton. All existing utilities, easements, topography, and vegetation will be documented and evaluated. This information will be used as a foundation for the project design.

SURVEY/MAPPING



We will begin the project with a thorough review of the existing data and field conditions. BHI's internal survey crews will build on the existing survey work and provide any required supplemental surveying effort, such as missing drainage infrastructure information, to ensure a current, comprehensive survey is available for design efforts, as well as to meet clearance requirements for the project. BHI will begin by obtaining existing survey control from the client, reviewing all available documentation and files related to the established control points. Field verification will then be conducted to confirm the accuracy and integrity of the control points in the field. If any discrepancies are found, additional control points will be established to supplement the existing data and ensure the accuracy of the survey work.

We will consult with the Town to identify any additional topographic mapping needs for the project. This will ensure that all required areas are captured, especially those not covered by the existing survey. To gain a broader understanding of drainage patterns and surface conditions, we will incorporate existing aerial LiDAR mapping data into our process. Our survey teams will field-verify this data to confirm its accuracy and relevance. The combined field and LiDAR data will be processed and compiled into a comprehensive AutoCAD Civil 3D drawing file that will serve as the foundation for the design team's work.

In parallel with field data collection, we will initiate an extensive title research effort to confirm existing easements, ownership boundaries, and recorded encumbrances that may impact the project. Our team will conduct research of easements of record, and review Subdivision Plats, Land Survey Plats, and monument records from the San Juan County Clerk & Recorder's Office. Additionally, we will obtain relevant monument record data from the Architects, Engineers, & Surveyors (AES) State Board of Registration to aid with survey control. All research findings will be compiled and analyzed to develop a preliminary ROW map that will be further refined through field verification.

This ownership map will be developed in accordance with CDOT ROW clearance procedures and will provide a clear depiction of property boundaries, public ROW, and any potential acquisition needs. This document will be critical in supporting CDOT's environmental and ROW clearance processes.



SUBSURFACE UTILITIES ENGINEERING (SUE)

Existing buried utilities pose a significant risk to project success. Our partner CobbFendley will provide SUE and utility coordination services for the Blair Street Revitalization Project. During data collection, CobbFendley will verify utility ownership and conducts a SUE Quality Level B investigation in compliance with CDOT standards.

CobbFendley's field crews electronically locate, mark, and survey underground utilities, producing a utility composite map reviewed by their project manager and field supervisor. They reconcile this composite with BHI's field survey of visible utility infrastructure and appurtenances and perform a comprehensive scan of project limits to identify unmapped or unknown utilities.

Deliverables from this phase include a utility map, utility owner contact list, and detailed conflict matrix. When vertical conflicts cannot be resolved through design adjustments, CobbFendley excavates SUE Quality Level A test holes using non-destructive air-vacuum excavation at precise conflict points. Before fieldwork, CobbFendley coordinates with Colorado 811 and arranges onsite inspections with utility owner representatives as required. Once utilities are exposed, field technicians record detailed data on type, size, material, configuration, condition, and horizontal and vertical positioning with an accuracy tolerance of 0.10 feet or greater, if specified. Crews restore disturbed areas from test hole excavations to original condition.

CobbFendley delivers all SUE data in AutoCAD Civil 3D or MicroStation ORD formats, as required. Hardcopy deliverables are signed and sealed by Colorado-licensed Professional Engineers and Land Surveyors. CobbFendley's team applies full knowledge of the Colorado Subsurface Utility Engineering Law (SB 18-167) and ASCE CI 38-22 standards to ensure compliance with state requirements.

Through this integrated approach—combining advanced surveying technologies, rigorous title research, and proactive utility coordination—our team develops a comprehensive understanding of site conditions. This foundation of accurate, reliable data informs every aspect of design and ensures efficient, effective delivery of the Blair Street Revitalization Project



ENVIRONMENTAL SERVICES

Our environmental partner SME (headquartered in Durango) will dedicate LA project specialists and support the Town in securing environmental clearance for the project. Most environmental clearances for the Blair Street Revitalization should proceed relatively smoothly, particularly natural resources inventories and clearances such as endangered species and wetlands/Waters of the US. Other clearances (specifically Hazardous Waste and Cultural Resources) may present more challenges given the project corridor's location in an urbanized area with more than 150 years of history. Even

so, our team clears all resources through the standard CDOT Form 128 (NEPA Categorical Exclusion) process. The resource areas scoped by CDOT for the Town of Silverton RFQ for the project are addressed below in order.

Hazardous Waste: Based on SME's past experience with Phase I ESA projects in and around Silverton, the team will likely recommend a Materials Management Plan (MMP) under CDOT 250 specifications. Factors include the region's mining history, the long-term presence of Durango & Silverton Narrow Gauge Railroad tracks and activity, and proximity to historic and current gas stations that may require additional investigation and monitoring depending on MESA results and excavation depth. The potential for lead-based paint and asbestos (ACM) in some structures is likely high, requiring sampling before construction if demolition is proposed. Utility relocations may also encounter subsurface utilities with suspect ACM that should be inspected during excavation or prior to construction. The MESA will fully address these issues, and the resulting MMP will be written to CDOT specifications by a qualified Health and Safety Officer (HSO) on behalf of the contractor selected by CDOT to build the project.

Threatened, Endangered, and Sensitive Species (TES) Report: The project area lies within a significantly disturbed environment with minimal value for special-status species, so long-term impacts are not anticipated. Removal of nesting habitat (trees, shrubs, or structures) for birds protected under the Migratory Bird Treaty Act must occur outside nesting season or after a pre-construction survey

confirms no active nests. The TES Species Report/BA will address all issues and include a complete list of recommendations and mitigation measures to be implemented before and during construction.

Wetland Determination: The confluence of Cement Creek and the Animas River lies about 500 feet east of the project area, creating minimal potential impacts to aquatic resources. SME will locate the edge of the riparian/wetland zone with sub-meter GPS, and the project design will be overlain on this data to demonstrate to CDOT that no further action is needed for Clean Water Act compliance.

Cultural Resources: Once the project area is defined (including temporary and permanent easements, ROW acquisitions, and impact limits) SME will coordinate with the CDOT R5 environmental project manager and historian. SME will provide the project description and an initial analysis of adjacent properties that may qualify as historic resources to determine the extent of required work. Per standard practice, all historic built-environment resources within the footprint will be considered. The minimum age criterion is 45 years from project initiation; assuming initiation in 2026, properties built in or before 1981 will qualify as historic. Based on CDOT historian feedback, SME will inventory the necessary properties, and the corridor will be surveyed for archaeological resources where unbuilt parcels are present. The BHI team brings experience documenting similar findings, such as historic horse rings, coal chutes, and trolley tracks encountered on our Union Avenue and Main Street project for the City of Pueblo. The scope and level of documentation for historic and archaeological resources will depend on the nature of identified resources and potential impacts, with a final scope and cost estimate prepared as early as possible in the schedule.

Paleontology: SME will first contact the University of Colorado Museum of Natural History and the Denver Museum of Nature and Science to request a paleontological resources database search for the proposed project area. SME will then coordinate with the CDOT R5 environmental project manager and paleontological resources specialist to determine if further documentation is required. If CDOT determines a field survey and reporting are necessary, Woods Canyon will prepare a scope and fee to complete the work early in the project schedule.

Stormwater Management Plan: BHI will prepare the stormwater management plan (SWMP) for anticipated construction in compliance with the Town of Silverton, CDOT, and the Colorado Department of Public Health and Environment – Water Quality Control Division. The SWMP will establish Best Management Practices (BMPs) designed to reduce or eliminate potential stormwater quality impacts. Appropriate BMPs will depend on pollutant sources, construction activity, and site-specific conditions. Each site will be assessed to identify the most effective context-sensitive options.



DESIGN DEVELOPMENT AND PLANS

BHI, along with long-standing partner MIG, has extensive experience helping clients in the reconstruction and revisioning of their transportation infrastructure, as we have together on the recent City of Delta Main Street Multimodal Improvement project. Our design approach will prioritize ADA-compliant curb ramps and bulb-outs at the Blair Street and 12th Street intersection, ensuring safe and accessible pedestrian crossings. Crosswalks will be delineated using materials and treatments that reflect the historic nature of the corridor, contributing to Silverton's unique downtown character. We

use our experience and graphic tools (like renderings on the following page) to help explore and prioritize various options

for the intersection and sidewalk layouts—including curb bump outs, sidewalks, enhanced crosswalks, parking, lighting, wayfinding, landscaping and amenity areas—to maximize the available ROW and improve the traveling experience for all users. We can design options that either maintain the current boardwalk at the buildings along the street and connect to them, or remove and/or replace them to maximize the road ROW. Either will be designed to ensure ADA compliance and require special consideration to those connections and providing accessibility. The BHI team is fully trained and knowledgeable in current local, state, and federal guidelines for design of roadways, intersections, and all ADA-compliant pedestrian facilities, including curb ramps, crosswalks, sidewalks, pedestrian refuges, etc., within public ROW. Streetscape enhancements, including lighting, interpretive signage, and wayfinding elements, will be incorporated to celebrate Silverton's mining heritage and enrich the overall pedestrian experience.



Throughout the design process, utility coordination will be integrated to minimize relocations and avoid conflicts, such as the existing fire hydrants and electrical poles, streamlining the path to construction readiness. Additionally, we will evaluate and provide recommendations for reclamation of disturbed areas within the project limits. Our team will identify appropriate strategies for restoring temporary construction zones, staging areas, and access points, ensuring that these areas are stabilized and seamlessly integrated with the surrounding landscape. Reclamation efforts will be designed to align with CDOT specifications and the Town's aesthetic expectations, using native seed mixes, erosion control measures, and durable surface treatments as appropriate. This reclamation strategy will support long-term sustainability, minimize environmental impacts, and contribute to the visual cohesion of the Blair Street corridor.

Drainage and Erosion Control: A key component of our design process will be a detailed hydraulics assessment to evaluate existing drainage conditions, identify deficiencies, and develop effective stormwater conveyance improvements. Based on our review of the FEMA Floodplain Map, this project is not believed to be within a designated floodplain or floodway, which simplifies hydraulic considerations but does not diminish the need for effective surface drainage solutions. BHI will perform field assessments to document existing inlets, culverts, gutter flow paths, and drainage outfalls within the project limits. This data will be used to model existing and proposed drainage conditions, with a focus on capturing runoff from sidewalks, bulb-outs, and the roadway surface to prevent ponding and minimize impacts to adjacent properties and businesses. Stormwater conveyance improvements will be carefully designed to manage runoff effectively, with particular attention to existing drainage patterns and capacity constraints, ensuring a resilient and sustainable infrastructure solution.

Our drainage design will follow the updated CDOT DDM. Low-Impact Development (LID) strategies will be considered where feasible to enhance water quality and reduce the environmental footprint of the improvements. Drainage design components will be integrated into the construction drawings, including grading plans, drainage details, and stormwater infrastructure layouts. Coordination with SME Environmental will ensure that drainage improvements align with the project's SWMP and meet CDOT and Colorado Department of Public Health and Environment (CDPHE) requirements.

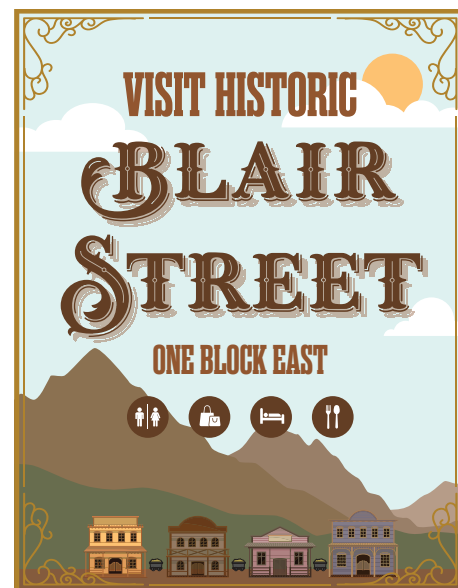
Our subconsultant Trautner Geotech (Trautner) is available to provide geotechnical engineering perspective as needed, specifically for the roadway section. We can explore options to further stabilize the road and reduce the erosion and runoff that crosses and covers the concrete crosswalks during storm events.



ENGINEER'S ESTIMATE OF CONSTRUCTION COST

Early in the process, we develop a working cost estimate to track the project budget and guide its progression. We refine the Engineer's Estimate with each progress package and finalize it with the stamped plans and specifications. BHI routinely designs and bids projects and maintains a construction cost reference database with unit prices from hundreds of projects (including our recently bid CR250/251 Improvement project for the City of Durango) and publicly available bids (such as the Montrose West Main Revitalization project in 2024). Our engineers draw on this database, the expertise of our Construction Management Group staff, and CDOT unit pricing information to prepare project construction cost estimates. This approach ensures our estimates align with actual project costs once contractor bids are received.

Cost Control: We verify that our estimate of probable costs fits within the established budget for the project or defined portions under consideration. Clients can use the estimate to pursue grants and funding opportunities, as demonstrated in our Delta Main Street project, where we refined the scope to fit the available budget. Working with the City, we identified project priorities and developed bid alternatives to maximize flexibility in construction bidding and funding. We can provide the same approach for this project, including identifying components suitable for deferral to future phases. Our engineers consistently remain cost-conscious, applying value engineering and innovation to design the most efficient infrastructure solutions.



Example wayfinding sign developed by our team for this proposal.





BID PACKAGE PREPARATION AND CONSTRUCTION SCHEDULE

The final bid package will include complete Plans, Specifications, and Estimates (PS&E) documents prepared in CDOT standards and format. The final design package will feature demolition plans, typical sections, geometric layouts, curb ramp details, signing and striping plans, utility relocations, drainage improvements, and construction phasing strategies. Our team will prepare project special provisions and technical specifications in CDOT format, ensuring the project is ready for bid advertisement. BHI will coordinate closely with CDOT Region 5 to obtain concurrence to advertise, securing all required reviews and approvals before advertisement. We will manage this process under CDOT's LA procedures to support a smooth path to project bidding.

In addition to the bid package, BHI will prepare a detailed construction schedule to accompany the Engineer's Estimate. This schedule will define anticipated construction durations, sequencing of critical activities, and key milestone dates. It will incorporate realistic allowances for utility relocations, procurement of long-lead materials, environmental compliance measures, and coordination with local businesses to minimize disruptions. Our team will work closely with the Town and CDOT to align the schedule with funding availability and seasonal construction windows, ensuring a seamless transition from design to implementation.

RIGHT-OF-WAY COORDINATION

Our team will coordinate closely with CDOT and the Town to ensure all ROW requirements are met. We assume that all improvements will be designed within existing right-of-way, but if acquisitions are necessary, BHI can prepare acquisition documents, including ROW plans, legal descriptions, and offer packages, in accordance with CDOT's ROW Manual.



CONSTRUCTION SUPPORT SERVICES

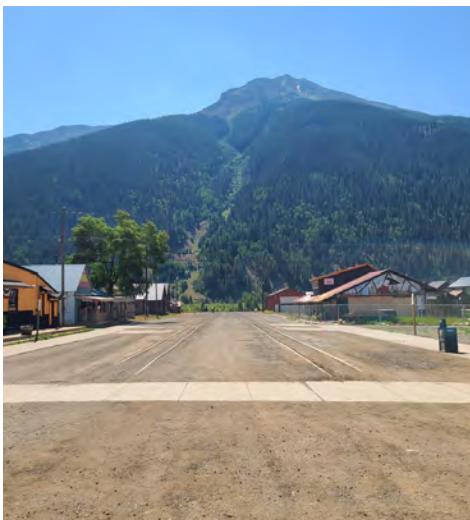
During construction, BHI will provide design support to address contractor inquiries, submittal reviews, and change order evaluations. We will attend pre-construction meetings and perform site visits as needed to assist the Town and CDOT in ensuring that the project is constructed in accordance with the design intent and project specifications.



COORDINATION WITH CDOT LOCAL AGENCY PROGRAM

Our team understands the intricacies of CDOT's LA process and will work in close partnership with Region 5 LA staff. We will manage all submittals, clearances, and documentation to streamline project approvals. Regular coordination meetings will be held to align project progress with CDOT requirements, ensuring a smooth path from design through advertisement. Design development will progress through CDOT's LA review process, with key milestones at the FIR representing the 30% design submittal and FOR representing the 90% design submittal. Our team will follow the procedures outlined in the CDOT Project Development Manual to ensure that all design deliverables meet the documentation, coordination, and review requirements necessary for LA projects. Plans will be developed to a level of detail that ensures constructability, cost control, and compliance with applicable standards.

Through this comprehensive approach, BHI will deliver a design that meets the Town of Silverton's goals for revitalizing Blair Street while ensuring compliance with all applicable regulatory and funding requirements.





Independent Technical Reviews: The iterative nature of engineering design provides some built-in quality control checks at each stage of project development. For a roadway design project, opportunities are present to identify and correct problems in moving from conceptual, to preliminary, to the advanced design stages. To facilitate the identification and correction of issues during this process, BHI assigns a dedicated technical reviewer to scrutinize our design work before key milestones.

Constructability Reviews: In addition to the detailed technical review, BHI also includes thorough constructability reviews as standard practice in our infrastructure design work. Senior staff from BHI's Construction Management Group review construction plans to verify that they are capable of being constructed as designed. Construction phasing, materials, and the most applicable construction methods will be reviewed as part of this process.

B) PROJECT SCHEDULE

We have developed an initial schedule for the project, and it can be modified to meet the ultimate scope of the project. We are confident we can complete the design well within the requirements to ensure construction completion prior to November 2028.

<div>PROJECT DESIGN SCHEDULE</div> <div>Blair Street Revitalization</div> <div>Town of Silverton</div> <div>8/6/2025</div>		<div>Meeting and Coordination</div> <div>Progress Meeting</div> <div>Internal Team Meeting</div> <div>Field Investigation/Analysis</div> <div>Design and Construction Documents</div> <div>Bidding</div> <div>Construction</div>		<div>★ Review Meeting</div>		<div>Bohannon</div> <div>Huston</div> <div>Engineering</div> <div>Spatial Data</div> <div>Advanced Technologies</div>																																																
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0.6	Stakeholder Coordination																																																					
0.7	Public Meeting																																																					
1	Project Site Inventory and Analysis																																																					
1.1	Site Visit/Evaluation																																																					
1.2	Topographic and ROW Survey																																																					
1.3	SUE (CobbFendley)																																																					
1.4	Environmental Data Collection and Analysis (SME)																																																					
2	Design Development and 30% Plans (FIR)																																																					
2.1	Preliminary Design/Layout																																																					
2.2	Preliminary Drainage Analysis																																																					
2.3	Preliminary Cost Estimate																																																					
2.4	Quality Control Review and Address Comments																																																					
2.5	FIR Review and Meeting																																																					
3	90% Final (FOR) Design																																																					
3.1	Final Construction Drawings, Engineer's Opinion of Probable Cost Estimate, and Technical Specifications																																																					
3.2	Final Drainage Report/SWMPP																																																					
3.3	Quality Control Review and Address Comments																																																					
3.4	Final Plan Review and Meeting																																																					
4	Pre-Advertisement Review and Final Bid Package																																																					
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5	Bidding																																																					
6	Construction																																																					



C) PHASED PROJECT EXAMPLES

Early in the process we will develop a working cost estimate to help track the project budget and guide its development. The estimate can be used to pursue grants and other funding opportunities. In the case of our Delta Main Street project, we used it to refine our project scope to fit within the available funding allocated to the project. We worked with the City to identify project priorities and then broke the project into phases that fit within the current budget, while also developing bid alternatives to allow flexibility in construction bidding and maximizing the available funding. Our engineers are always conscious of project costs, and we strive to design the most efficient infrastructure products through value engineering and innovation.

D) FUNDING PURSUIT EXAMPLES

BHI can also assist you with pursuing grants and other funding mechanisms to get the project constructed. Because few communities can improve and maintain their infrastructure without funding assistance, our team members have worked with numerous funding agencies to secure funds for community infrastructure projects. A sampling of these programs and agencies includes Transportation Alternatives Program (TAP), Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Department of Local Affairs (DOLA) Colorado Main Street Program, Colorado Municipal League (CML), and various State and Federal Appropriations. As a result, our staff understands these agencies' requirements, including project administration, ROW and permitting documentation, Preliminary Engineering Reports (PERs), design procedures, construction drawing and contract documents, and construction management and inspection. We can assist in making applications and presentations to these agencies as appropriate to support your staff in communicating and coordinating with them, including detailed project write-ups, project benefit arguments, and construction cost estimates. As part of our On-Call with Cripple Creek, BHI has provided cost estimates and funding application support for a variety of projects, including initial cost estimates of the specific segments of roadway repair or replacement and water/wastewater, replacement/extension, water transmission line replacement, ADA sidewalk replacement within the City park, and other projects in support of funding requests for low-income housing developments in town. We were recently successful in support City funding efforts for entire City Park Sidewalk replacement project.

E) HISTORICAL PROJECT EXAMPLES

Our team has experience working on several historical downtown corridor projects, including those for rural mountain communities like Cripple Creek, Manitou Springs, Pagosa Springs, and Durango. The City of Cripple Creek in particular, for which we are the On-Call Engineer, was once a booming mining hub. It is now a National Historic Landmark, drawing visitors to explore its past and enjoy its present-day attractions. As part of our environmental clearance process on LA projects, we have coordinated with the State Historic Preservation Office (SHPO), including documentation and mitigation for historic trolley track, coal chutes, and horse rings along Union Ave and Main Street for the City of Pueblo.

F) WILLINGNESS TO WORK WITH EXISTING PLANS

The BHI team is currently supporting the City of Delta with their Main Street Multimodal Improvements, for which our team was selected after the 30% design had been completed by another consultant, and we are successfully advancing to final design. Existing survey files and conceptual design drawings were collected, transitioned to our workspace, and reviewed for completeness. This provides us with recent relevant experience on this type of project, and a deep understanding of the steps needed to transition mid-design and complete the final portions. We will leverage our engineering expertise and lessons learned on that project to complete the final design and construction documents, with a focus on identifying constructability issues, attempting to minimize public impacts, and obtaining final clearances and approvals. We pride ourselves on the ability to salvage previous efforts to minimize costs where applicable, while providing a fresh perspective and opportunities to improve on prior efforts.



REFERENCES

We work hard to maintain our reputation for being the best at what we do and strive to achieve extraordinary customer service through continuous improvement and quality measurements. Our 66-year-long history of successful projects and corporate stability to do so. We are proud of the reputation for quality service and customer satisfaction we have built based on our vision and values, and we are confident you will value the type of work we do. We encourage you to contact some of our current clients (for whom we have completed similar projects) to assess how they would rate our reputation and performance:

Devin King | City of Durango

Project: 32nd Street Traffic Calming Design

(970) 375-4955

devin.king@durangogov.org

Cost: \$215,920 (design)

Joe Gillman | City of Delta

Project: Delta Main Street Multimodal Improvements

(970) 874-7566

joe@cityofdeltanet

Cost: this project is currently underway, so final cost is unavailable. This project is very similar to this Blair Street Revitalization project, and we encourage you to reach out to Joe to see how we're progressing so far. Current estimate is \$1.1M

Carrie Gudorf | Mesa County

Project: Rosevale Road Drainage Improvements

(970) 244-1811

carrie.gudorf@mesacounty.us

Cost: \$1,325,334 (design)

Steve DiCamillo | City of Cripple Creek

Project: TAP Sidewalks

(719) 689-2125

sdicamillo@cripple-creek.co.us

Cost: \$221,248 (design)

James Dickhoff | Town of Pagosa Springs

Project: North 8th Street and Harman Hill

(970) 264-4151

jdickhoff@pagosasprings.co.gov

Cost: \$553,243 (design)





JARED LEE | THE BOSS

PRINCIPAL-IN-CHARGE / PROJECT MANAGER

As a seasoned project manager with a knack for leading high-performing design teams, Jared brings more than just experience; he brings results. Whether it's stormwater systems, roadway overhauls, or full-scale site development, Jared doesn't just supervise the work, he dives in headfirst. He's been at the helm of countless civil engineering projects, blending technical expertise with a client-first mindset to keep everything on schedule, on budget, and built to last. As a Four Corners native, Jared has spent time in and around Silverton, and he is excited about the opportunity to work with the Town to improve your infrastructure and the experience for visitors, like his family.

Over his career, Jared has tackled everything from multimodal improvements and traffic calming to grading, drainage, utility coordination, subdivision engineering, and public as well as private development. His résumé includes several CDOT Local Agency projects and grant-funded efforts through TAP, DOLA, and CDBG. Whether he's designing erosion control for a tricky slope or walking a client through phased construction timelines, Jared gets it done with a smile, a strategy, and a solid set of plans.

With a LEED Accredited Professional credential under his belt, Jared considers and integrates green design principles wherever he can (think bio-engineered drainage swales, pervious surfaces, and thoughtful land use). His stormwater reports and erosion control plans are as readable as they are reliable, and his attention to constructability keeps contractors and communities happy. He's also no stranger to the paperwork side of things. Jared has led the preparation of cost estimates, bid documents, drainage reports, and utility coordination packages that comply with agency review. He's familiar with CDOT, FHWA, and municipal standards and knows how to speak the language of engineers, planners, and the public alike.

Municipal clients trust Jared because he shows up, follows through, and delivers quality—even when the project scope throws a curveball. He's equally comfortable in the field, the office, or at public meetings, making him a go-to leader for community-focused infrastructure work. **For the Town of Silverton, Jared's experience is more than just relevant, it's ready. His track record with CDOT Local Agency projects, TAP-funded improvements, and multimodal street design makes him an ideal fit for the Blair Street Revitalization effort. From environmental clearances to utility coordination to historic corridor enhancements, Jared understands the nuances of delivering infrastructure that's technically sound, community-driven, and respectful of place. He's eager to bring his leadership, creativity, and problem-solving to Silverton, helping the town write the next chapter of Blair Street with confidence and character.**

RELEVANT EXPERIENCE:

- » Jared manages the **Main Street Multimodal Improvements for the City of Delta**, overseeing traffic calming, pedestrian safety, crossing upgrades, drainage improvements, and public outreach.
- » Jared managed the **32nd Street Traffic Calming project for the City of Durango**, delivering traffic calming design, pedestrian safety and crossing upgrades, drainage improvements, and public outreach.
- » Jared managed the **County Roads 250/251 Improvements Project for the City of Durango**, completing roadway reconstruction, pedestrian safety and crossing upgrades, drainage improvements, and public outreach.
- » Jared managed the **North 8th Street Safe Routes to School (SRTS) Sidewalk Improvements (CDOT R5 LA Project) for the Town of Pagosa Springs**, providing sidewalk and pedestrian upgrades, CDOT LA processes and clearances, and drainage improvements.
- » Jared managed the **TAP Sidewalks Project (CDOT LA Project) for the City of Cripple Creek**, delivering sidewalk and pedestrian upgrades in a rural mountain setting with rough terrain and remote conditions, along with CDOT LA processes, clearances, and drainage improvements.
- » Jared managed the **Manitou Avenue - Park to Serpentine Project for the City of Manitou Springs**, reconstructing a roadway corridor in a historic mountain community with heavy tourism, adding traffic calming, pedestrian safety, enhanced crossings, drainage improvements, and public outreach.



TYLER SMITH | THE DEPUTY

ASSISTANT PROJECT MANAGER

Tyler Smith will support Jared as the Assistant Project Manager and will also provide traffic engineering services for this project, working to successfully deliver creative, effective, and feasible solutions. He brings extensive experience managing traffic improvements, multimodal corridors, and intersection alternatives, and has led several on-call and stand-alone design teams across Colorado. Tyler is a strong collaborator who works closely with agency leadership, technical staff, stakeholders, and the public to ensure a grounded, well-communicated approach throughout the life of a project. He oversees all aspects of the work, from scope development and scheduling to budgeting, technical oversight, and final delivery. Tyler leads kickoff and progress meetings, conducts technical reviews, and presents findings in public forums, always ensuring clients stay informed and confident.

As one of BHI's rising stars, Tyler is sensible and technically adept. He brings a holistic project management style to the table—pairing engineering precision with approachable, effective communication. His team looks to him not only as a sharp engineer, but as a solid project leader who is always there to support his people and his projects.

For the Blair Street Revitalization Project, Tyler brings exactly the right energy. His experience with traffic improvements, intersection design, and stakeholder engagement makes him an ideal fit for this historic corridor. He knows how to work within agency requirements while also listening to community needs—and turning both into action. With a track record of delivering design work that's smart, sensitive to context, and grounded in reality, Tyler is ready to help the Town of Silverton bring new life to Blair Street—without losing what makes it special.



10 YEARS
PE CO 56897
BS CIVIL &
ENVIRONMENTAL
ENGINEERING

RELEVANT EXPERIENCE:

- » Tyler was the traffic engineer on the **Main Street Multimodal Improvements** project for the City of Delta.
- » Tyler was the traffic engineer on the **30th Street Road Diet** for the City of Farmington.
- » Tyler was the Project Manager on the **NM 4 Mid-Block Crossing and Multi-use Trail Improvements** project for Los Alamos County in northern New Mexico.
- » Tyler was the Project Manager on the **Neighbors Point HAWK Signal Design** for the Town of Firestone.
- » Tyler was the Project Manager and QA/QC Manager for the **Town Firestone's Development Review on-call contract**.
- » Tyler has provided traffic engineering and project management on various traffic impact studies throughout Colorado.





CRAIG HOOVER | THE MARSHAL

QUALITY ASSURANCE/QUALITY CONTROL (QA/QC) MANAGER

Craig is a Senior Vice President and BHI's Western Slope Engineering Manager, bringing decades of wide-ranging technical expertise to the table. His experience spans the full spectrum of civil infrastructure—from flood control and storm drainage to water systems, sanitary sewers, subdivisions, and roadway revitalization. Craig has worked across all phases of project delivery, from feasibility studies and concept planning to final design and documentation. His strength lies not only in his technical depth, but in his ability to understand a client's needs and translate them into clear, well-communicated solutions that work—on paper and in the field.

As Western Slope Engineering Manager, Craig oversees quality control for a wide range of projects, ensuring BHI's work is consistently thorough, accurate, and built to meet client standards. He also supports project teams as a client liaison, mentor, and manager, guiding work with a steady hand and a focus on client satisfaction and long-term relationships.

For the Blair Street Revitalization Project, Craig will serve as QA/QC Manager, providing seasoned oversight to ensure all deliverables meet CDOT, FHWA, and Town of Silverton requirements. He'll review plans, specifications, and reports at key milestones—identifying gaps, refining technical clarity, and keeping the project on track from a quality and compliance standpoint. Craig's decades of experience with multidisciplinary infrastructure and his ability to see the full arc of a project make him an ideal steward for this role. His leadership ensures that what gets designed is not only buildable, but better—balancing regulatory needs with practical engineering and community values.

EXPERIENCE

38 YEARS

PE CO 42037

MS CIVIL
ENGINEERING

BS CIVIL
ENGINEERING

RELEVANT EXPERIENCE:

- » Craig provided QA/QC and local liaison services on the **Main Street Multimodal Improvements** project for the City of Delta.
- » Craig provided drainage engineering and QA/QC services on the **Manitou Avenue - Park to Serpentine Project** for the City of Manitou Springs.
- » Craig provided drainage engineering and QA/QC services on the **Rio Grande Bridge/Slaughterhouse Gulch** project for the City of Littleton.
- » Craig is the engineer of record and QA/QC manager on the **Rosevale Road Improvements** project for Mesa County.
- » Craig is the Principal-in-Charge and QA/QC manager on the **35 8/10 Road Drainage Improvements** project for Mesa County.



BRADY WEINGARDT | THE TRAIL CARVER

ROADWAY DESIGN

Brady is a seasoned technical and project manager based out of BHI's Denver office, bringing nearly two decades of hands-on experience in transportation design, construction management, and project administration. With roots in a family-run construction business and formal training in drafting, Brady doesn't just understand how infrastructure gets designed, he knows how it gets built. His real-world insight fuels every phase of a project, from the first line drawn to the final layer of asphalt.

He's built a reputation for delivering roadway reconstruction and rehabilitation projects that balance technical detail with on-the-ground practicality, including several CDOT LA Projects. His expertise includes multimodal design, ADA accessibility integration, and construction phasing, all of which require a sharp eye, a steady hand, and the ability to adapt as the work unfolds.

For the Blair Street Revitalization Project, Brady will provide roadway design services, drawing on his strong foundation in transportation layouts, materials, and staging, as well as understanding of CDOT guides and standards. His role will be critical in shaping plans that are not only technically sound but buildable, right down to the curb returns and crosswalk geometry. His deep knowledge of construction constraints and sequencing makes him a valuable asset in identifying issues before they hit the field, and his proactive communication style ensures coordination with engineers, surveyors, and reviewers stays smooth and efficient.

EXPERIENCE

18 YEARS

AAS

ENGINEERING
TECHNOLOGY

ESRI SPATIAL
ANALYSIS
CERTIFICATE

CERTIFICATE
LABCAT APM
INSPECTOR

RELEVANT EXPERIENCE:

- » Brady is the technical specialist and assistant project manager on the **Main Street Multimodal Improvements for the City of Delta**, overseeing traffic calming, pedestrian safety, crossing upgrades, drainage improvements, and public outreach.
- » Brady was the technical specialist on the **North 8th Street Safe Routes to School (SRTS) Sidewalk Improvements (CDOT R5 LA Project) for the Town of Pagosa Springs**, providing sidewalk and pedestrian upgrades, CDOT LA processes and clearances, and drainage improvements.
- » Brady was the technical specialist on the **TAP Sidewalks Project (CDOT LA Project) for the City of Cripple Creek**, delivering sidewalk and pedestrian upgrades in a rural mountain setting with rough terrain and remote conditions, along with CDOT LA processes, clearances, and drainage improvements.
- » Brady managed the **City Park project for the City of Cripple Creek**, delivering non-traditional pedestrian improvements in a rural mountain community while navigating CDOT LA processes and clearances.
- » Brady was the technical specialist on the **Manitou Avenue - Park to Serpentine Project for the City of Manitou Springs**, reconstructing a roadway corridor in a historic mountain community with heavy tourism, adding traffic calming, pedestrian safety, enhanced crossings, drainage improvements, and public outreach.





RIFKA WINE | THE FLOOD WRANGLER

STORMWATER/DRAINAGE ENGINEERING

For the last 15 years, Rifka has been on a mission to make water behave. As she likes to put it, she helps “water flow in a safe and controlled manner,” and that’s exactly what she’s done across dozens of communities. Rifka brings a rare combination of technical precision and personal passion to her work, specializing in stormwater management, hydrologic and hydraulic (H&H) analysis, and flood mitigation design. Whether she’s modeling a 100-year flood or tracing the path of runoff in a downtown corridor, Rifka keeps one thing at the center: protecting people and property.

She’s a high achiever when it comes to the tools of the trade (AutoCAD Civil 3D, ArcGIS Pro, HEC-HMS, HEC-RAS, HY-8, EPA SWMM, FLO-2D, and more), and she knows how to use each one to get the design right the first time. Rifka’s designs are as thorough as they are thoughtful, balancing technical standards with the realities of construction and long-term performance. She’s prepared CDOT-approved drainage reports and designs that meet standards, because when it comes to stormwater, shortcuts aren’t an option.

For the Blair Street Revitalization Project, Rifka will serve as the stormwater and drainage engineer, bringing a critical lens to surface flow, inlets, grading, and floodplain considerations. In a historic corridor with gravel streets, fluctuating runoff, and pedestrian-focused improvements, her role will be key in ensuring drainage is handled cleanly, clearly, and with no surprises downstream. Rifka’s approach is context-sensitive, meaning every catch basin and channel is placed not just by the book, but by what the site really needs.

Rifka is also a stickler for quality. Her review process goes deep—checking assumptions, confirming flows, and making sure each plan set tells the full story. When it comes to turning modeling results into real-world improvements, she brings clarity, consistency, and a whole lot of know-how.

In short: if water’s going to be part of the picture, you want Rifka on the team.

EXPERIENCE

15 YEARS
PE CO 49772

CFM
US-19-11134

BS CIVIL
ENGINEERING

RELEVANT EXPERIENCE:

- » Rifka served as Drainage Engineer on the **Manitou Avenue - Park to Serpentine Project** for the City of Manitou Springs, completing hydraulic modeling to support roadway improvements along a FEMA floodway.
- » Rifka served as Drainage Engineer on the **Cripple Creek Floodplain Development Review** for the City of Cripple Creek, reviewing a drainage report and floodplain memo for a large development in a FEMA floodplain to ensure compliance with City drainage criteria and ordinance.
- » Rifka served as Drainage Engineer on the **Fountain Creek at Hanson Trailhead project** for El Paso County, designing bank stabilization and providing a no-rise certification for construction in a FEMA floodway.
- » Rifka served as Drainage Engineer on the **Rio Grande Bridge Replacement for the City of Littleton**, completing hydraulic modeling and a no-rise certification for replacing a deteriorated CBC bridge in a FEMA floodway. The project followed the CDOT Drainage Design Manual and included coordination with the CDOT Region 1 Hydraulic Engineer.
- » Rifka served as Drainage Engineer on the **Cucharas River Bridge Replacement for the Town of La Veta**, completing hydraulic modeling for an arch pipe culvert to replace a deteriorated bridge in a FEMA floodplain. The project followed the CDOT Drainage Design Manual.





ANDREW CHAMBERS | THE PIPELINE SHERIFF

UTILITY ENGINEERING

Andrew Chambers is a skilled engineering professional focused on municipal, commercial, and residential land development, with a strong emphasis on drainage and utility design. Whether he's crunching calculations or coordinating construction-ready plan sets, Andrew brings precision, efficiency, and a genuine passion for the work to every phase of the design process.

Andrew's expertise includes storm, sanitary, and water system design, and he's deeply familiar with CDOT, National Highway Institute (NHI) Highway Drainage, and Mile High Flood District standards, along with a wide range of municipal requirements across Colorado. He's contributed to everything from drainage reports and stormwater management plans (SWMPs) to erosion control plans and utility layouts, always aiming to meet local, state, or federal standards. His field engineering background also gives him an edge when it comes to constructability; he knows what works on paper and in the dirt.

For the Blair Street Revitalization Project, Andrew will support drainage design and utility coordination, helping ensure the technical foundation of the project is rock-solid. From mapping utility conflicts to fine-tuning pipe alignments and supporting stormwater system modeling, Andrew plays a crucial role in delivering designs that are not only compliant, but practical and cost-effective. His collaborative approach makes him a valuable asset across disciplines, bridging the gap between field realities and engineering best practices.

Proficient in AutoCAD Civil 3D and other key tools of the trade, Andrew is always looking for ways to streamline processes and improve outcomes. He thrives in team settings and brings a can-do attitude to every challenge, whether it's a tricky grading problem or a last-minute plan update. Dependable, detail-oriented, and quietly confident, Andrew helps make sure the behind-the-scenes work gets done right the first time.

EXPERIENCE

10 YEARS
PE CO 58679

BS CIVIL
ENGINEERING

RELEVANT EXPERIENCE:

- » Andrew was the Utility Engineer on the **Downtown's Next Step Utility Replacement project for the City of Durango**, delivering utility replacement through the historic downtown corridor.
- » Andrew was the Drainage/Utility Engineer on the **32nd Street Traffic Calming project for the City of Durango**, providing traffic calming, pedestrian safety and crossing upgrades, drainage improvements, and public outreach.
- » Andrew was the Drainage/Utility Engineer on the **County Road 250/251 project for the City of Durango**, completing roadway reconstruction, pedestrian safety and crossing upgrades, drainage improvements, and public outreach.
- » Andrew was the Drainage/Utility Engineer on the **North 8th Street Safe Routes to School (SRTS) Sidewalk Improvements (CDOT R5 LA Project) for the Town of Pagosa Springs**, delivering sidewalk and pedestrian upgrades, CDOT LA processes and clearances, and drainage improvements.
- » Andrew was the Drainage/Utility Engineer on the **TAP Sidewalks Project (CDOT LA Project) for the City of Cripple Creek**, providing sidewalk and pedestrian improvements in a rural mountain community with challenging terrain and remote conditions, along with CDOT LA processes, clearances, and drainage improvements.
- » Andrew is the Drainage/Utility Engineer on the **Main Street Road Diet for the City of Delta (FHWA RAISE Grant/CDOT oversight project)**, overseeing roadway, drainage, and utility improvements under federal and state review.
- » Andrew was the Drainage/Utility Engineer on the **Manitou Avenue - Park to Serpentine Project for the City of Manitou Springs**, supporting roadway corridor reconstruction with drainage and utility upgrades.





DENISE ATEN | THE TOWN TACTICIAN

PUBLIC INVOLVEMENT

Denise is a Senior Transportation and Environmental Planner with more than 30 years of experience helping communities plan, connect, and move forward together. Her specialty? Listening. Whether it's a town hall, a virtual open house, or a one-on-one with a concerned business owner, Denise brings empathy, structure, and follow-through to every public outreach effort she leads. She knows that the success of any infrastructure project hinges not just on technical excellence, but on community buy-in, transparency, and trust.

Her experience spans CDOT, NMDOT, and FHWA-funded projects, with a deep understanding of NEPA compliance, transportation and land use planning, and socio-economic impact evaluation. Over the years, she's led public involvement activities for everything from local corridor studies to multi-state environmental assessments. Her outreach toolbox includes it all: digital surveys, stakeholder interviews, public comment tracking systems, and customized materials that speak the local language (literally and figuratively).

For the Blair Street Revitalization Project, Denise will lead public outreach and stakeholder engagement efforts, ensuring Silverton residents, business owners, and community leaders feel heard, respected, and included. She'll plan and facilitate public meetings, gather meaningful feedback, and help tell the story of Blair Street's past, present, and future. In a project where heritage matters and every voice counts, Denise will make sure no concern falls through the cracks and no opportunity for collaboration is missed. What sets Denise apart is her ability to blend technical knowledge with human connection. She understands the regulations, yes, but she also understands people and in projects like this one, that's what makes all the difference.

RELEVANT EXPERIENCE:

- » Denise was the Transportation Planner/Public Outreach lead on the **Downtown Multimodal Improvements for the City of Pueblo**, coordinating with business owners, residents, visitors, and developers to build consensus around recommended improvements for the future of Pueblo.
- » Denise was the Transportation Planner/Public Outreach lead on the **Manitou Avenue - Park to Serpentine Project for the City of Manitou Springs**, delivering a comprehensive public involvement initiative that integrated a local community engagement group to ensure every voice was heard and proposed improvements were fully shared.
- » Denise was the Principal-in-Charge/Project Manager on the **Harvard Drive Streetscape Improvements for the City of Albuquerque**, implementing an educational engagement plan with residents and business owners to activate this prime street section near the campus.
- » Denise was the Transportation Planner/Public Outreach lead on the **Dona Ana Comprehensive Safety Action Plan for Dona Ana County**, creating a fully bilingual and engaging outreach campaign to promote safety for all modes of travel throughout the County.
- » Denise was the Transportation Planner/Public Outreach lead on the **Arroyo de los Chamisos Trail project for the City of Santa Fe**, building and maintaining trust with the community on a multi-year roadway effort that encouraged open communication and consensus around the preferred set of improvements.



35 YEARS

AICP 023292

MS
ENVIRONMENTAL
PLANNING

BA MATH AND
ECONOMICS





ALAN BENHAM | THE SCOUT

SURVEYOR

Alan Benham is a Senior Vice President at BHI and the Group Leader for the Survey team. A seasoned professional who doesn't just oversee surveying operations, Alan defines them. With licensure in seven states and decades of experience at the intersection of law, land, and infrastructure, Alan leads a team of licensed surveyors with precision, discipline, and a deep understanding of the technical and legal sides of boundary work. He thrives on complex projects with layers of land types, agency coordination, and historic property issues—projects where clarity matters and there's no room for guesswork. In addition to being a licensed professional surveyor, Alan is also a licensed professional engineer. That dual licensure means Alan sees projects from both perspectives: how the lines are drawn and how the infrastructure fits within them.

Alan's approach is rigorous but accessible. He communicates clearly, acts decisively, and makes sure his team delivers quality work that can stand up to scrutiny. His work ethic, attention to detail, and breadth of experience make him a trusted partner across disciplines—and a linchpin for any project that starts with a line in the dirt.

For the Blair Street Revitalization Project, Alan will lead BHI's surveying services, bringing deep technical knowledge and boundary law expertise to this historically rich corridor. He'll oversee the verification of the public right-of-way, coordinate with project engineers to guide design limits, and ensure every decision made on paper lines up cleanly with what exists on the ground. In a project that demands accuracy, compliance, and respect for context, Alan's steady leadership ensures that Silverton's plans are built on solid ground—literally and legally.

RELEVANT EXPERIENCE:

- » Alan was the Surveyor in charge of control on the 2021 Color Digital Ortho Aerial Photography and Digital Mapping project for the City of Durango, providing survey control to support ortho imagery.
- » Alan was the Surveyor in charge on the Downtown's Next Step Design for the City of Durango, delivering survey control, topographic mapping, and 3D laser scanning (terrestrial LiDAR).
- » Alan was the Surveyor in charge of conventional topographic mapping on the Willow Creek Flume Letter of Map Revision (LOMR) for the City of Creede.
- » Alan was the Surveyor in charge of conventional topographic mapping on the US Forest Service/Jicarilla Wild Horse Facility project as a subconsultant to Vigil & Associates.
- » Alan was the Surveyor in charge on the Eagle Nest Lake Lagoon Remediation for the New Mexico Energy, Minerals, and Natural Resources Department, providing topographic mapping and drone imagery.
- » Alan was the Surveyor in charge on the BLM Ridges Basin Line Posting Survey and Chapin Mesa project for the Bureau of Land Management, performing monumentation and line flagging west of Durango.
- » Alan was the Surveyor in charge on the Pinon Hills Right-of-Way Mapping project for the City of Farmington, providing survey control, ROW mapping, platting, and drone imagery.



31 YEARS
PLS CO 37976
PE NM 14940
CFEDS 1013

BS SURVEY
ENGINEERING

BS CIVIL
ENGINEERING



STATEMENT OF QUALIFICATIONS FOR PROFESSIONAL ENGINEERING SERVICES

BLAIR STREET REVITALIZATION PROJECT

CDOT PROJECT NUMBER: 26004
PROJECT CODE: TAP M226-006

SILVERTON, COLORADO | AUGUST 2025



Building a Better World
for All of Us®

Engineers | Architects | Planners | Scientists

August 18th, 2025

Town of Silverton
Department of Public Works
1450 Greene St.
Silverton, CO 81433



Building a Better World
for All of Us®

RE: Blair Street Revitalization Project

Dear Members of the Selection Committee:

Within the Town's 2017 Wayfinding and 2022 Compass Master Plans, the Town has shown a commitment to invest in pedestrian and placemaking enhancements and promote their unique heritage, especially along "Notorious Blake Street" with recent preliminary design efforts specific to this corridor. With an awarded TAP grant, Silverton is now in a stronger position to continue these efforts and implement the first phase of Blake Street improvements. With these federal funds, the Town will benefit from an experienced partner to navigate the technical and administrative requirements of a CDOT Local Agency project.

Short Elliot Hendrickson Inc (SEH) is uniquely positioned to serve as the Town's partner to deliver a high-quality and well manage design for this project. Here's why:

A Nearby and Trusted Team

Our team includes key members located in Durango, Montrose, and Grand Junction. Specifically, our project manager and survey field staff are only an hour from Silverton, easily, quickly, and cost effectively accessible for site visits and in-person meetings. Our commitment is to serve as an extension of your staff throughout the project, providing responsive service every step of the way. Our recent work in the cities of Durango and Salida showcase our ability to adapt urban design strategies to small-town settings.

Extensive Experience with CDOT Local Agency Projects

Our proposed project manager, Jeff Nathan, and stormwater engineer, Chris Oliver, are both working with the CDOT Region 5 Local Agency team on multiple project at this time. We are prequalified with CDOT and maintain an active Master Pricing Agreement. CDOT itself mentioned this opportunity with the Town of Silverton to us and has been a key partner in many similar projects we have led. Our familiarity with Region 5 priorities and process will support a smooth path from planning through final design.

An Understanding of Mining Heritage

We have teamed with a trusted subconsultant in Zehren and Associates. Their extensive experience in providing a sense of space and storytelling to promote Silverton's mining heritage make us confident that we can achieved the results you are looking for. Our SEH team is no stranger to the challenges and opportunities that can be expected when working in historic mountain towns such as Silverton, Durango, Salida, and Central City.

TABLE OF CONTENTS:

Project Team Experience

Organization Chart	1
Team Profile	2

Firm Capabilities/Past Performance/Experience

Firm Profile	6
Audited Indirect Cost	6
Project Experience	6
Familiarity with CDOT	9
Drainage Design and NHI Certification	9
FWA/CDOT-Funded Projects	9
CDOT Process Flow Chart	10
Pending Litigation	11
Workload	11
Previously Awarded Projects	11

Project Approach and Schedule

Section A - Project Understanding	12
Section B - Project Schedule	14
Section C - Phasing Experience	16
Section D - Funding Experience	16
Section E - Vision Experience	17
Section F - Work from Others	18

References


18

Respectfully submitted,




JEFF NATHAN PE (CO)
PROJECT MANAGER




MIKE PEREZ PE (CO)
PRINCIPAL IN CHARGE

Engineers | Architects | Planners | Scientists

Short Elliott Hendrickson Inc., 934 Main Avenue, Unit C, Durango, CO 81301-5122

970.385.4546 | 888.908.8166 fax | sehinc.com

SEH is 100% employee-owned | Affirmative Action–Equal Opportunity Employer



Project Team Experience

SEH has assembled a group of professionals to match each project need as outlined in the Town of Silvertons' RFQ. Our team members are introduced in the organizational chart below, with details about each person's qualifications and experience provided in the abbreviated resumes that follow.

This assigned team is available to begin work immediately upon notice to proceed and will be committed over the life of this contract to deliver the project you expect, with the people you expect. We are also prepared to bring in additional professionals from our company wide pool should additional resources be required to meet the project schedule.

TOWN OF SILVERTON

John Zarkis

Public Works Director | Silverton



SEH MANAGMENT TEAM

Jeff Nathan PE

Project Manager /
Roadway Design Lead | SEH

Mike Perez PE

Principal-in-Charge | SEH

SURVEY / CIVIL

Keith Nicovich PE, PLS

Survey Lead | SEH

Chris Oliver PE

Stormwater Engineer | SEH

Colter Cothren

Private Locator |
Pathfinder Locating Services

PLANNING / FUNDING

Nancy Dossdall AICP

Public Engagement | SEH

Alex Smith

Funding Specialist | SEH

ENVIRONMENTAL COMPLIANCE

Michael Stanley

Environmental Lead | SEH

Kathy Croll PHD

Environmental Support | ERO

LANDSCAPE / LIGHTING

Pedro Campos PLA

Landscape Architecture |
Zehren and Associates

Ken Taillon PE

Lighting Design | SEH

JEFF NATHAN PE

PROJECT MANAGER, ROADWAY DESIGN LEAD | SEH

Jeff is a senior transportation engineer in SEH's Durango office who has led numerous projects involving corridor reconstruction and incorporation of pedestrian enhancements. With experience on both municipal and CDOT projects, he is adept at working collaboratively with Town staff and stakeholders while navigating CDOT processes and design standards.

EXPERIENCE**MidTown Traffic Study and Safety and Connectivity Improvement Design – City of Durango, CO**

Project manager and senior project engineer responsible for assessing additional design concepts following public feedback and progressing the design from preliminary to final. Improvements include enhanced pedestrian crossings, transit stop accessibility, and sidewalks; bicycle boulevards/buffered bike lanes and landscaped buffers; intersection reconfiguration; reconfigured vehicular traffic patterns; and other traffic calming treatments as identified during project design. During final design, Jeff developed ADA-compliant improvements in a challenging urban area while also maintaining existing drainage patterns, avoiding the need for costly drainage system infrastructure.

SH 291 West Entry Streetscape Improvements – City of Salida, CO

Senior roadway engineer responsible for reviewing the design of this Local Agency project for compliance with CDOT standards. The project involved upgrading an existing rural section of SH 291 entering the City of Salida to an urban section with curb, gutter, and sidewalk. Traffic calming enhancements included a roundabout to serve as the City's west entry, narrowed pavement and travel lanes, and a midblock pedestrian crossing with refuge island.

West Park Avenue Traffic Calming – City of Durango, CO

Roadway design lead responsible for evaluating multiple traffic measures along 1,400 LF of West Park Ave, including treatments at three intersections, to slow vehicles and enhance pedestrian and bicycle facilities. Concepts range from roundabouts to curb extensions with median refuge islands. Efforts included an onsite design kick-off meeting and public meetings following preliminary design submittal.

Safe Routes to School Pedestrian Improvements (5 Locations) – City of Salida, CO

Senior project engineer who led final design efforts to address CDOT comments and optimize several project elements. The project included pedestrian enhancements along five-lane US 50, including two new crosswalks with RRFBs and a center lane refuge island, and access improvements and consolidation at numerous properties.

US 550-160 South Connection Design-Build (CDOT Region 5) – Durango, CO*

Roadway design lead for 4 miles of US 550 reconstruction south of the existing interchange with US 160 near Three Springs in Durango. Throughout this multi-year project, Jeff closely coordinated with numerous design disciplines, subconsultants, and CDOT Region 5 staff.



Jeff will serve as project manager and lead roadway design efforts for the project

20
YEARS OF
EXPERIENCE

**EDUCATION**

Bachelor of Science, Civil Engineering
Minor: Business
Northeastern University - Boston, MA

**REGISTRATIONS/CERTIFICATIONS**

Professional Engineer in CO

US160D ADA Improvements – Town of Mancos, CO*

Project manager and design lead for the design of 75 curb ramps and 1,000 LF of new sidewalk along Grand Avenue (US160D) for a CDOT task order. The design included curb extensions and drainage system modifications at downtown intersections, addition of side street cross pans to improve drainage patterns, and identifying and coordinating with CDOT temporary easement exhibits along the corridor.

**prior to SEH*

PEDRO CAMPOS PLA

LANDSCAPE ARCHITECT | ZEHREN AND ASSOCIATES

Pedro will lead corridor visioning and development of project place making elements.

Pedro is a principal, project manager, and landscape architect with 27 years of experience. His professional experience is diverse and spans across large-scale community planning, site specific site planning, detailed landscape design, urban design, and project implementation. He has developed a particular focus in the design of public spaces including streets, plazas, community parks, gardens, and special events venues. Pedro has specialized in public sector work working closely with local municipalities, agencies, and districts, and serving as a facilitator in community engagement and public input process. He has led numerous public meetings and presentations in his career.

EXPERIENCE

- Spiro Mine Entrance Project - Park City, UT
- Grand Avenue Corridor Plan – Eagle, CO
- 25th Street Revitalization – Edgewater, CO
- Avon Road Streetscape – Avon, CO
- Veteran's Cemetery of Western Colorado – Grand Junction, CO
- Durango Mesa Sub-Area Plan – Durango, CO
- Telluride Town Park Master Plan and Phase I



MIKE PEREZ PE
PRINCIPAL IN CHARGE | SEH

Mike will oversee project deliverable quality control and will work with Jeff to ensure SEH resources are available to meet the project timelines.

Mike is an SEH principal, project manager and highway design engineer with 21 years of experience in the transportation industry and throughout the Colorado market. He has worked on the development of numerous final roadway plans, specifications and estimates (PS&E) over his career.

RELEVANT EXPERIENCE

- Midtown Traffic Study and Safety and Connectivity Improvement Design – City of Durango, CO
- US 160/SH 172 Access Plan (CDOT Traffic Region 5) – Durango, CO
- US 287 Broomfield Multimodal Study (CDOT Region 1) – Broomfield, CO

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in CO



27
YEARS OF
EXPERIENCE



EDUCATION

Master of Landscape Architecture
Cal Poly State University

Bachelor of Science
Integrative Arts
Penn State University



REGISTRATIONS/CERTIFICATIONS

Professional Landscape Architect
in CO



KEN TAILLON
LIGHTING DESIGNER | SEH

Ken will lead lighting design along Blair Street with an eye towards reflecting the historical aesthetic of Silverton.

Ken has experience in a wide variety of outdoor lighting projects for government agencies across the upper Midwest and Colorado. His areas of experience include lighting planning and policy development, design, specifications, construction observation, equipment photometric and mechanical evaluation, intelligent lighting management systems, solid state (LED) lighting equipment, and addressing operation and maintenance issues.

RELEVANT EXPERIENCE

- Main Street Reconstruction – Central City, CO
- Downtown Beautification – Blair, WI
- Downtown Lighting Project – Stillwater, MN

**MICHAEL STANLEY**

ENVIRONMENTAL LEAD | SEH

Michael will provide oversight on environmental assessment tasks, conducting appropriate due diligence during preliminary design.

Michael is a senior environmental scientist with 19 years of experience in natural resources, wildlife, fisheries, environmental policies, and project safety management. He has excellent knowledge of Sections 401, 404, and 408 of the Clean Water Act and the U.S. Army Corps of Engineers wetland delineation manual. He has worked on road/rail/trail projects, residential and commercial developments, utility corridors, environmental impact statements, and permitting. He works closely with federal, state, local, and other regulatory agencies.

RELEVANT EXPERIENCE

- Oak Street Improvements – City of Salida, CO
- SRTS Improvements – City of Salida, CO
- Mustang Crossing Development – Bayfield, CO

**KEITH NICOVICH** PE, PLS

SURVEYOR | SEH

Keith will lead topographic survey and right-of-way mapping needs for the project.

Keith is a licensed land surveyor with 17 years of experience on a variety of private, state, and federally funded survey projects including topographic surveys, boundary, ALTA surveys, right-of-way, easements, and construction surveys. As a professional engineer, he has also designed numerous improvement projects including water distribution, wastewater collection, and roadway design.

RELEVANT EXPERIENCE

- CR320 Improvements – Town of Ignacio, CO
- CR250/251 Annexation – City of Durango, CO

REGISTRATIONS/CERTIFICATIONS

Professional Land Surveyor in CO, AZ, NM, and UT
Professional Engineer in CO and NM

**CHRIS OLIVER** PE

STORMWATER ENGINEER | SEH

Chris will evaluate drainage needs and recommend potential improvements. He will document our analysis in a study for CDOT hydraulic clearance.

Bringing 11 years of stormwater design experience to the project, Chris is proficient in the full range of hydrologic and hydraulic calculations required for roadway drainage. He has extensive experience with current low impact development (LID) practices and construction-phase controls that minimize runoff and provide effective treatment and detention of stormwater.

RELEVANT EXPERIENCE

- SH 291 West Entry Streetscape Improvements – City of Salida, CO
- Crader Ranch Road Street, Utility, Drainage, and Stormwater Treatment/ Detention Design – City of Durango, CO
- Edgemont Subdivision Phase 3 Drainage Master Plan Updates – La Plata County, CO

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in CO and UT

**COLTER COTHREN**

Pathfinder Locating Service

Colter will conduct the utility locating required for subsurface work being planned in the public right-of-way.

In May of 2024 Colter Cothren left his Survey Crew Chief position with SEH to start Pathfinder Locating Services. He possesses a wealth of experience on researching, locating, and documenting existing pipes and utilities. With his surveying background, he is also able to provide precise field information that can be incorporated into the survey and utility plans. Colter provides unmatched flexibility, economy, and thoroughness for SUE services.

RELEVANT EXPERIENCE

- Coach Miller Drive – Glenwood Springs, CO
- Greenbelt Drive – Mesa County, CO



Our reserve staff are highly qualified and available to assist our Team and the Town with optional funding, public engagement, and environmental support services. Their level of their involvement will be discussed with the Town during project scoping.



NANCY DOSDALL

Public Engagement | SEH

Nancy can assist with public engagement, planning, and funding related tasks.

Nancy is a senior planner in SEH's Durango office (formerly Russell Planning & Engineering). She works closely with many Southwest Colorado municipalities, including Cortez and Dolores, and understands how to communicate effectively with residents and business owners in rural communities. This communication includes design charrettes, surveys, and open houses. Nancy is an adept presenter and specializes in finding common ground amongst stakeholders to develop community-supported plans.

RELEVANT EXPERIENCE

- Multimodal Master Plan - City of Durango
- Farmington MPO Bicycle and Pedestrian Plan - Farmington, NM
- Aztec North Main Extension - City of Aztec, NM
- College Drive and 8th Avenue Safety Project - City of Durango



ALEX SMITH

FUNDING SPECIALIST | SEH

Alex will be available to support the Town in pursuit of additional project funding for future corridor phases.

Alex Smith has 15 years of experience working at state and Federal grant making agencies and is an expert at compliance and reporting requirements, but also excels at helping communities match and maximize funding programs for communities.

Alex previously worked for the U.S. Economic Development Administration, Denver Regional Office where he matched Federal funds with state or local funds regularly and worked hand in hand with communities to navigate it all.

EXPERIENCE

- Secured funding for nearly 100 projects, resulting in 3,000+ jobs and \$1.5 billion in capital investment.



KATHY CROLL PHD

ENVIRONMENTAL SUPPORT | ERO

Kathy can support CDOT staff in historical and cultural assessments and clearances.

Kathy is a cultural resource principal investigator/project manager and GIS professional with more than 30 years of nationwide in-the-field experience. She oversees project development and data collection, with a specialty in GIS, spatial analysis, and ceramic technology. Kathy leads cultural GIS data analysis and manages large environmental permitting projects involving NEPA, 404 permitting, and natural resource assessments.

RELEVANT EXPERIENCE

- SH 291 West Entry Streetscape Improvements – City of Salida, CO
- County Road 223-225 Intersection Improvements – La Plata County, CO
- Monument Road Trail, Cultural Resource Survey – Mesa County, CO

REGISTRATIONS/CERTIFICATIONS

Federal and state archaeological permits across CO, UT, NM, ND, and U.S. Forest Service Region 2



Firm Capabilities/Past Performance/Experience

FIRM PROFILE

At SEH, our 900+ dedicated employee-owners are united by a shared vision to create positive, lasting change. We are deeply committed to fostering an equitable environment and building safer, more sustainable infrastructure for governments, industries, and businesses across the nation.

By embracing technology and delivering climate sensitive design solutions, we work hard to improve lives, enhance communities, and establish a legacy of positive change.

SEH's local office in Durango has staff dedicated to transportation, planning, land development, and survey services, with experience working in many **local communities**. Our team is currently leading a number of transportation-focused projects in communities such as City of Durango and City of Salida, including multiple Local Agency projects with CDOT oversight.



SCAN/CLICK

to learn more about SEH

AUDITED INDIRECT COST

SEH is prequalified with CDOT to provide the services required to complete this scope of work and has a Master Pricing Agreement in place effective March 12, 2025.

PROJECT EXPERIENCE

We're excited to present the projects that best demonstrate our team's suitability to develop a corridor vision plan to convert Blair Street into a pedestrian friendly and expressive space that meets Silverton's needs. The matrix below provides an at-a-glance summary of SEH Colorado projects involving aspects of engineering and planning relevant to this project. The following pages provide additional detail on applicable projects from the past five years.

PROJECT NAME	Sidewalk and Pedestrian Enhancements	CDOT Involvement/Oversight	Intersection Design	Public Engagement	Environmental Assessments
SH 291 West Entry Streetscape Improvement - Salida	●	●	●		●
MidTown Traffic Study and Safety & Connectivity - Durango	●	●	●	●	●
College Drive and 8th Avenue - Durango	●		●	●	
Salida Safe Routes to School - Salida	●	●	●		●
Coach Miller Drive and 14th Street - Glenwood Springs	●		●	●	
US 287 Multimodal Study - Broomfield	●		●	●	
Cory Merrill Safe Routes to School - Denver	●		●	●	
Ward Station Area Improvements - Wheat Ridge	●	●	●		●
Main Street Sidewalk Design - Durango	●	●	●	●	●
Escalate Drive Design - Durango	●		●		
Sheridan and 52nd Pedestrian Safety Improvements - Denver	●			●	

MIDTOWN TRAFFIC STUDY AND SAFETY AND CONNECTIVITY IMPROVEMENT DESIGN

DURANGO, CO



The City hired SEH to provide a traffic study, design, and engineering services for the future construction of safety, connectivity, and traffic calming improvements on multiple streets in MidTown Durango.

The goal of the project is to improve accessibility and ADA compliance of sidewalks and intersections; improve multimodal connectivity between the Animas River Trail and downtown; and create safer travel options in the area for pedestrians and bicyclists based on traffic study data and site analysis. Improvements include improved pedestrian crossings, bicycle lanes, transit stop accessibility, and sidewalks; bicycle boulevards/buffered bike lanes, landscape buffers, and enhancements; intersection modifications and traffic calming; and reconfigured vehicular traffic patterns. The project also included multiple public meetings and presentations to gather community feedback.

Relevance: Pedestrian Enhancements, Corridor Revitalization, CDOT Coordination, Public Engagement

OWNER	City of Durango
PROJECT SIZE	0.5 mile
DESIGN COST	\$294,607 (initial); \$396,607 (final – added additional scope and alternative analysis)
COMPLETION DATE	Summer 2025 (design); 2027 (construction)
KEY PERSONNEL	<ul style="list-style-type: none"> ○ Jeff Nathan ○ Cesar Molina ○ Mike Perez

SH 291 WEST ENTRY STREETScape IMPROVEMENTS

SALIDA, CO



The project involves design of streetscape improvements to a 0.5-mile section of State Highway 291 located within the City of Salida. The project is bound by the Heart of the Rockies Medical Center at the western end, extends along the Marvin Park ballfields, and ends at M Street at the eastern end. This section of SH 291 is an emergency response route, requiring consideration as part of final design and during construction.

The project will add bike lanes, sidewalks, crosswalks, curb/gutter, and stormwater drainage. The scope includes two pad sites for future transit stops, a traffic-calming median/pedestrian refuge island at the town entry, and potentially two rectangular rapid flashing beacon (RRFB) crossings. The project is being funded through CDOT Multimodal Transportation and Mitigation Options Fund (MMOF) and Transportation Alternatives Program (TAP) grant awards.

Relevance: Pedestrian Enhancements, Gateway Signage, CDOT Local Agency Project

OWNER	City of Salida
PROJECT SIZE	0.5 mile
DESIGN COST	\$346,245 (initial); \$416,279 (final – added roundabout scope)
COMPLETION DATE	June 2025 (design); Fall 2026 (construction)
KEY PERSONNEL	<ul style="list-style-type: none"> ○ Jeff Nathan ○ Cesar Molina ○ Mike Stanley ○ Chris Oliver

COLLEGE DRIVE AND 8TH AVENUE SAFETY IMPROVEMENTS

DURANGO, CO



The City of Durango selected SEH to evaluate converting two major multi-lane collector streets into a new section that would reduce lanes to one in each direction with a center left-turn lane, bicycle lanes, and pedestrian bulb-outs.

Project components include a lane diet, new traffic signal, ADA-compliant curb ramps and bulb-outs, as well as revised parking and landscape enhancements along nine blocks of College Drive and 8th Avenue.

SEH traffic engineers conducted simultaneous counts at seven intersections, uploaded the information into traffic modeling software, and verified the safe and efficient operation of all signalized intersections with the new lane configuration. Construction of this project will occur this year.

Relevance: CDOT Local Agency Project, Pedestrian Enhancements, Public Engagement

OWNER	City of Durango
PROJECT SIZE	0.75 mile
DESIGN COST	\$199,978 (initial); \$203,378 (final)
COMPLETION DATE	2022 (design); 2025-2026 (construction)
KEY PERSONNEL	○ Nancy Dosdall ○ Jeff Nathan

SPIRO MINE TUNNEL ENTRY PROJECT

PARK CITY, UT

Zehren Architects played a key role in the Spiro Mine Tunnel Entry Project by designing the plaza at the tunnel portal. Their involvement focused on:

Architectural Concept: Zehren Architects created a welcoming and historically rich plaza space at the tunnel entrance.

Historical Integration: The design includes elements that showcase the tunnel's mining and water infrastructure history, turning the site into an educational and cultural landmark.

Community Engagement: The plaza was intended to foster public appreciation of Park City's mining heritage while complementing the surrounding natural and built environment.

Their work helped transform a purely functional infrastructure site into a place of community pride and historical storytelling.



Relevance: Features Highlighting Mining Heritage, Community Outreach

OWNER	Park City
PROJECT SIZE	\$4.6 million
DESIGN COST	\$50,000 for Zehren Scope
COMPLETION DATE	2019 (design); 2021 (construction)
KEY PERSONNEL	○ Pedro Campos

MAIN STREET IMPROVEMENTS

CENTRAL CITY, CO

Central City, once a mining town, now hosts various gaming and service businesses. The downtown infrastructure's decline was affecting local businesses. SEH worked with a citizen/business committee to prepare concept designs to rebuild Main Street using concrete pavement in bus traffic areas and pavers in areas of less vehicle traffic. The recommended design included removal of curb and gutter to provide a more pedestrian-friendly environment similar to the "woonerf" concept used in many European cities. **The project included funding from the state and was completed as a CDOT local agency project.**



Relevance: Historic Street Lighting, CDOT Local Agency Project, Pedestrian Enhancements

OWNER	Central City
PROJECT SIZE	500 Linear Feet
COST	\$6,900 (street lighting design)
COMPLETION DATE	2012 Construction
KEY PERSONNEL	○ Ken Taillon

FAMILIARITY WITH CDOT

The SEH team has a proven track record of delivering projects for both CDOT and Local Agencies using the CDOT Project Development Manual. We are well-versed in designing and developing transportation projects to meet CDOT standards, and typically begin with the assumption that CDOT coordination will be required. As such, CDOT processes and requirements are the ones we know best.

Project Manager Jeff Nathan brings a deep understanding of CDOT procedures and maintains strong relationships with local CDOT staff. He has led the design of multiple Region 5 projects, including state highway improvements and ADA curb ramp reconstruction efforts.

Our Team has the experience working directly with CDOT on pedestrian improvement projects, as well as the many other considerations that require CDOT input and acceptance. These considerations include the numerous clearances as outlined in the project's CDOT Scoping and Clearance Letter.

Finally, the graphic on the following page illustrates how tasks interconnect within the typical CDOT process. That said, we have the expertise to adapt this process to align with the specific needs and goals of your project. Refer to our Approach section for strategies tailored to this effort and scheduling considerations to effectively navigate CDOT clearance and submittal requirements.

DRAINAGE DESIGN AND NHI CERTIFICATION

SEH has Durango-based staff with drainage design expertise, supported by dedicated drainage engineers in our Denver office. During project scoping, we will provide the required certificates of completion or intent to complete applicable NHI courses. Our team is well-versed in drainage analysis and design necessary to acquire the hydraulic clearance for the project.

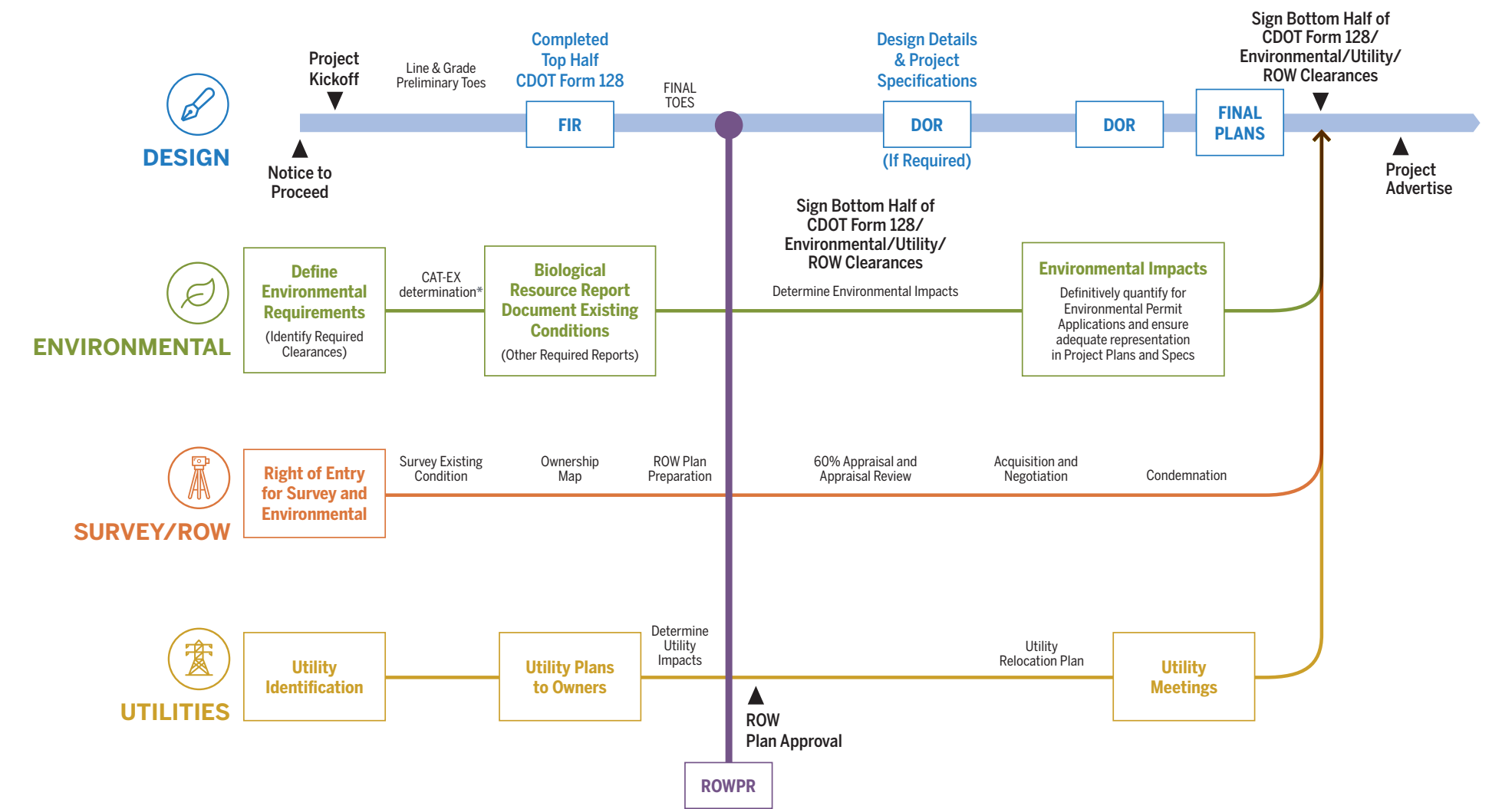
FHWA/CDOT-FUNDED PROJECTS

SEH has successfully delivered numerous Local Agency projects that were designed and/or constructed using a combination of federal, state, and local funding sources. Our biggest takeaway has been understanding the additional requirements that can be tied to federal or state money – particularly in the clearance processes for specialty units such as right-of-way, environmental, and utilities. By staying ahead of these requirements, we help keep projects on schedule and avoid common delays.

CDOT PROCESS

The process shown in the flow chart below outlines the typical sequence for a CDOT project. There are many considerations and clearances necessary before CDOT will approve the project for Advertisement for Construction. We look forward to working with the Town on most efficiently navigating the design process so that funding obligations are met and construction is completed within the Town's anticipated time frame.

Lastly, during project scoping, we will utilize CDOT's standard Scope of Work template to develop our scope and fee. This will confirm SEH has all bases covered and the Town and CDOT are in agreement with our approach, minimizing the potential for cost or scheduling surprises during the design phase.



PENDING LITIGATION

In more than 97 years of practice, SEH has never defaulted on any project or claim process. SEH fairly evaluates and resolves all claims fairly and in accordance with its insurance guidelines. For the protection of SEH and our clients, we consistently maintain a comprehensive insurance program, which includes professional liability, worker's compensation, comprehensive general liability, automobile, and umbrella policies with limits sufficient to cover the defense and resolution of all outstanding claims. In the opinion of our senior management and third-party auditors, SEH does not have any claims or disputes that will materially affect our ability to successfully perform our professional obligations.

WORKLOAD

SEH takes a thoughtful and measured approach when pursuing new projects to confirm that our proposed staff have the availability and capacity to fully support the work. You can be confident that the team members listed in this proposal are the same individuals who will be actively engaged in delivering your project.

Our key team members have availability and are committed to meeting the needs of this project from commencement in the Fall of 2025 through anticipated completion in 2026.

Jeff Nathan, our project manager and design lead has over 50% availability over the next 12 months and all other team members have committed to meeting the design schedule outlined in the RFQ. For example, our survey staff will prioritize field work so it can be completed before winter weather.

PREVIOUSLY AWARDED PROJECTS

Our Durango-based transportation staff is in the process of finalizing design for projects in Durango, Salida, and Glenwood Springs. Jeff Nathan, who will be most involved in this project, is currently supporting two City of Durango projects that are in preliminary design with ample availability for this project in 2025 and 2026. The list below provides a sampling of previously awarded projects our team is currently working on.

PROJECT	CLIENT	START DATE	PERCENT COMPLETED
SH 291 West Entry Streetscape Improvement	City of Salida, CO	April 2024	95%
Coach Miller Drive Improvements	City of Glenwood Springs, CO	February 2025	95%
West Park Avenue Traffic Calming	City of Durango, CO	June 2024	30%
Camino Del Rio Underpass (design restart)	City of Durango, CO	January 2025	15%

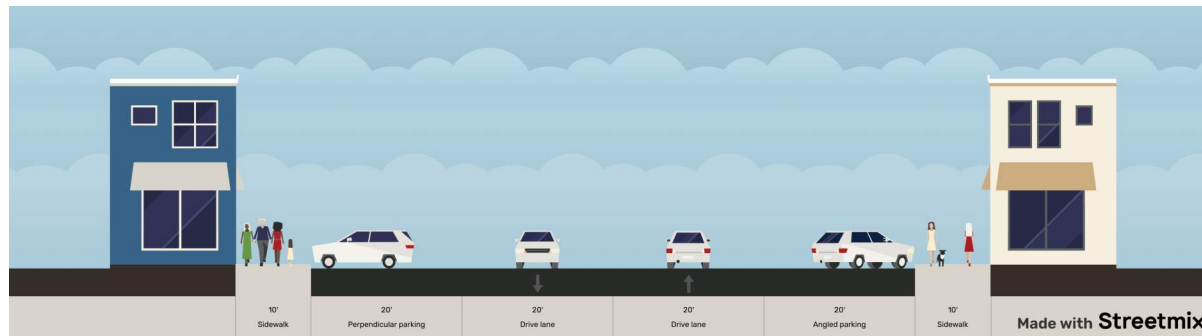


SEH's capacity extends far beyond our proposed team members. With access to more than 900 staff companywide, we are able to draw upon a deep bench of professionals in the event additional resources are needed.

Project Approach and Schedule

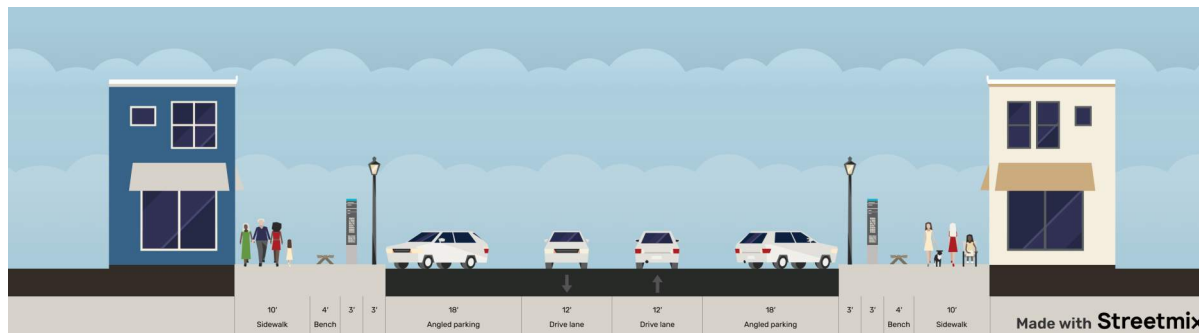
Section A - Describe firm's understanding of the project and approach to address all design and engineering requirements.

SEH has reviewed the Town's Request for Qualifications (RFQ) as well as the 2019 Design Plans, the Compass Project Master Plan, and the Wayfinding Master Plan. SEH understands the Town's desires to revitalize the Blair Street corridor. The revitalization will include improving pedestrian connectivity and accessibility as well as highlighting the Town's Unique character. The existing corridor consists of a unpaved, gravel roadway with a width of approximately 80-feet for drive lanes and angled parking. 10-foot sidewalks provide a buffer between parking and building fronts. Although 10-feet is a generous sidewalk width, the width is constrained at many locations due to posts for roof overhangs, benches, and planters.



Blair Street – Approximation of Existing Cross Section with 100-foot ROW

We look forward to working with the Town, stakeholders, and community members in the Blair Street revitalization efforts. We also understand the importance in developing an optimized typical section for the 12th Street block as it will likely serve as a template for future phases of revitalization along the corridor. There are numerous considerations and preferences to explore in re-purposing the right-of-way width for pedestrian accommodations and place-making features. A unique feature is the existing sidewalk is typically bound by building store fronts and support posts for roof overhangs - our design and typical section development will maintain both while looking for opportunities to provide the appropriate width for pedestrians and site amenities such as light poles and signage. A potential option to maximize width for non-vehicular use is shown below.



Blair Street – Conceptual Cross Section Maximizing Width for Pedestrians and Street Amenities

To deliver a project that realizes the Town's goals and gains CDOT approval in the most efficient manner, we propose the following approach:

- 1 Initial kickoff meeting and site walk with the Town to gather needs, wants, and preferences for the project and begin collaboration on potential concepts and solutions. As discussed in Section F, this also includes SEH's review of survey and design furnished by previous consultant (SGM), and workshopping with the Town to determine which elements of previous design to carry forward as final design progresses.
- 2 Development and assessment of concepts for:
 - **Curb, gutter, sidewalk and crosswalk improvements:** We would also discuss with the Town options to narrow the effective width dedicated to vehicles (parking and drive lane) to provide greater width for sidewalks and buffer strips for street lighting and placemaking elements.
 - **Drainage:** We will avoid underground drainage facilities, however the addition of surface drainage features, such as gutter pans and sidewalk chases at roof downspouts, will improve conveyance of stormwater and snow melt.
 - Aforementioned **place-making elements and signage** to highlight the Town's history and culture, promote the "Silverton Experience", and incorporate wayfinding. See Section E for further approach on this project element.
 - **Solar Options:** Underground electrical infrastructure to power fixtures will be costly. SEH is happy to investigate and present solar options that could result in substantial cost savings, both for construction and future electricity costs. Our evaluation can include pros & cons as well as cost analysis for both hardwired and solar options.



- **Street lighting:** Providing fixtures that reflect the Town's character and preferences is essential. Our lighting and electrical engineering staff will work with the city to identify and/or develop lighting equipment standards that reflect the importance of preserving the history of Silverton. Recognizing that pedestrian safety is of utmost importance, photometric calculations will be performed to ensure that the lighting not only enhances the corridor but also provides the appropriate lighting levels for both vehicular and pedestrian traffic. We will coordinate with the electrical utility to facilitate the source of power for the proposed lighting system. The plans will consist of lighting unit locations, power and branch circuitry design, along with descriptions of equipment specified for the project. We will also provide specifications, and a construction estimate in the appropriate submittal packages.
- 3 Lastly, our design intent is to provide thoughtful and high quality design that can be effectively constructed and minimizes impacts. The best way to combat escalating construction costs, which are amplified by Silverton remote location and short construction season, is to minimize impacts and limits of reconstruction. Avoiding underground infrastructure, such as conduit and drainage, will reduce hard cost as well as construction duration and risks associated with excavating along an established corridor. A relevant example is the MidTown project that SEH is currently finalizing for the City of Durango. Although reconstructing curb, gutter, and sidewalks along approximately ½-mile of urban roadways, SEH was able to provide grading and drainage solutions that maintained existing drainage patterns and avoided impacts to all but one existing inlet.

Section B - Provide schedule of general project activities including duration of each activity and total project.

Our team has the capacity and expertise to quickly advance critical path activities and provide final deliverables within 8 months of project notice to proceed. Outlined below are notable project activities with durations, as well as highlighting scheduling considerations in order to complete design within the Town's anticipated schedule. Please note, however, that a more practical schedule may have the design and clearance process extending for 12 to 18 months, which should still provide ample time for an approximate 12 month construction duration before the Town's noted November 2028 construction completion date.

DURATION September 2025

(1-Month)

Activity: Project Contracting

Scheduling Considerations: Following consultant selection, SEH will work closely with the Town in finalizing a project scope, work hour estimate, and resulting fee utilizing SEH's approved CDOT rates. Design activities will begin once Notice to Proceed is issued.

DURATION September 2025 through October 2025

(2-Months)

Activity: Site Investigations (topographic surveying, utility locating, and right-of-way mapping)

Scheduling Considerations: The level of effort for this activity will depend on components of previously completed surveys and design that will be utilized by SEH and the Town going forward. See Section F for additional discussion. We strive to complete site investigations before winter weather sets in. SEH has Durango based staff for all surveying needs, and our utility locate subconsultant (Pathfinder Locating Services) is located in Durango as well.

DURATION September 2025 through September 2026

(12- Months*)

*CDOT
ESTIMATE

Activity: Environmental Assessments and Clearances

Scheduling Considerations: As outlined in the project's Scoping and Clearance Letter, SEH will be responsible for preparing a Modified Environmental Site Assessment (MESA) and Threatened, Endangered, and Sensitive (TES) Species Report while CDOT staff will undertake cultural related clearances.

SEH does not anticipate clearances associated with the MESA and TES to impact project scope and schedule, however cultural and historical considerations and clearances may have influence. To minimize potential schedule impacts, we will work closely with the Town and CDOT in identifying potential resources and avoid impacts to them if at all possible. For example, preservation of a historic wood boardwalk in lieu or replacing with concrete sidewalk may greatly streamline the project.

Lastly, our team includes ERO for any assistance CDOT may need to accelerate cultural related assessments and clearances. SEH efforts will be ongoing for approximately 6 months, occurring from preliminary design through final design deliverables. Cultural and historic related clearances to be completed by CDOT may take up to 12 months, as noted in the project Scoping and Clearance Letter. Significant findings may extend the clearance process.

DURATION October 2025 through March 2026

(6-Months)

Activity: Hydraulic Clearance

Scheduling Considerations: SEH has Western Slope staff that has completed hydraulic studies for CDOT Region 5 in the past and understands the analysis and design considerations necessary for acquiring hydraulic clearance. A draft hydraulic design memo will be submitted at preliminary design and updated for approval at final design.

DURATION

October 2025
through
April 2026

(6-Months)

Activity: Right-of-Way (ROW) Clearance

Scheduling Considerations: SEH will make all efforts to avoid impacts outside of right-of-way to simplify the ROW clearance process and avoid scheduling risks associated with easement acquisitions. Any acquisition needs may extend this duration, however all attempts will be made to avoid such acquisitions.

DURATION

October 2025
through
April 2026

(6-Months)

Activity: Utility Clearance

Scheduling Considerations: As noted previously, Pathfinder Locating Services will locate utilities up to quality level B (QL-B). Utility clearance should be straightforward considering most project excavations will be limited to 18-inches or less except for potential trenching for street lighting electrical conduit. A solar based lighting system would avert this trenching and further simplify the utility clearance process.

DURATION

October 2025
through
April 2026

(6-Months)

Activity: Corridor Visioning and Placemaking Features

Scheduling Considerations: We propose ongoing dialogue with the Town as visioning and concepts are developed and advanced. We also recommend two public meetings – (1) an initial visioning workshop with community members in November 2025 during the early stages of preliminary design; (2) during final design, refined options will be presented for review and final community input. See Section E for additional discussion.

DURATION

October 2025
through
December 2025

(3-Months)

Activity: Preliminary (FIR) Design

Scheduling Considerations: Our design team will immediately begin design efforts once we understand the Town's vision for the corridor typical section and which elements of previous design to revamp. The intent of the FOR design is to establish scope and scale of the project for stakeholder buy-in, determine impacts and commence the clearance process, and update construction costs with more precision and confidence. We propose bi-weekly meetings with the Town to collaborate on important design decisions and provide timely updates to avoid potential rework during final design.

DURATION

February 2026
through
March 2026

(2-Months)

Activity: Final (FOR) Design

Scheduling Considerations: After receiving and reviewing comments on the FIR submittal, SEH will quickly advance FOR design and draft final plans, specifications, and estimate (PS&E). During this design phase, SEH will fine-tune and thoroughly detail all proposed project aspects and verify deliverables are complete and constructible. We assume a one-month CDOT review period for the FIR submittal.

DURATION

April 2026
through
May 2026

(2-Months)

Activity: Final Plans, Specifications, & Estimate (PS&E) Submittal

Scheduling Considerations: A well-managed FIR and FOR design phase should allow for minor comments on the FOR submittal and an expedited turn-around for a Final PS&E submittal, enabling the Town to potentially advertise the project in late spring or early summer 2026. Based on our experience with Local Agency projects, a more practical schedule may push advertisement into Fall 2026, allowing for construction in 2027. A 2027 or 2028 construction season allows ample time for construction to be completed before the November 2028 date outlined in the RFQ.

Section C - Provide examples of design that have allowed municipalities to implement their project in a phased manner.

We understand from the Town's Compass Master Plan and previous design efforts that revitalization of Blair Street is a corridor-long effort, and the 12th Block is the initial phase. SEH will consider this throughout the visioning and design process to allow for an ultimate cohesive project. In general, for multi-phase projects, we consider the following to provide this cohesiveness efficiently:

- 1 Minimize rework** – we will seek a natural limit of work between phases to keep any temporary construction limited; additional, provisions for future improvements will be considered. For example, installing conduit for future use and temporary surface treatment at future landscape elements can save the Town money in current and future phases.
- 2 Suitable transitions** – related to minimizing rework, we will balance necessary rework with providing appropriate connectivity between constructed and future phases. For example, temporary curb ramps and sidewalks may be considered just outside the limits of permanent improvements to avoid abrupt termination of improvements.
- 3 Group similar work elements** – there may be economy of scale cost advantages to including specialty improvements, such as landscape, lighting or utility features, beyond the extents of the current project phase. Alternatively, provisions can be made for aesthetic and urban design elements to be installed in mass as part of future phases.
- 4 Design for ultimate conditions** – we will consider future phases of work when sizing project elements. For example, proposed lighting infrastructure, from the size and quantity of conduit to the specifics of control cabinets, should account for full build-out conditions.
- 5 Reduce mobilizations** – similar to grouping similar work elements, reducing mobilizations, from design tasks such as surveying to specialty subcontractor work during construction, can save on travel, material and mobilization costs. For example, if the Town's budget allows, SEH could economically survey additional blocks of Blair Street, removing a hurdle and cost for future design.

- 6 Accurate estimating** – thorough estimation of future design, construction, and administrative costs will allow the Town to confidently plan for future phases and acquire appropriate levels of funding.

One current project that SEH has designed in a phased manner is the CO-291 project in Salida, which evolved to include a roundabout as a gateway intersection treatment. Due to the costs associated with a roundabout, the project was broken into two phases with clear delineation in the plans and separate engineer's estimate and bid tabs prepared for both phases. The limits between the two phases was strategically located to minimize rework and provide a smooth transition in the event the roundabout construction is delayed due to funding.

Lastly, we worked closely with the City on removing landscaping and gateway sign elements from the CDOT Local Agency project scope, as these items could be constructed more economically at the end of the project without CDOT oversight. These elements were fully designed by SEH with provisions, such as conduit for irrigation and electrical, included in the roadway project. This approach simplified the project under CDOT purview and setup the City to complete aesthetic elements with more control over scheduling and cost. If necessary, this same approach can be implemented for placemaking elements on this project.

Section D - Provide examples of work that has allowed municipalities to continue pursuit of funding.

Assisting municipalities with acquiring funding for their projects is a very rewarding service that we offer. SEH's funding team consists of 5 community and economic development professionals with over 100 years of collective experience ranging from planning, civil engineering, state and Federal competitive grant programs, and Congressional Direct Spending requests.

The team's leader, Alex Smith has 15 years of experience working at state and Federal grant making agencies and is an expert at compliance and reporting requirements, but also excels at helping communities match and maximize funding programs for communities. Locally, senior planner Nancy Dosdall is a valuable resource in understanding and harnessing funding opportunities typically utilized by Southwest Colorado communities.

Section D - (continued)

Within the Compass Master Plan and Wayfinding Master Plan, the Town has already identified numerous potential funding sources to explore and tap into. Our funding team and engineers can investigate these and other funding opportunities and develop a strategy that has the greatest chance of success and best employs matching funds from the Town. For example, tourism related grants could be a potential funding source for "Silverton Experience" and wayfinding signage for this and future phases of Blair Street revitalization. The following are two examples where SEH was successful in acquiring funds for municipalities.

Locally, SEH aided the City of Salida in developing preliminary design and costing for the SH 291 West Entry Streetscape Improvement Project, resulting in a federal Multimodal and Mitigations Options Funds (MMOF) grant for \$ 945,842.00. At the national level, SEH recently assisted the city of Kearney, Nebraska in securing a \$2.6 million grant (with a city match of \$650,000) for water, sewer, and roadway improvement.



Section E - Provide examples of projects where design work promotes a vision of mining heritage tourism.

Silverton has a rich mining heritage and history that will serve as the inspiration for design and placemaking solutions that are part of the new streetscape for the Blair Street corridor. The SEH project team has extensive experience working in similar mountain towns and communities where mining is the origin and history of the place. We use that as the inspiration to develop physical design that reinforces identity, context and local culture. Successful past projects includes special places like Park City, Telluride, New Castle, Glenwood Springs, Salida, and Durango where mining has and continues to be a significant aspect of the local history.

The project team proposes to engage with the local historical society to receive input on appropriate mining themes and elements to celebrate in the design. Likewise, the team will conduct research on precedents to evolve the mining aesthetic appropriate for the project. The team will conduct two public meetings during the process, one at the initial stages of planning, and one at the latter stages to share back ideas and concepts. In addition, the team will schedule individual meetings with the historical society representatives. A variety of methods will be used to receive input and information related to mining heritage and history, including word association exercises, review and recording of cultural artifacts including tools, equipment, furnishings, clothing of the mining era, and story telling passed on by old letters, manuscripts and books.

Brainstorming exercises exploring potential directions for mining inspired streetscape design will be conducted as part of the design process. The team will generate sketches for street furnishing, signs, art and place-making elements that derive from the local mining industry and history and with the guidance of locals and elders of the community. This work will be introduced during the first public meeting and then shared back with the community and town staff at the second public meeting. The goal of this process is to leverage the historical and cultural context of Silverton in the design of the project and to help leverage the rich heritage and sense of place that is provided by the historical backdrop. The process described above is similar to the process Zehren and Associates utilized in the Spiro Mine Entrance Project and is geared to fit within the Town's Compass Plan, with a strong emphasis on community and public engagement in decision-making.

Section F - Survey and preliminary plans have been drafted in CAD for town standards. Files are available upon request. Please express your willingness to work with existing plans to utilize the efforts that have already been put forward on this project.

Throughout the design development process, we strive to be as efficient and cost conscious as possible; this includes utilizing and building upon previous efforts the Town has undertaken and invested in the revitalization of Blair Street. During the project scoping phase, SEH's senior engineer, Jeff Nathan, and project surveyor, Keith Nicovich, will review previous design and survey efforts and collaborate with the Town on which components can be utilized in our design development efforts. The following are considerations and approach we will apply to maximize the use of previous efforts and right-size SEH's design scope to minimize duplicative efforts.

Previous survey and right-of-way mapping can be fully utilized if the deliverables are certified by a Professional Land Surveyor (PLS) and the Town can provide 2D and 3D digital drawing files. As design progresses, SEH may need to acquire supplemental survey, such as for changes in existing conditions or areas of intricate grading and drainage. If the previous surveys are outdated and/or don't encompass a majority of the project area, it may be more cost effective for SEH to take entire ownership of the surveying effort and initiate a brand new survey.

With respect to previously completed design, we would welcome using these efforts to jumpstart our design development. Design plans provided by the Town for the Blair Street corridor appear to be moderately progressed and include details and components that can be carried forward in SEH's design development.

SEH does see opportunities to modify the design to narrow the 80-foot width allocated to drive and parking lanes, widen pedestrian and streetscape zones, add curb extensions / bulb-outs at intersection corners, and include gutter pans to improve drainage conveyance.

For components that continue to align with the Town's vision for the corridor, Jeff will perform a thorough peer review and provide comments and suggested changes for discussion with the Town. This review can occur prior to a design kick-off meeting so SEH and the Town are clear on design direction and intent during preliminary design.

Lastly, the Town's 2017 Wayfinding Mater Plan includes signage location and layout concepts. These concepts will be the starting point in our discussions with the Town as we develop place-making and wayfinding signage for the 12th Street block of Blair Street, as well as corridor wide considerations.



References

1

Project Name: SH 291 West Entry Streetscape Improvements

Owner: City of Salida. CO

Total Design Cost: \$416,279

Contact: David Lady
719.539.6257
david.lady@cityofsalida.com

2

Project Name: College Drive And 8th Avenue Safety Improvements; Midtown Traffic Study and Safety and Connectivity Improvement Design

Owner: City of Durango, CO

Total Design Cost: \$203,378 (College & 8th);
\$396,607 (MidTown)

Contact: Devin King
970.375.4955
devin.king@durangogov.org

3

Project Name: Spiro Mine Entry Project

Owner: Park City

Total Design Cost: \$50,000

Contact: Clint McAfee
435.615.5344
clint.mcafee@parkcity.gov



August 18, 2025

Town of Silverton
Silverton Town Hall
1360 Greene Street
PO Box 250
Silverton, CO 81433

**Subject: RFQ for Professional Engineering Services
Blair Street Revitalization Project**

Bechtolt Engineering, Inc. is pleased to submit our Statement of Qualifications for services as described in the Scope of Work for the above referenced project. We are fully committed to ensuring the successful and timely completion of all tasks that may arise for the duration of this contract.

We are currently **prequalified** by the Colorado Department of Transportation (CDOT) in the following disciplines:

- CE – Civil Engineering
- MA – Engineering Management (Contract Administration)
- MC – Engineering Management (Construction)
- HD – Highways and Street Design
- TP – Transportation Engineering
- TR – Traffic Engineering

We continuously maintain a current Master Pricing Agreement with CDOT that is based on an audited indirect cost rate. Our current Master Pricing Agreement expires May 16, 2028.

We are not a party to any pending litigation concerning projects within the last five (5) years.

This letter serves as our commitment that we will make available all necessary resources for the successful completion of the project.

I certify that the information and data submitted is true and complete to the best of my knowledge.

We take no exceptions to the County's sample contract. Please contact me at (970) 259-7534 or e-mail at RichardBechtolt@Bechtolt.com if you have any questions.

Sincerely,

Richard D. Bechtolt, P.E.
President



Town of
Silverton

**Professional Engineering
Services
Blair Street Revitalization
Project**

August 18, 2025



Request for Qualifications (RFQ) Response



Town of
Silverton

**Professional Engineering
Services**

**Blair Street Revitalization
Project**

August 18, 2025



PROJECT TEAM

Project Team



Bechtolt Engineering, Inc. (Bechtolt) is pleased to offer the services of an outstanding Project Team assembled to deliver design and engineering services associated with the Professional Engineering for the Town of Silverton Blair St. Revitalization Project.

Bechtolt was founded by Richard Bechtolt in Durango Colorado in 1996. Today we are comprised of Professional Engineers and Professional Staff. We are committed to the long-term relationships that we have with county, city and state government agencies on the Western Slope.

Bechtolt is the prime consultant for this project and has assembled a specialized team of consultants that covers the breadth of requirements with exceptional knowledge and problem solving ability. Our team has been developed and has worked together for over two decades. Bechtolt fosters an environment of mutual trust and respect with our partners resulting in a team that produces high quality projects and on-time deliverables. We are technically proficient in the design and construction of CDOT roadway projects and have consistently demonstrated this technical expertise. We are committed to providing quality transportation projects in a timely and professional manner at the highest level of excellence. Our team, which includes SME Environmental Consultants (SME), and Red Mountain Surveying, LLC., has the experience and ability to construct a design that will improve pedestrian connectivity, provide for all ADA requirements, increase safety, as well as minimizing the impacts to the environment.

A significant strength of the **Bechtolt** team is our demonstrated proficiency in all facets of the CDOT Project Development Process. Over the last twenty-nine (29) years we have completed over 200 transportation projects covering the full spectrum of the CDOT Project Development process from Planning and Design through Construction and Finals. Our goal is to provide to the Town Project Manager the resources to insure successful integration of all disciplines and processes into the overall project success.

The **Bechtolt** team will be responsible for all facets of the design and delivery of the project in accordance with all applicable standards and requirements. These may include, but are not limited to the following activities:

- Project Design Data and Standards
- Design Criteria
- Project Coordination
- Environmental Delineations/Mitigation/Permitting
- Survey
- Preliminary Design Engineering
- Develop FIR Review Plans and Cost Estimate
- Field Inspection Review
- Final Design Engineering
- Utility Relocation Coordination
- Finals Plans, Specifications and Cost Estimates
- Final Office Review (FOR)
- Final Plan Review
- Final Submittals

Richard D. Bechtolt, PE—Project Principal and the Consultant Project Manager



Years with Bechtolt: 29, Total Years of Experience: 37, Availability: 40%

Rich has been responsible for the design and/or construction of over 200 transportation projects over the last twenty-nine (29) years. He provides well rounded experience in Program Delivery including the disciplines of Contract Management, Program Administration and Preconstruction, Construction, and Traffic Engineering. Rich has been awarded commendations in the disciplines of Roadway Engineering, Traffic Engineering, and Construction Engineering.

Rich is very knowledgeable of all elements of roadway and interchange design, including traffic operations, pedestrian facilities, the design of alternative intersection and ramp termini particularly signalization and

Project Team

roundabouts, and the operation and design of weaving and merge areas. Bechtolt Engineering was designated as a major participant on Kiewit's pursuit of the US 550/160 Connection South Design-Build Project. Rich was designated the Deputy Design Manager on the Team. He is the Quality Control Administrator (QCA) on the Lawrence Construction team for the US 160/550 Design Build project. In this role, he is responsible for certifying that the Work was completed in conformance with the contract, certifying the Approved Released for Construction Documents (or revisions), and the development and execution of the Design-Builder's quality management plan. This project has a total budget of \$100M.

Rich began his career as an employee in the CDOT Staff Traffic and Safety Projects Branch in Denver Headquarters. In this capacity, he was assigned to the Field Studies Unit, responsible for conducting speed zoning and safety studies throughout the State. In 1990, he was promoted to the position of CDOT Region 5 Traffic and Safety Engineer in Durango. In this capacity, he was in responsible charge of the traffic engineering and access management for Region 5 encompassing over 1500 miles of State Highway. Rich's duties included operational signing and striping issues, traffic signal evaluations and operations, and contract signing and striping plans. In addition, he had signature authority for the administration of the State Highway Access Code.

Evan Montgomery, PE, PMP—Project Engineer



Years with Bechtolt: 8, Total Years of Experience: 11, Availability: 100%

Evan has experience in managing the design and construction of public works, transportation, and land development projects. He has successfully represented Owners, delivering projects for a diverse range of clients including Federal Administrations, State DOTs, County governments, and local municipalities. His project experience has included design and construction of roadways, stormwater collection and conveyance systems, major structures, wastewater sewer systems, municipal water supply, and IT network connections.

Representative Project Experience

Starlite Lane Reconstruction, Corpus Christi, TX. Project Manager for the Starlite Lane 2022 Bond Project to reconstruct the 1.4-mile residential collector roadway and replace existing utility infrastructure. The existing roadway had deteriorating pavement with PCI scores as low as 17, asbestos cement and clay pipe utilities, and an undersized stormwater system. Evan coordinated Survey, SUE, MEP, Civil design for this project consisting of full-depth roadway reconstruction, conversion of ditch section to curb and gutter, and replacement of water, wastewater, stormwater, and gas utilities within the 50' Right-Of-Way. Additionally, construction sequencing was considered to maintain residential access on both sides of the roadway during construction. Construction Budget: \$13m

Sand Dollar Ave & Crowsnest Ave, Corpus Christi, TX: Project Manager for the design of two "paper streets" that had been included in the Master Transportation Plan but not yet designed. Evan led the design effort and managed the Civil design team for these roadways. The design included over a mile of roadway as well as water, wastewater, and gas utility extensions to service the future developments in the mixed residential and commercially zoned area. Construction Budget: \$9m

US 160 Aztec Creek, Cortez, CO: Asst. Construction Project Engineer on the CDOT project for 9-miles of full depth reconstruction, roadway widening for addition of passing lanes and shoulders, and retrofitting expansion joints on two bridge structures. Evan actively pursued the Owner's interests through daily management of the Contractor's activities. During construction, Evan developed a program to tightly track the highest bid price items to verify that the roadway was being constructed according to the plans and specifications and that CDOT was being appropriately invoiced. Construction Budget: \$20m

Project Team

US 550 Signal Replacement, Durango, CO: Construction Project Engineer for the CDOT project to replace all signal equipment, curb ramps, drainage structures, and select concrete pavement at three intersections along the City's primary arterial roadway with over 30,000 ADT. Evan was responsible for the construction schedule and budget, as well as a comprehensive stakeholder management plan for the high public impact project. The project required coordination between State, County, City, school districts, emergency services, utility companies, and local businesses. Construction Budget: \$4 Million

Victoria Curry, EIT III—Design Project Manager



Years with Bechtolt: 11, Total Years of Experience: 11, Availability: 100%

Victoria has been responsible for developing roadway designs of comprehensive plan sets and specifications packages and has completed the design of numerous CDOT and Local Agency Projects. She is proficient in CDOT required MicroStation products such as Open-Roads Designer. Other duties include management of diverse discipline teams, collaboration with consultants, traffic studies, design variances and project cost estimating.

Representative Project Experience

SAR M250-009 City of Cortez Safe Routes to School Phase I

Lead Designer responsible for preconstruction services including:

- Coordination with owner
- Design of Pedestrian Facilities, including ADA compliant appurtenances
- Coordination with Survey to complete ROW Plans
- Coordination with Environmental to complete all required delineations and obtain necessary permits

BRO C320-004 Alkali Creek Bridge Replacement

Lead Engineer responsible for preconstruction services including:

- Grant Applications
- Coordination with owner from conceptual to bid opening
- Design of major transportation elements
- Coordination with Survey to complete ROW Plans
- Coordination with Structural Designer for bridge

CDOT NHPP 1602-147 (22025) US Wildlife Crossing & Climb Lane

- Responsible for Design and Construction Inspection services for safety improvement project. Services entailed:
- Design of roadway widening, passing lane extension, wildlife fence, guardrail and escape ramps
- Quality control of final design
- Roadway design revisions during construction
- Construction oversight of MSE panels, structure backfill and final re-vegetation

Additional Representative Preconstruction Engineering Projects, CDOT Region 5

- SH 17, Emergency Culvert Replacement Project
- US 50, US 550 and SH 15 Timber Beam Replacement Project
- Shoulder Widening & Guardrail Prioritization Project
- U.S. 491 Resurfacing Project (3 Phases) – 30 miles
- US 491 Resurfacing & Realignment of Lebanon Rd. Intersection



Headquartered in Durango, Colorado since 1995, **SME Environmental, Inc. (SME)** provides environmental consulting services to public and private sector clients throughout the western United States with a focus on work in the Four Corners region. SME's Durango-based staff of seven includes experts in Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), National Environmental Policy Act (NEPA) compliance, Clean Water Act compliance (including wetland delineations and 404 Permitting) and Endangered Species Act (ESA) compliance.

Sean Moore, Principal In Charge

Mr. Moore has 34 years of experience in the environmental consulting and cultural resources management industries and has established excellent working relationships with local and regional environmental regulatory staff at the U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, Colorado Parks and Wildlife, and Southern Ute Indian Tribe who are typically involved in road, trail and infrastructure improvement projects. He has worked out of SME's Durango, Colorado office for 29 years and has significant experience in the management of environmental compliance tasks on transportation design projects through extensive work completed for various public and private sector clients throughout the southwestern region of Colorado with strong skills in wetland delineation and mitigation design/ monitoring, Clean Water Act (404/401) permitting, and Endangered Species Act, CERCLA and NEPA compliance.

Mr. Moore guides SME's multi-disciplinary team to bring transportation projects from pre-project resource analysis to full regulatory compliance in a timely and cost-effective manner. Repeated, successful completion of such projects has established SME as a leader in the environmental services industry in the Four Corners region. This work includes oversight of approximately 40 projects for municipal entities including the Cities/Towns/Counties of San Miguel, Telluride, Mountain Village, Archuleta, Aztec, Bayfield, Bloomfield, Cortez, Durango, Mancos, Pagosa Springs, and South Fork for which project proponents utilized CDOT Off-System Program funds. He has also managed approximately 125 individual resource assessment/compliance projects (completed/in-process) for CDOT Region 5, including projects associated with an On-Call Environmental Services Contract with CDOT Region 5 awarded to SME in 2022. Through this work, Mr. Moore has become very familiar with the intricacies of the CDOT/FHWA Categorical Exclusion (NEPA) process and the associated "128 Form".

Nathan Kirker, NEPA Specialist/Special Status Species Specialist

Mr. Kirker has 21 years of professional experience in the field of environmental services in the Four Corners Region. The core of his experience involves preparing and coordinating NEPA documents (environmental assessments), biological assessments, and stormwater management plans, as well as performing and overseeing large scale special status species inventories. Mr. Kirker has experience coordinating projects incorporating the jurisdictions of the National Forest Service, BLM, Bureau of Reclamation, BIA, Army Corps of Engineers, USDA Rural Development, US Fish and Wildlife Service, Southern Ute Indian Tribe, Ute Mountain Ute Tribe, CDOT, and Colorado State Parks. Since 2002, Mr. Kirker has completed over 250 NEPA documents including many CDOT Form 128 clearances.



Red Mountain Land Surveying, LLC headquarters is in Durango, Colorado. Established in 2022 Red Mountain has over 20+ years in the Surveying and Geospatial community combined with a large network of professionals encompassing the greater Four Corners Region, utilizing this network provides a broad range of data collection techniques with the latest in geospatial data capture technology including drones,

bathymetric, GNSS, scanning and terrestrial applications. Red Mountain services clients in government and private sectors including local municipalities, federal government, tribal, land developers, engineers, scientist, and energy clients.

Justin Bonnell, PLS (CO, MT, NM)

Mr. Bonnell has a B.S. Surveying Engineering from New Mexico State University, including 20 years of surveying experience in multiple States and holding licenses in Colorado, Montana, and New Mexico. Red Mountain serves a wide range of clients from Local and State Government, private citizens, Tribal Entities, and Local Utility providers to name a few that require unique solutions such as bathymetric surveys, ALTA, photogrammetry, scanning, boundary, construction staking, and topographic surveys. Red Mountain also provides clients with Temporary Easements, Permanent Easements, and Utility easements, A snap shot of project experience includes successfully completing:

- CDOT Local Agency Project in Ignacio, CO
- Animas bathymetric Survey Aztec, NM
- NMDOT Project North Main Street Aztec, NM
- Boundary Surveys
- Right-of-Way Surveys
- ALTA/NSPS Surveys
- Legal Descriptions



Town of
Silverton

**Professional Engineering
Services
Blair Street Revitalization
Project**

August 18, 2025



REFERENCE PROJECTS

CDOT Region 5 Local Agency Program Support

The project includes providing additional on-call support for the CDOT Region 5 Local Agency Program to fulfill the program requirements. The project includes working closely with CDOT personnel assisting in all disciplines of the Local Agency Program including Program Management, Design Management, and Construction Management. Specifically, the support provided includes the following services as needed:

Design Project Management Support

- Attend and guide any Design Kick Off, FIR, or FOR Meetings.
- Attend virtual monthly check in meetings with Local Agencies to discuss project status to keep things moving forward.
- Provide support and guidance to Region staff to answer questions and solve issues as they arise. Involve CDOT Specialty groups as needed.
- Review Local Agency Reimbursement Requests.

Construction Management Support

Oversight support services for the Region 5 Traffic Construction Management unit for MMOF projects.

Services to be provided include the following as needed:

- Guidance with field issues that arise.
- Periodic Material and Project Documentation checks.
- Periodic Traffic Control checks.
- Change Order review and guidance.
- Review Local Agency Reimbursement Requests
- Provide training and education for Region 5 staff as needed.

Reference: Bridget McDougall, P.E.
Local Agency Engineer
CDOT Region 5
3803 North Main Avenue
Durango, CO 81301
(970) 692-7839

City of Cortez Safe Routes to School Phase I

CDOT Project Number: SAR M250-009

Project Code: 25839

Safe Routes to School is a Local Agency Project Bechtolt Engineering is currently providing all preconstruction services for, for the City of Cortez. This project is funded under a Safe Route School Grant and City of Cortez Capital Improvements. The design includes topographic survey, environmental delineation and clearances, new 5-foot sidewalks with several ADA cross walk locations, signs and calming improvements for the school zone.

Recent Projects by Project Personnel

In the scope, one cross walk is across a State Highway which included the design of signal timing adjustments, installation of ped push buttons, and resetting pull boxes that are compliant with ADA requirements. The design also necessitated an Alternatives Analysis due to budget restraints. This consisted of comparing numerous design options within the project limits for example tying into existing curb and gutter versus construction of new sidewalk within the existing street. Additionally, Bechtolt compared different calming techniques and associated cost through the school zone with striping, cross walks and flashing signs.

Construction is anticipated in the Summer of 2026.

Reference: Helen Tuliene West
Community & Economic Development Specialist
City of Cortez
City Hall, 123 Roger Smith Avenue
Office Phone: (970) 331-0213

Town of Bayfield Shared Use Path

CDOT Project Number: TAP M300-001

Subaccount 23709

CDOT Project Number: MTF M065-008

Subaccount 24004

Under contract to the Town of Bayfield, Bechtolt provided Construction Engineering, Inspection and Testing services for the construction of approximately 3971' of 10' Concrete Shared Use Path. Also included were ADA compliant curb ramps. As the project is funded through the CDOT Local Agency Program, services provided include:

- To provide cost savings to the project, Bechtolt Engineering redesigned the project to provide for more efficient expenditure of funding
- Monitored and documented that the project met all ADA and ProWag requirements.
- Proactively administered the projects to ensure conformance with all applicable standards and specifications
- Documented quantities installed and provided project acceptance
- Reviewed all contractor pay requests and provided pay recommendations to the Town

Reference: Bridget McDougall, P.E.
Local Agency Engineer
CDOT Region 5
3803 North Main Avenue
Durango, CO 81301
(970) 692-7839

Alkali Creek Bridge Replacement

Federal Aid Project No. BRO C320-004

Project Code No. 22521

As a CDOT Local Agency Project, this project included the construction of a single span structure constructed using concrete "Bulb-T" girders and driven H-Pile foundations. The designed single span is approximately seventy-six (76) feet in length and an overall bridge width of thirty-seven (37) feet. Wing-walls with riprap are utilized to provide 500-year scour protection. To meet current roadway standards, the project required a minor realignment of County Road N of approximately 657' to accommodate the new bridge and its approaches. This necessitated minor earthwork, aggregate base course, asphalt paving and minor drainage modifications. The project was advertised and awarded with a cost of \$2,682,491. Construction was completed in November, 2023. The project was completed on-time and under budget.

The project was funded through the CDOT Local Agency Program. Bechtolt provided the following services to Montezuma County:

- Provided assistance with the grant application process, including preparing initial cost estimates and definition of necessary improvements.
- Overall Project Management throughout both the Preconstruction and Construction phases including obtaining CDOT approval for all submittals and activities. This activity included obtaining concurrence/permits from required agencies such as the FHWA, EPA, CDPHE, etc.
- In responsible charge of the Roadway Design and Engineering
- Assisted with bid process including advertisement and recommendation for award
- In responsible charge of all Construction Engineering and Inspection, and preparation of Contractor pay estimates
- Responsible for the submittal and approval by CDOT of all construction documentation required for County reimbursement requests.
- **SME** completed environmental resource inventories and compliance documentation for the project, including: hazardous materials, aquatic resources, special status species, cultural resources and paleontological resources. All resource reports and compliance documentation were transmitted to CDOT Region 5 for completion of the CDOT 128 Form.





Montezuma County Road Department
1680 North Dolores Road
Cortez, CO 81321
970-565-8666

March 12, 2024

To Whom it May Concern:

Re: Bechtolt Engineering
3059 Main Avenue, Suite A
Durango, CO 81301

Montezuma County partnered with Bechtolt Engineering for their technical engineering and management expertise to build a substantial bridge on Road N, over Alkali Creek.

This project was to be designed and constructed to meet ADA requirements, utilize Colorado Department of Transportation (CDOT) current Design and Construction Standards, and comply with oversight by the Federal Highway Administration (FHWA.)

Bechtolt Engineering's oversight guided us through every phase, every process and every State and Federal requirement that applied to our project.

Bechtolt Engineering insured that our project exceeded all safety standards to protect all of our workers.

Bechtolt's Engineers and employees were all a pleasure to work with and did an excellent job. We now have a beautiful new bridge, built on time and under budget to exact standards and specifications, with very minimal stress to us!

We very strongly recommend Bechtolt Engineering to anyone with a project that requires professionalism and expertise.

Thank You,

Rob Englehart
Road Department Superintendent

US 160 Wildlife Crossings Federal Aid Project No. NHPP 1602-167 Project Code NO. 22024R

Under contract to the Colorado Department of Transportation (CDOT), Bechtolt Engineering provided Project Management, Roadway Engineering and Design, Traffic Engineering, Land Surveying, Topographical Surveying, and Construction Engineering and Inspection services. The project included numerous safety improvements for the 1.75-mile length of US 160 wholly contained in Southern Ute tribal lands and adjacent to the San Juan National Forest. Both the animal overpass and underpass were located strategically along migratory routes and includes wildlife exclusion fencing and animal escape ramps. The project was jointly funded by the Federal Highway Administration (FHWA), Southern Ute Indian Tribe (SUIT), CDOT, Colorado Parks and Wildlife (CPW), and the Rocky Mountain Elk Foundation (RMEF).

The project was advertised and awarded for \$7,975,169.43. Construction of the project commenced May, 2021 and was completed in September, 2022. Immediately upon its opening, both wildlife crossings have proven to be a success. There is documented usage by a variety of species, including deer, elk, and mountain lion.



Recent Projects by Project Personnel

Town of Bayfield Twin Bridges Replacement

Federal Aid Project NO. BRO Mo65-006

Project Code No. 18888



As a CDOT Local Agency Project, this project included the replacement of two (2) truss bridge structures on the Bayfield Parkway that were originally constructed in 1932. In addition to the precast concrete girder bridges, the project included the reconstruction and realignment of 1412' feet of roadway, construction of 1460' of shared use path serving the Town park system, ADA compliance features, utility and drainage enhancements. Because of the location of the project in an environmentally sensitive riparian corridor, the project necessitated numerous environmental mitigation measures including the construction of 0.23 acres of wetlands establishment area, 0.09 acres of wetlands enhancement area, the planting of 2,664 each brush layer cuttings and planting of 76 each cottonwood log cuttings. The funding source of the project required review and approval from the following agencies:

- US Army Corps of Engineers
- CO Department of Public Health and Environment
- FHWA
- FEMA
- Colorado Parks and Wildlife
- CDOT

The work of Bechtolt team included all preconstruction activities including roadway design, bridge design, environmental clearances and mitigation, utility coordination and relocations, and geotechnical engineering. The project also included all Construction Management, Inspection and Testing. The project was partially funded through the FHWA/CDOT off-systems bridge program, consequently all activities must conform to the requirements of the CDOT Local Agency Program. The project was awarded to SEMA Construction. Construction activities were substantially completed in November, 2017. The initial project construction budget was \$4.8 million. The original construction price was approximately \$4.2 million. The project was completed under budget and ahead of schedule.



CDOT Project FSA 4912-005 US 491 Resurfacing/Lebanon Road Realignment

Bechtolt Engineering provided preconstruction services and overall project management to CDOT on this project. The project included traffic engineering, roadway design, topographic surveying, hydrology and hydraulics for the design of approximately three (3) miles of highway. The project included the following elements:



- Approximately one (1) mile of four-lane urban roadway reconstruction with concrete pavement resurfacing
- Approximately two (2) miles of four-lane roadway resurfacing comprised of hot mix asphalt "mill and fill"
- Reconstruction and realignment of Lebanon Road to improve the approach to current alignment standards
- Construction of auxiliary lanes at the relocated Lebanon Road intersection
- Drainage improvements to eliminate significant roadway flooding during minor rainfall events
- Rockfall improvements to eliminate debris on highway surface and in travel lanes
- Restriping including modifications to conform to current operational standards
- Roadway lighting improvements
- Erosion control measures including mitigation of sediment flows in roadway travel lanes



The project budget was approximately \$7,500,000. The project was advertised and completed in 2017.

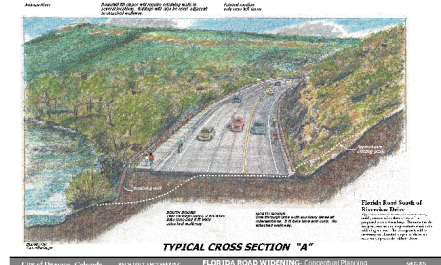
Reconstruction of Goeglein Gulch Road



Under contract to the City of Durango, Bechtolt Engineering completed Conceptual, Preliminary and Final Design for the Reconstruction of Goeglein Gulch Road from 8th Avenue to Hillcrest Drive. Goeglein Gulch Road is unique because it is an urban arterial in mountainous terrain. The project includes the realignment and reconstruction of the roadway to include two travel lanes, two-way left turn lane where necessary, a roundabout, attached bike lanes, and a separated shared use path. All elements were designed in accordance with AASHTO standards and criteria.

Reconstruction of Florida Road

Under contract to the City of Durango, Bechtolt Engineering developed plans and specifications for the widening and reconstruction of Florida Road from 15th Street and 3rd Avenue to County Road 250 (East Animas). Florida Road is the main arterial serving the northeast quadrant of the City. The project included roadway design, pedestrian facility design, retaining wall design, topographic survey, preparation of legal descriptions for right-of-way acquisition, and numerous public/property owner meetings.





Town of
Silverton

**Professional Engineering
Services
Blair Street Revitalization
Project**

August 18, 2025



PROJECT APPROACH

Project Approach

A) Project Goal

The scope of this project is intended to maximize previously awarded MMOF and TAP grant funding to implement to the greatest extent possible the previously prepared Blair Street Sidewalks Improvement Plan. All work completed under this contract for both design and construction must be fully compliant with all applicable grant funding requirements.

B) Project Concept

There are three (3) primary factors to define the success of the project. The first is for the Design Team to create and thoroughly evaluate and implement a financially efficient design that maximizes the resources of the Town.

The second factor is to produce a design and all supporting analyses and permits to maintain the eligibility of the project for federal and/or state funding. This requires the design process, environmental clearance, development of the bid package, and ultimately the construction documentation to comply with the CDOT Local Agency process to enable this eligibility.

The third factor is to efficiently prosecute all tasks to obtain CDOT approvals in order to proceed to project bidding and construction according to the desired schedule.

Maximizing Town Resources

Bechtolt is uniquely qualified to assist the Town in insuring efficient expenditures of its resources. As you can see from the *Past Performance on Similar Projects* section of this proposal, we have established our reputation as Construction Engineers as well as Design Engineers. We require that all of our employees have both design and field construction experience. We integrate this philosophy into all of our design projects. This results in feasible, practical, and cost efficient designs and allows us to generate reliable cost estimates. Knowledge of the contractor's means and methods allows us to integrate these into all of our design processes. Our integration of both design and construction engineering into all of our preconstruction processes provides a solid foundation upon which to identify alternative implementation of Town resources.

Complying with CDOT and Federal Requirements

Adherence to all policies and procedures is required in order for the project to qualify for the MMOF/TAP Funding source. Proper justification for expenditure of public funds must be maintained throughout the project and the proper justification documentation available for Silverton and CDOT review and approval. As summarized in the *Past Performance on Similar Projects* section of this proposal, **Bechtolt** has completed a multitude of projects subject to these requirements. Consequently, our expertise includes identifying and complying with all of the required processes inherent in these funding sources.

We have formed our team with subconsultants with whom we have a decades-long record of success of this type of project. Projects with federal funding, authorizations, or permits require National Environmental Policy Act (NEPA) compliance. CDOT follows the environmental procedures established by the Federal Highways Administration (FHWA). As a subconsultant to **Bechtolt**, SME provided these exact services on the Cortez Safe Routes to School Project, Montezuma County Alkali Creek Bridge Replacement and the Town of Bayfield Twin Bridges Projects.

Project Approach

Project Schedule

The Scope of Work details a very tight timeframe to complete the design by May 1, 2026. Typically this includes all permitting agency reviews and permits. The most expeditious way to achieve the completion date and obtain all necessary approvals and permits is by producing high quality documents and plans that are in conformance with the Town and CDOT's expectations. We have a very strong track record of expediting this process as evidenced by our reference projects.

C) Project Control

As the Project Principal, Richard Bechtolt will be ultimately responsible for controlling costs, ensuring quality and maintaining all schedules.

Cost Control

Consultant contract costs are typically dependent upon the duration of work, the performance of the consultant, and the performance of the contractor during construction. However, consultant costs can be controlled by efficiently staffing the project at the appropriate level and with the appropriately experienced staff. Consultant costs during the preconstruction phase can be controlled by providing review documents that conform to the reviewing agency standards and policies the first time to eliminate time consuming rework and/or resubmittals. The Bechtolt team will provide to the Town a highly experienced staff that has been successful in completing projects under the various approval processes for over two decades. This experience will minimize the cost and schedule disruptions caused by work that is not approved the first time. **The critical path on this project schedule will be the reviews and approvals from the various permitting and approval agencies.**

There are two key strategies that can be utilized in controlling construction costs. Awareness and integration of these factors will help to refine the final construction cost estimate:

- **Minimize contractor's risk and uncertainty** – As businesses, contractors are averse to risk and uncertainty particularly when it applies to contract time. The amount of risk inherent in a bid will always be reflected in bid prices. A method to minimize the risk to contractors during the preconstruction phase is to utilize the skills and knowledge of our project personnel to identify possible risks and implement items to alleviate their consequence.
- **Maximize Contractor's resources** – All contractors have a finite amount of resources available to a certain project. The success of the contractor is often dependent upon their efficient utilization of their available resources. Again, the **Bechtolt** team will prepare design plans that are based upon logical and consistent construction means and methods that can be efficiently accomplished by potential bidders.

Quality Control

Quality can best be insured by utilizing experienced personnel that are committed to producing a quality project on a daily basis. That commitment must be backed-up and enforced with a rigorous testing and inspection regimen, as well as practical engineering judgment to obtain the best possible project. As Professional Engineers working on publicly funded projects, we are responsible for maintaining the public's trust by insuring that the taxpayers of the State are receiving a quality product and are paying a fair price for the work completed.

D) Critical Issues

Environmental Coordination

Per the CDOT scoping letter provided by the Town, specific environmental clearances will be required at conditions of the funding sources and to comply with applicable policies and regulations. We understand that clearances will be required prior to construction and that clearances for the resources listed below will be required under NEPA (likely CDOT Form 128 for Categorical Exclusions).

- Hazardous Waste—A Modified Environmental Site Assessment (MESA) is required
- Threatened, Endangered, and Sensitive (TES) Species Report
- Aquatic Resources Determination
- Cultural Resources (History) and Historic 4(f) of the Department of Transportation Act
- Land and Water Conservation Act Section 6(f) Resources and U.S. Department of Transportation Act Non-historic 4(f) Resources

Specialty Clearances

The following clearances and/or permitting will also be required on this project:

- Visual Resources
- Environmental Justice
- Stormwater Permit (CDPS SCP)
- Hydraulic Clearances
- Right-of-Way Clearances
- Utility Clearances

The **Bechtolt** team will integrate these requirements into all phases of our design in order to expedite the bidding and construction of the project.

Phased Approach to Construction

The key to constructing a project in phases is to identify logical phases based upon financial constraints and logical termini of each phase. To preserve the financial integrity of the project, it is important to minimize the amount of rework necessary in the transitions between phases. We've successfully used this approach on multiple CDOT projects that were financially constrained. For example, the US 491 Resurfacing Project and Lebanon Road Intersection Reconstruction projects were originally a single project. Based upon identifying logical termini and types of work (concrete paving vs. hot mix asphalt), we split the project into four phases. All have been successfully completed.

Future Pursuit of Funding

We have been very successful in assisting Local Agencies in their pursuit of additional funding to complete the full scope of their projects. For example, we prepared the successful grant application for Montezuma County to complete the Alkali Creek Bridge Project detailed in our reference projects. We also identified an additional funding source and aided the Town of Bayfield with their grant application for supplemental funds to complete the Twin Bridge project. We are very knowledgeable of the funding sources, their application processes and the supplemental application requirements.

Utilization of Previously Prepared Work

It is our understanding that the Town has expended a considerable amount in preparing the conceptual design plans. Information that may have been generated include the following items:

- Right-of-Way and topographic survey
- Hydrology and/or hydraulics studies
- Basic conceptual layouts

It is our intent to utilize this information to the greatest extent possible and only update the information if necessary to comply with the grant funding requirements.

September 8, 2025

8. Discussion/ Direction Items

For items requiring staff direction but not formal action.



AGENDA MEMO

SUBJECT: Town Administrator Recruiting/Interim
STAFF CONTACT: Gloria Kaasch-Buerger
MEETING DATE: September 9, 2025

Overview:

I have accepted the Town Manager of Basalt position and am resigning effective November 12th. Please see the attached resignation letter.

This memo provides options for the Board to move forward with recruitment to fill the Town Administrator position.

1. Appoint an Interim Administrator- The Board appoints an Interim Administrator who can overlap with me the last week of my employment. The Interim would serve in the role until a Town Administrator was hired. Options include, but are not limited to:

- a. Appoint the Town Clerk as Interim Town Administrator with a temporary pay increase.
 - This option would be the most cost effective for the town, but I would recommend a recruiter if this option were chosen so that the recruitment doesn't land on the Town Clerk's shoulders as well.
- b. Recruit an interim manager through the Town Administrator. I would reach out to my networks and see who is currently available to interim, the board could then interview from that list.
 - This would be a temporary contracted position, pay and accommodations would be negotiated.
 - I have already reached out to my network and have not found a suitable candidate.
 - I have a 2 bedroom, 1 bath house that is fully furnished and am willing to rent it out to the interim and the next administrator. They might need a hotel the first week of employment as I move out of the house.
- c. Issue a formal job posting for Interim Administrator and hold interviews. (see attached job description)
 - Interim hiring timeline:
September 12th Notice the job posting
October 3rd Applications Due
October 7th- Interview candidates
November 3rd Start date
- d. Take no action and do not use an interim-not recommended.

2. Recruitment for a Town Administrator- The Board has the following options to recruit a new Town Administrator:

- a. Utilize a recruiter for the Town Administrator position
 - Timeline would be dependent on the recruiter's agreement with the Board.
 - An interim would still be advised.
- b. Issue a formal job posting for the Town Administrator position with an expedited timeline to seat someone before the position is vacant. The Town Clerk would have to manage the recruitment.
 - Expedited hiring timeline:
September 12th Notice the job posting
October 27th Applications Due
November 3rd Interview candidates
Start date would likely be after I am gone, so a short interim would be advised.
- c. Issue a formal job posting with a standard timeline.
 - Standard timeline:



AGENDA MEMO

SUBJECT: Town Administrator Recruiting/Interim
STAFF CONTACT: Gloria Kaasch-Buerger
MEETING DATE: September 9, 2025

September 12th Notice the job posting
December 1st Applications Due
December 15th Interviews
Start date would likely be in January or February and an interim would be advised.

Budget Impact:

- Appointment of an interim administrator other than the Town Clerk, with a temporary pay increase, would be the most cost-effective option.
- I reached out to two recruiters, SGR and KMR and have included their proposals in this packet. Average is \$22K for their services. By not paying the administrator position for potentially 4 pay periods (it could be longer) the town can afford to spend that money on the recruiter.
- Advertisements of the position if we take it on in-house will likely be about \$10K plus staff time.
- The PTO Payout for the current position is expected to be around \$10,000.

Staff Recommendation:

I would recommend appointing the Town Clerk as Interim and engaging with a Recruiter. The Town Clerk will have a lot on her plate onboarding a new Deputy Clerk, her duties, as well as acting as interim. A Recruiter would take the additional burden of the recruitment process off of the Town Clerk.

Master Plan or Trustee Priority:

Operational Priority

Attachments:

- Resignation Letter
- Town Administrator's Job Description
- Interim Job Description
- SGR's proposal
- KRW's proposal

Suggested Motion or Direction:

Staff is seeking direction from the Board.



Town of Silverton

Gloria Kaasch-Buerger
Town Administrator
gkaasch-buerger@silverton.co.us

August 27, 2025

Dear Town Board of Trustees,

I am writing to formally submit my resignation as Town Administrator for the Town of Silverton. I have accepted the position of Town Manager in Basalt, Colorado, and my last day of service in Silverton will be November 12, 2025.

Over the past four years, I have had the privilege of working alongside you, our staff, and the community to accomplish many important projects. Together, we have:

- Built and financed Anesi Park, including restrooms, offices, a kitchen, garage, and information center.
- Created the Town's first Compass Master Plan.
- Completed a comprehensive rewrite of the land use code.
- Annexed the Anvil affordable housing subdivision.
- Secured more than \$6 million in grant funding.
- Established a Housing Authority and supported the development of nine new townhomes, coming online this fall and spring.
- Rehabilitated the sewer collection system.

These achievements reflect the dedication of the entire organization and community. I am deeply grateful to the Board of Trustees, staff, and residents for entrusting me with the responsibility of helping lead Silverton during this transformative period. Other communities are starting to look to Silverton for inspiration, and it has been an honor to be part of that journey.

The Town is fortunate to have such a passionate and committed staff who will continue advancing Silverton's culture of success. With the Compass Master Plan as a guide, and the thoughtful policies and procedures we have established over the past four years, I am confident Silverton is well positioned for the future.

This Board is cohesive, engaged, and well prepared to address the challenges and opportunities ahead. I know you will find the right person to carry this important work forward. Another unicorn does exist—because this town is full of them.



Town of Silverton

Gloria Kaasch-Buerger
Town Administrator
gkaasch-buerger@silverton.co.us

Thank you again for the trust you have placed in me. Serving Silverton has been one of the greatest honors of my career, and I will always carry deep respect and appreciation for this extraordinary community in the San Juans.

With gratitude,

A handwritten signature in black ink, appearing to read 'Gloria Kaasch-Buerger', with a long horizontal line extending from the end of the signature.

Gloria Kaasch-Buerger

Job Description – Interim Town Administrator

Position Title: Interim Town Administrator

Reports to: Board of Trustees (via the Mayor)

Supervisory Responsibilities: Provides temporary oversight of the Clerk-Treasurer, Community Development, Facilities, Parks and Recreation, Public Works, and Building and Code Enforcement departments.

Position Summary

The Interim Town Administrator serves as the chief administrative officer of the Town of Silverton on a temporary basis. This position ensures continuity of government operations during the transition period while the Board of Trustees conducts the search for a permanent Town Administrator. The Interim Administrator is responsible for the day-to-day oversight of municipal operations, budget management, personnel coordination, and implementation of Board policy.

Essential Duties and Responsibilities

- Act as chief administrative officer to the Board of Trustees, carrying out directives and keeping the Board informed of operational matters.
- Ensure continuity in the administration of town programs, services, and operations.
- Oversee personnel management and department coordination, fostering communication and stability across all departments.
- Manage the preparation, administration, and monitoring of the Town budget in compliance with Colorado's Local Government Budget Law.
- Provide oversight of active contracts and grant-funded projects, ensuring compliance and timely reporting.
- Facilitate risk management functions, including insurance claims and safety coordination, as directed by the Board.
- Support enforcement of town codes and ordinances, as needed.
- Maintain effective communication with San Juan County and other partners to ensure cooperative efforts continue.
- Perform other duties as assigned by the Board of Trustees necessary to maintain stable operations during the interim period.

Qualifications

- Bachelor's Degree and prior experience in local government administration (or equivalent combination of education and experience).
- Demonstrated ability to provide organizational leadership, prioritize tasks, and manage operations effectively.
- Strong communication and interpersonal skills to work with elected officials, staff, and the public.
- Familiarity with municipal budgeting, grant management, and personnel oversight.
- Proficiency with computers, word processing, spreadsheets, and municipal record systems.

Term of Appointment

This is a temporary appointment intended to provide stability during the transition to a permanent Town Administrator. The Interim Administrator serves at the pleasure of the Board of Trustees.

Job Description

Administrator

Position Title: Administrator

Job Classification: Grade 6

FLSA Classification: Exempt

Supervisor: Board of Trustees Via the Mayor

Supervisory Responsibilities: Responsible for the administration of town business matters and supervises the offices of Clerk-Treasurer, Community Development, Facilities, Parks and Recreation, Public Works, and Building and Code Enforcement

Duties:

- Chief Administrative Officer to the Board of Trustees: works directly with the Board of Trustees and the Standing Committees of the Board to advise our various business matters before the Town; receives instruction and accomplishes tasks assigned by the Board.
- Chief Administrative Officer of the Town: administers the various programs, activities, and operations of the Town; responsible for the overall administration and conduct of Town Hall business.
- Grantsmanship: gain knowledge of, remain informed on, and advise the Town Board on the status and availability of federal, state, and private foundation grants and assistance programs; author, apply for, and administer various grants as directed by the Board of Trustees.
- Community and Economic Development: provide professional services in relation to community planning and development, economic development, and capital improvements planning; authors and administers various grants as directed by the Board of Trustees.
- Contract Administration: Oversee the advertising, selection, contracting, and administration of contracts executed by the Board of Trustees, including any grant contracts.
- Personnel Administration: helps facilitate communications and coordination between the various departments, offices, and personnel of the Town; responsible for the overall administration of personnel pursuant to adopted policies and procedures.
- Annual Budget: act as Budget Officer in accordance with the provisions of the Local Government Budget Law of Colorado; work with the Board of Trustees to evaluate and finalize the annual budget for the Silverton Town government.
- Risk Management: act as the Safety Coordinator as directed by resolution of the Board of Trustees; receive, investigate, and process all insurance claims; oversee the expenditure of all insurance funds paid to the Town; oversee the preparation and submittal of the annual applications for Property and Casualty Insurance coverage and for Workman's Compensation Insurance coverage.
- Code Amendment and Enforcement: drafts amendments to the Town Code; oversees the enforcement of Town ordinances and regulations; advises Town employees relative to Code enforcement and the application of Code provisions.

- Town-County Cooperation and Communications: acts as liaison for the Town Board in establishing and maintaining communications, cooperation, and coordination of efforts between the Town and the County.
- Other Duties and Responsibilities: carries out other duties and responsibilities as assigned or as necessary for the proper conduct of Town government.

Minimum Qualifications:

- Bachelor's Degree and at least eight years of experience in local government administration or a related field; or an advanced degree in political science, public administration, business administration, planning, or a related field plus four years of work experience in local government administration or related field.
- Computer skills and abilities, including data input and output, word processing, and spread sheet work.
- Organizational skills and knowledge necessary to provide for the proper public administration of Town government; to prioritize and accomplish Town business affairs; and to organize and administer various government programs, projects, and activities.
- Ability to work efficiently, effectively, and responsibly with elected and appointed officials, employees, and the general public.
- Ability to access, transport, file, and retrieve Town records or documents as filed in the Town's vault, filing cabinets, storage facilities, and computers.

Pay Range:

\$83,000-\$140,000 annual salary

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**Town Administrator
Town of Silverton, Colorado**

September 2, 2025

This proposal is valid for 60 days



Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Rebecca L. Fleury, Director of Executive Recruitment
RebeccaFleury@GovernmentResource.com



September 2, 2025

Hon. Mayor Dayna Kranker & Board of Trustees
Town of Silverton, Colorado

Dear Mayor Kranker & Trustees,

Thank you for the opportunity to submit this proposal to assist the Town of Silverton in your recruitment for a Town Administrator. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 20,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 35,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city & county management professionals.

We are happy to provide references upon request. We are enthusiastic about the prospect of conducting this recruitment for the Town of Silverton, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

Rebecca L. Fleury, Director of Executive Recruitment
RebeccaFleury@GovernmentResource.com

Table of Contents

- 1. About SGR**
- 2. SGR's Unique Qualifications**
- 3. DEI in Recruitments**
- 4. Project Personnel**
- 5. Approach and Methodology**
- 6. Typical Timeline**
- 7. Fee Proposal**
- 8. Terms and Conditions**
- 9. Placement Guarantee**
- 10. SGR Similar Recruitments**
- 11. Sample Position Profile Brochure**
- 12. Agreement for Executive Recruitment Services**

About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 27 recruiters, 18 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Montana, Nevada, New York, North Carolina, Ohio, Oklahoma, and South Carolina.

View all SGR team members and their bios at: GovernmentResource.com/Meet-the-Team

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. GovernmentResource.com/Open-Recruitments
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. SGRJobs.GovernmentResource.com
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded one-way semifinalist interviews.
- Media search reports incorporating both internet and social media results tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Executive Recruitment Clients

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

DEI in Recruitments

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2024 placements, 33% of candidates were female and 31% indicated they were a person of color. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

Project Personnel

Debra Stapleton, Senior Vice President

Email: debrastapleton@governmentresource.com

Phone: 817-337-8581



Debra Stapleton serves as a Sr. Vice President for SGR's Executive Recruitment. Prior to joining SGR, Debra served as Assistant City Manager for the City of Chandler, Arizona for 23 years. Prior to becoming the Assistant City Manager, she also served as the Human Resources Director and Administrative Services Director.

Before joining the City of Chandler, Debra worked for a Fortune 200 company in various roles in Human Resources including workforce management information systems, training, and organizational development.

Debra holds a Master's in Organizational Management from The University of Phoenix and a BS in business administration from Sacred Heart University in Fairfield, CT.

In her spare time Debra enjoys being with her family, traveling, and reading. Debra also likes to volunteer her time on her Homeowners Association Board and several non-profit organizations.

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
 - Advertising and Marketing
 - Sourcing Prospective and Active Candidates
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Recorded One-Way Semifinalist Interviews
 - Media Searches
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We

round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively

with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded One-Way Semifinalist Interviews

Recorded one-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches

Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes, and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate's preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs

smoothly and efficiently.

Stakeholder Engagement

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

Initial Steps Prior to Posting Position:	
<ul style="list-style-type: none"> Contract Execution Kickoff Meeting to Discuss Recruitment Strategy and Timeline Organization/Position Insight and Analysis Stakeholder Interviews and Listening Sessions Deliverable: Draft Recruitment Brochure Deliverable: Recommended Ad Placements Organization Approves Ad Placements Search Committee Reviews and Approves Brochure 	<p><i>Timing varies. Estimated to take 2 weeks.</i></p>

Task	Week
<ul style="list-style-type: none"> Post Position and Firm up Timeline Recruitment Campaign and Outreach to Prospective Applicants Initial Screening and Review by Executive Recruiter 	Weeks 1-4
<ul style="list-style-type: none"> Search Committee Briefing to Review Applicant Pool and Select Semifinalists 	Week 5
<ul style="list-style-type: none"> Questionnaires Recorded One-Way Semifinalist Interviews Media Searches 	Week 6
<ul style="list-style-type: none"> Deliverable: Semifinalist Briefing Books via Electronic Link Deliverable: Recorded Online Interviews, if applicable 	Week 7
<ul style="list-style-type: none"> Search Committee Briefing to Select Finalists 	Week 8
<ul style="list-style-type: none"> Background Investigation Reports Disc Management Assessments (if desired, supplemental cost) First-Year Plan or Other Advanced Exercise (if desired) 	Weeks 9-10
<ul style="list-style-type: none"> Deliverable: Finalist Briefing Books via Electronic Link 	Week 11
<ul style="list-style-type: none"> Face-to-Face Interviews Stakeholder Engagement (if desired) Deliberations Reference Checks (may occur earlier in process) Negotiations and Hiring Process 	Week 12

* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Not-to-Exceed Price: \$29,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$26,919**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Recorded One-Way Interviews for up to 15 Semifinalists
 - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - \$230 per candidate.
- Additional online interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the Fixed Fee - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the Fixed Fee - \$256 per candidate.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

SGR Similar Recruitments

City & County Management Recruitments, 2019-Present

In Progress

- Aledo, Texas (pop. 7,000) - City Manager
- Athens-Clarke County Unified Government, Georgia (pop. 130,000) - County Manager
- Battle Creek, Michigan (pop. 52,700) - City Manager
- Blaine, Minnesota (pop. 75,900) - City Manager
- Cameron, Missouri (pop. 8,300) - City Manager
- Canadian, Texas (pop. 2,200) - City Manager
- Dundee, Florida (pop. 5,700) - Town Manager
- Edgewater, Florida (pop. 23,600) - City Manager
- Elgin, Texas (pop. 12,800) - City Manager
- Florence, Colorado (pop. 3,900) - City Manager
- Iowa Colony, Texas (pop. 17,200) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,700) - City Administrator
- Olathe, Kansas (pop. 149,000) - City Manager
- Pacific, Missouri (pop. 7,800) - City Administrator
- Palmer Lake, Colorado (pop. 2,600) - Town Administrator
- Portland, Oregon (pop. 630,000) - City Administrator

2025

- Abilene, Texas (pop. 125,000) - City Manager
- Argyle, Texas (pop. 6,000) - Town Administrator
- Biddeford, Maine (pop. 22,300) - City Manager
- Bonner Springs, Kansas (pop. 7,600) - City Manager
- Clay County, Missouri (pop. 260,000) - County Administrator
- Finney County, Kansas (pop. 38,000) - County Administrator
- Garden Ridge, Texas (pop. 5,000) - City Manager
- Heath, Texas (pop. 10,400) - City Manager
- Jonestown, Texas (pop. 2,500) - City Administrator
- La Junta, Colorado (pop. 7,200) - City Manager
- North Central Texas Council of Governments (NCTCOG), Texas - Executive Director
- Oak Point, Texas (pop. 6,000) - City Manager
- Perryton, Texas (pop. 8,500) - City Manager
- Plainview, Texas (pop. 20,000) - City Manager
- Sedalia, Missouri (pop. 22,000) - City Administrator
- Springfield, Missouri (pop. 170,200) - City Manager
- Stevenson, Washington (pop. 1,600) - City Administrator
- Trinidad, Colorado (pop. 8,100) - City Manager

2024

- Brunswick, Maine (pop. 21,800) - Town Manager
- Chester County, Pennsylvania (pop. 540,000) - County Administrator
- Coffeyville, Kansas (pop. 8,800) - City Manager
- Des Moines, Washington (pop. 32,400) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,200) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 67,000) - City Manager
- Leavenworth, Kansas (pop. 37,600) - City Manager
- Manhattan, Kansas (pop. 55,000) - City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Medford, Oregon (pop. 90,900) - City Manager
- Miami, Oklahoma (pop. 12,200) - City Manager
- New Rochelle, New York (pop. 80,800) - City Manager
- New Smyrna Beach, Florida (pop. 32,400) - City Manager
- Orono, Maine (pop. 11,400) - Town Manager
- San Juan County, Washington (pop. 18,600) - County Manager
- St. Joseph, Missouri (pop. 72,000) - City Manager
- Topeka, Kansas (pop. 125,500) - City Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

2023

- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator

- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

2022

- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

2021

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager

- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Spokane, Washington (pop. 220,000) - City Administrator

2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

2019

- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager

- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator



CITY ADMINISTRATOR

City Administrator's Office

Annual Salary:

\$103,542 – \$148,824 DOE/DOQ



Are you a visionary, ethical, and community-driven leader who can manage complex municipal operations while engaging with residents and staff alike? If so, apply to be Lamar, Colorado's next City Administrator!

We're looking for an exceptional inclusive leader who is:

- Experienced in municipal budgeting and financial oversight
- Skilled in team building, conflict management, and strategic leadership
- Committed to community engagement and collaboration

"Lamar, Colorado is Open for Business!" – read on to learn more about this opportunity!

ABOUT THE COMMUNITY

Lamar is a small, close-knit city located on the high plains of southeastern Colorado. Known for its community spirit and exceptional quality of life, Lamar offers a safe and affordable environment ideal for raising a family. Residents enjoy the beauty of wide-open landscapes, stunning sunrises and sunsets, and a rich array of wildlife.

Located at the crossroads of Highways 50 and 287, Lamar is accessible yet peaceful, offering the amenities of an urban area without the stress of crowds or long commutes. The community values its history and is proud of its progressive development while retaining its friendly small-town charm.



POPULATION
~7,700



MEDIAN HOUSEHOLD INCOME
~\$61,122



MEDIAN HOME VALUE
~\$137,100

AVERAGE MONTHLY RENT
~\$750

History



Tourism & Activities



GOVERNANCE & ORGANIZATION

Lamar operates under a Home Rule Municipality system. The Mayor is elected for a two-year term, and the City Council consists of seven members, two from each of the three wards, serving four-year terms.

The City provides a full range of services including:

- Police and Fire/Ambulance
- Utilities
- Parks and Recreation
- Public Library
- Public Works
- Senior Center
- Community Development



EMPLOYEES
164



FISCAL YEAR BUDGET
\$34.9
MILLION

Mission & Vision





ABOUT THE JOB

The City Administrator's Office oversees the daily operations of all city departments and ensures the implementation of policies set by the City Council. The Administrator is a visible leader who facilitates public engagement and guides strategic planning.

Reporting to the City Council, the new City Administrator will:

- Lead strategic initiatives
- Provide executive leadership and oversight for city operations
- Develop and manage the city's \$34.9M annual budget
- Guide infrastructure projects and economic development efforts
- Foster a collaborative, customer-focused organizational culture
- Serve as a liaison with local, state, and federal partners

Full Job Description



KEY PROJECTS FOR 2025

- CREATING MOMENTUM FROM 2025 COMPREHENSIVE PLAN RESULTS
- COMPLETING MAJOR INFRASTRUCTURE PROJECTS
- ADDRESSING HOUSING AVAILABILITY CHALLENGES
- NAVIGATING FINANCIAL CONSTRAINTS AND ENHANCING FISCAL RESILIENCE

'25 Comprehensive Plan





THE IDEAL CANDIDATE

The ideal candidate will have experience in municipal administration, budgeting, and public engagement. They will demonstrate:

- Visionary and ethical leadership
- Excellent interpersonal and communication skills
- Proven ability to collaborate across departments and with stakeholders
- Conflict resolution and team-building expertise

They should be self-motivated, community-focused, and ready to make Lamar their home.

EXPERIENCE & QUALIFICATIONS

Required:

- Bachelor's degree in Public Administration, Business, or related field
- 3–5 years of experience as a City Administrator or Assistant City Administrator
- Experience with budgeting and city management

Preferred:

- Master's degree in Public Administration or related field
- Familiarity with economic development, grant writing, and Colorado municipal law
- Strong understanding of technology and innovation in government



SALARY & BENEFITS

- **Compensation:** \$103,542 – \$148,824 DOE/DOQ
- **Health Benefits:** Medical, Dental, Vision, Life & AD&D, Short/Long-Term Disability, FSA/HSA, EAP, Wellness Program
- **Paid Leave:** 9 Paid Holidays, Sick Leave, Vacation, Funeral Leave
- **Retirement:** City Pension Plan with 9% employer contribution and option to integrate with Social Security
- **Additional Perks:**
 - ♦ City vehicle, cell phone, and laptop
 - ♦ Free access to Lamar Community Building (fitness center, gym, track) and Pool
 - ♦ Up to \$2,500 relocation reimbursement

HOW TO APPLY

Apply Here



For more information on this position, contact:

Larry Gilley, Executive Recruiter

larrygilley@governmentresource.com

325-660-4208

The City of Lamar is an Equal Opportunity Employer and values diversity in its workforce. Finalists will undergo a comprehensive background check.

**Agreement for Executive Recruitment Services ("PROJECT")
to Town of Silverton, Colorado ("CLIENT") between
CLIENT and Strategic Government Resources, Inc., DBA SGR ("SGR")**

SGR and CLIENT (together, "Parties") agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. SGR promises and agrees:

- A. To perform the services described in SGR's Proposal for PROJECT dated September 2, 2025 ("PROPOSAL") substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

2. CLIENT promises and agrees:

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR's reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.
- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
 - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
 - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.
- I. This Agreement will be governed by the substantive laws of the State of Colorado without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in San Juan County of the State of Colorado.

- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
- i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
 - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR

Attn: Melissa Valentine, Corporate Secretary
PO Box 1642
Keller, TX 76244
Melissa@GovernmentResource.com

CLIENT

Attn:
Address:
Email:

PROJECT Representative:

SGR

Rebecca L. Fleury
Director of Executive Recruitment
RebeccaFleury@GovernmentResource.com
817-337-8581

CLIENT

Name:
Title:
Email:
Phone:

Billing and Invoicing:

SGR

Attn: Finance

Finance@GovernmentResource.com

817-337-8581

CLIENT

Name:

Title:

Email:

Phone:

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

SGR

CLIENT

Signature

Printed Name:

Title:

Date:

Signature

Printed Name:

Title:

Date:



Public Sector Executive Search and Organizational Consulting

Website: KRW-Associates.com

Managing Partners- Lorne Kramer, MPA – Jerry Williams, DPA - Lynn Johnson, BA

September 4, 2025

Mayor Dayna Kranker
Town of Silverton
1360 Greene Street
Silverton, CO 81433

RE: Recruitment & Selection Proposal for Silverton's Town Administrator

Dear Mayor,

KRW Associates LLC appreciates the opportunity to convey our interest in assisting the Town of Silverton with the recruitment and successful placement of its next Town Administrator. Enclosed please find a proposal from KRW Associates LLC (KRW), that we believe meets the criteria to not only recruit highly qualified candidates, but to eventually succeed in the selection and placement of the very best candidate for your community.

Based on our professional experience as practitioners and executive search consultants, KRW has a reputation for delivering quality, reliable governmental executive recruitment services. In addition to being experienced executive search consultants for the past 18 years, we have professional backgrounds as City/Town Managers and law enforcement executives. KRW has contacts and professional friendships with highly qualified municipal and county executives in Colorado, the intermountain region and throughout the country that is beneficial in reaching prospective candidates.

KRW has earned a reputation of being "values-based" with a strong commitment to our client's interest and ensuring the search process results in a diverse pool of qualified applicants. Very few search firms have the combination of professional and consultant backgrounds of KRW.

Lastly and perhaps most importantly, we know Colorado and have a solid track record of recruiting for mountain resort communities.

The attached proposals provide detailed information regarding our firm, the proposed process, project fee, warranty, and references. If you or your staff have any questions, they can contact me directly at (719) 310-8960 or by sending an email to chiefcos@aol.com. The KRW staff biographies assigned to the projects are included in Attachment A.

Sincerely,

Lorne Kramer

Lorne Kramer, Managing Partner
KRW Associates, LLC

PROPOSAL

Executive Search Services

Town of Silverton, CO – Town Administrator

Introduction

KRW Associates, LLC (KRW) is a Limited Liability Corporation with a national clientele and is headquartered in Arvada, Colorado, with offices in Denver, and Goodyear, Arizona. (Mailing address: PO Box 2263, Littleton, CO 80161).

We are specialists in all aspects of Public Sector executive recruitment. KRW's Managing Partners are the principals of the firm with a long record of success working with government leaders in identifying, recruiting, and placing executives who possess outstanding credentials, proven histories of success, and the highest degree of professionalism and personal character.

Experience and Qualifications

KRW Associates has decades of public sector executive experience as practitioners and a background of successful executive placements around the country. This experience, combined with *the highest level of graduate public administration education of any search firm in the country*, makes for energetic, enlightened, and reliable expertise that extends throughout the United States. We know how and who to recruit for an open position based upon the needs and desires of the hiring authority.

KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for government leadership while retaining quality and credibility. We understand the job and the needs of the hiring authority. We provide advice and support regarding important candidate information and the final negotiation process. Because of our extensive relationships and contacts, we are confident we will identify and bring only quality candidates worthy of consideration by the Town.

KRW's philosophy of customer service is founded on directly meeting the needs and desires of the client with a customized service package designed for the unique needs of each client. The candidate selection is made by Town leadership with information and guidance about all applicants provided by KRW. This provides the Town with the ability to select the candidate that is the best fit for your community.

The KRW team, comprised of the three managing partners and ten associates, has been operating since the LLC's establishment in 2007, with years of additional consulting experience. The principles of KRW Associates LLC have served a variety of cities, towns, and other entities with successful executive searches, including City/Town/County Managers, Police Chiefs, Public Works Directors, Park and Recreation Directors, Community Development Directors, and Fire Chiefs.

Successful placements by KRW in the past few years that are similar to the Silverton project are:

City/County/Town Managers

Carbondale, CO; Yuma, CO; Minturn, CO; Ouray, CO; Beaver Creek Metropolitan District; Pitkin County, CO; Akron, CO; Oak Creek, CO; Trinidad, CO; Routt County, CO;

Current Active Projects

Cedaredge, CO Deputy Town Administrator; Rangely, CO Town Manager; Monte Vista, CO Chief of Police; Trinidad, CO Chief of Police; Breckenridge, CO Chief of Police.

In addition to the above, KRW has successfully recruited and placed a variety of other government executives such as Public Works Directors, Planning Directors, Community Development Directors, Police Chiefs and Parks and Recreation Directors.

Besides executive recruitment, KRW Associates LLC provides a variety of services including organizational audits, training solutions, strategic planning, and assessment centers. KRW brings the expertise of our partners to every project as well as the experience of other qualified subject matter experts, as necessary.

Lorne Kramer is a Managing Partner and will be directing the Silverton project. Mr. Kramer is the former City Manager, Deputy City Manager and Police Chief for the City of Colorado Springs, Colorado and has been involved in executive search for over 18 years. KRW Senior Associate Mark Collins, a former City Manager in both Colorado and Wyoming will be a co-director on the project. Mark also served as a University Vice President and currently teaches graduate classes in Public Administration. Gina McGrail, KRW Senior Associate has 30+ years of experience working with public sector clients. She will assist with the development of the job posting brochure and applicant screening.

Detailed biographies of the project consultants and associates are attached. In addition, a list of KRW's references for similar projects and a sample list of our clients is listed below.

The cost of the proposed project is **\$22,000.00** which covers consultant fees and most direct consultant expenses. Our fee includes the following phases of the project: consultation and preparation of the advertisement, the recruitment process, the assessment and background checks of candidates, and the final recommendations and notifications. See breakdown on Project Cost Sheet below.

Scope of Work and Schedule

1. Mission Statement:

KRW relies heavily on establishing the most productive, trusting, and cooperative relationship with our clients as possible. Relationships are an important value for the firm. We do not believe in long, drawn out processes and work diligently to ensure the timeline and established process protocols are met. We have a reputation as knowledgeable professionals, delivering quality, reliable service and cost our proposals with the appreciation for budget challenges and affordability.

2. Recruitment Philosophy:

As outlined below, it is the recruitment protocol and professional philosophy of KRW to collaborate with elected officials and Town staff to obtain input as to the qualities, abilities, education, and experience desired of an ideal candidate. Other stakeholders identified by the Town may also be interviewed.

3. Recruitment Process

KRW is familiar with conducting simultaneous recruitment efforts and has an established recruitment protocol which has been very successful for many years. Working with Town staff, KRW would follow this process:

- a. Conduct meetings with the Town Board to compile input/information relative to the skills, abilities, attributes desired in the new Town Administrator and develop a profile for the position announcement and discussion with potential candidates.
- b. KRW also recommends interviews with department heads to obtain their insight into the ideal qualities of the new Town Administrator.
- c. Based on this information, KRW will draft the position announcement, submit it to the Town for approval, and post the announcement (with emphasis in the Rocky Mountain Region) for a minimum of 30 days.

Note: KRW acknowledges that the search be focused “regionally”, however, it would be our professional recommendation to expand the searches nationally to ensure a diverse and qualified candidate pool.

- d. Candidates will be directed to submit application materials to KRW Associates electronically. KRW will conduct an initial screening of applicants to ensure minimum qualifications are satisfied.
- e. During the open period, KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
- f. KRW will rank the resumes in three “tiers” (Tier A, Tier B., etc.), based on credentials and qualifications, in descending order for administrative review. KRW will confer with the Town Board to select the top candidates as semi-finalists to move to the next phase of the process.
- g. KRW will conduct a due diligence process, including virtual interviews of the semi-finalists. Those recorded interviews will be provided to the Town Board for their review and consideration in selecting finalists.
- h. KRW will meet with the Town Board to discuss candidates and offer input as they select finalists.
- i. KRW will perform reference checks, criminal background and social media checks on the final candidates and prepare a written report for administrative review. KRW will also provide sample questions for the final interview process.
- j. KRW will work with the Town in designing the assessment/interview process and assisting the Town Board in organizing candidate visits. The specific process will be fully discussed with Town representatives, but may include a community reception (with candidate presentations), staff luncheon and panel interviews.
- k. KRW will administer the assessment/interview process in Silverton and assist with final candidate deliberations.

Potential candidates: Our firm has a database of both assistant town and city managers/administrators who have previously applied for open positions. In addition, we have contact with a vast network of municipal executives. They call our firm regularly, updating us on potential candidates, and checking for opportunities for themselves. Also, we are in constant contact with “sitting” managers/administrators, seeking their knowledge of the best professional candidates. The database is also used for targeted mailing. KRW uses a tiered ranking process to present all candidates to the appointing

authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for the appointing authority while retaining quality and creditability. We understand the job, the public sector, and the needs of the hiring authority and the community.

Schedule / Timeline

1. **September 2025** – Finalize Service Agreement
2. **September-October 2025** – Communicate with the Town Board to develop a clear, detailed set of preferred qualifications which will include the special consideration given to experience and knowledge.

Design an advertising/communication/marketing campaign for the position to include:

- a. Developing a profile of the Town, highlighting Silverton's character, and outlining the job description, qualifications, and preferred experience and education of the ideal candidates.
 - b. Contacting professional associations.
 - c. Advertising in professional and industry journals, job boards and publications with a focus on the Rocky Mountain region. If agreed upon by Town officials, the opportunity will also be posted in high visibility sites (e.g., ICMA, CML, CCCMA and other specific sites designed to attract a diverse candidate pool).
 - d. Posting on the KRW Associates website
 - e. Providing to the Town for posting on Silverton's website and social media platforms.
 - f. Identifying and aggressively marketing the position to potential candidates in the field, using KRW's established database and professional contacts.
 - g. Additional methodologies may be included after the needs and desires of the Town are more fully identified.
3. **October 2025** – Upon administrative approval, KRW will initially post the Town Administrator advertisement for a minimum of 30 days. All applications will be submitted to KRW electronically. Applications will consist of 1) a cover letter, 2) a current resume, and 3) six professional references. KRW will receive and initially screen applications and resumes for minimum requirements, using the Town approved criteria. A periodic status of the search progress will be provided to the Town. KRW will manage administrative details such as correspondence with candidates and inquiries about their candidacy.
 4. **November 2025** – Review and rank resumes and facilitate a process whereby the Town Board can develop a group of semi-finalists. This will essentially be a review of the KRW tiering of qualified applicants and narrowing the group down to a number manageable for the next step. KRW will conduct recorded virtual interviews of the semi-finalists. Those interviews will be provided to the Town for its review and consideration in selecting finalists. KRW will meet with the Town representatives during this phase and provide input on the candidates.

Note: To expedite the process, it is recommended that this conference with Town representatives either a conference call, or a Zoom session.
 5. **November 2025** – KRW will conduct further due diligence on finalists including reference checks, social media and national criminal background inquiries. A detailed report will be prepared for administrative review on findings.
 6. **Early December 2025**– Design interview and assessment materials including sample interview questions and/or assessment exercises, a "suitability" rating template, as well as

note-taking sheets. Administer the interview process on-site in Silverton for final candidates. The specific process will be discussed with the Town Board. Suggested formats may include a community reception (Meet & Greet), two separate interview panels (Town Board and a Professional/Staff panel). KRW will prepare materials, including appropriate questions for the panels and facilitate the interviews.

7. **Early December 2025** – Assist the Town with a job offer to the selected candidate.

Methods used to communicate and to work with the Town:

As stated in this Proposal the KRW team will communicate frequently by email, phone calls and conference calls throughout the project. If the need arises for us to meet in person, we will do so. KRW will make the project a priority and will be available to immediately answer questions, or to provide clarification. We provide excellence in customer service and put our clients first and that is evident in all our dealings with our clients.

Project Cost Sheet – Town Administrator

Recruitment & Selection Process for the Town of Silverton, CO – 2025

1. **Oversight and administration of executive search process..... \$17,000.00.**
Includes overall project administration; preparation of the ideal candidate profile for advertising; potential candidate outreach; reviewing and screening resumes; telephone and e-mail follow up; due diligence on semifinalists; development of candidate finalist lists; and criminal background and reference checks and recommendations to Town officials regarding both semi-finalists and finalist candidates.
2. **Assessment System.....\$2,000.00**
Includes use of all custom written materials, research support materials, training, and process administration of exercises to candidates/finalists. Exercises may include structured interviews with professional staff, and community members as well as presentation exercises.
3. **Assessor training, included in set fee. No charge**
4. **Final Candidate orientation, included in set fee..... No charge**
5. **Travel.....2,000.00**
6. **National Criminal Background/Social Media Investigation*\$1,000.00**
7. **Meals No charge**
8. **Development, copying and printing of Assessment Materials..... No charge**

*** ESTIMATED CONSULTANT COSTS FOR PROJECT..... \$22,000.00**

There are no consultant per-diem costs. Initial costs of advertisements in professional publications or websites and a National Background/Social Media investigation will be paid by KRW Associates and invoiced for reimbursement to the Town of Silverton.

****National Criminal Background/Social Media Investigation*** cost shown is based on five finalists, this may be adjusted with the final project invoice. Other expenses related to candidates will be the responsibility of the Town of Silverton. In addition, the Town of Silverton would bear the cost of candidate travel, lodging and associated expenses.

Process of Payment:

1. Upon execution of the service agreement, KRW will invoice the Town for 30% (\$6,600.00) of the all-inclusive project cost. This initial payment will cover certain costs incurred on behalf of the Town such as administration and advertising.
2. A second payment on of 30% (\$6,600.00) will be invoiced following the due-diligence process on semi-finalists.
3. Final payment of 40% (\$8,800.00) will be invoiced upon successful completion of the project.

WARRANTY: KRW Associates has developed a very positive reputation with previous clients. Our placement record is particularly strong due to our professional contacts and commitment to excellence. It is our responsibility and commitment to recruit quality candidates for consideration by the hiring authority/client. The client has a responsibility to select the right person for their needs and to negotiate terms of employment in good faith. In the rare event a selected candidate does not complete a full year and is dismissed for performance related issues, KRW Associates will confer with the client to discuss all alternatives—including conducting an additional search charging only for travel, related expenses and advertising.

Summary

In summary, the scope of work for *KRW Associates LLC* includes conferring with the Town Board and designated Town representatives to develop a candidate profile, complete the advertisement, receive and review candidate application materials, resume evaluation, screening, ranking and due diligence as outlined above.

Thank you for your consideration of our proposal and potential working agreement by use of this Letter of Agreement.

Sincerely,

Lorne Kramer

Lorne Kramer, Managing Partner
KRW Associates, LLC

Agreement

Town Administrator - Recruitment & Selection Process for Silverton, CO

Signed:

Authorized Signature Date
Mayor

Lorne C. Kramer Date
Managing Partner
KRW Associates, LLC

Attachment A

Consultant Biographies

Lorne C. Kramer, MPA

Managing Partner, KRW Associates, LLC
(Co-Founder)

Police Chief/City Manager (Retired)
Former President, Police Executive Research Forum (PERF)
and Colorado Association of Chiefs of Police

Lorne Kramer served as the City Manager of Colorado Springs, Colorado from 2002 to 2007, a municipality of over 500,000 people. Prior to this appointment, he was the Deputy



City Manager and the Police Chief for 11 years. During his years as City Manager, Mr. Kramer was successful in reorganizing municipal operations; addressing fiscal shortfalls; orchestrating the successful passage and implementation of the Public Safety Sales Tax initiative focused on increased public safety projects throughout the city; gaining citizen support for the Rural Transportation Authority; implementing the Storm-water Enterprise and enhancing the Development Review Process.

While the Chief of Police, the Colorado Springs Police Department received national recognition for many progressive and innovative programs and accomplishments in the areas of crime reduction, gang violence and community partnerships. He was both President and Vice President of the national Police Executive Research Forum (PERF) and President of the Colorado Association of Chiefs of Police. He was appointed by the Governor of Colorado to the Peace Officer Standards and Training Board (POST) and the Drug Control Systems Board.

His academic accomplishments include a master's degree in public administration from the University of Southern California, and a bachelor's degree from the University of Redlands, California graduating with honors from both institutions. He is also a graduate of the University of Southern California's Management Policy Institute, California's Law Enforcement Command College, the National Executive Institute, and the Rocky Mountain Leadership Institute. Mr. Kramer is the former Executive Director of the Colorado Springs Leadership Institute.

Mark Collins, MPA
KRW Senior Associate

Mark Collins is a KRW Senior Associate and has over 25 years of experience as a City Manager, Town Manager and County Manager in Colorado and Wyoming. Mark most



recently served as the County Manager in Routt County, CO. He was the first City Administrator in Sheridan and the City Manager in Laramie Wyoming. Previously he served as the City Manager in Gunnison Colorado for ten years and the Town Manager in Grand Lake Colorado for four years. Additionally, he served ten years as an Associate Vice President for Administration at the University of Wyoming. He holds an MPA in Public Administration, an MS in Geography and Parks/Recreation Administration and a BA in History. He is a Certified Public Manager and is an Adjunct Professor at the University of Wyoming and the University of Colorado-Denver. He currently teaches graduate classes in

Human Resources and Strategic Management and facilitates numerous strategic planning retreats for local communities.

Gina McGrail, CEBS
KRW Senior Associate

Gina McGrail has over 32 years working with public sector clients, including 10+ years in executive management, serving as the Chief Benefits Officer at the Fire and Police



Pension Association of Colorado. Through her experience working with the public pension plan and her years of service with KRW Associates, Gina has gained expertise in recruiting, strategic planning, meeting facilitation, benefit administration and administrative oversight. Gina earned a bachelor's degree in speech communication, and associate's degrees in marketing and management. She also earned the Certified Employee Benefits Specialist (CEBS) designation from the International Foundation of Employee Benefit Specialists and the Wharton School, University of Pennsylvania.

Attachment B

References

Town of Carbondale, CO

Executive Search: Town Manager (Successful Appointment June 2025)

Ben Bohmfalk, Mayor

(970) 319-4332

bbohmfolk@carbondaleco.net

Pitkin County, CO

Executive Search: Deputy County Manager (Successful Appointment April 2025)

Jon Peacock, County Manager

(970) 920-5067

Jon.peacock@pitkincounty.com

Town of Minturn, CO

Executive Search: Town Manager (Successful Appointment May 2025)

Earle Bidez, Mayor

(970) 445-7579

ebidez@minturn.org

Town of Oak Creek, CO

Executive Search: Town Administrator (Successful Appointment in March 2025)

Melissa Dobbins, Mayor

(304) 445-5751

mayor@townofoakcreek.com

City of Yuma, CO

Executive Search: City Manager (Successful Appointment June 2025)

Tim McClung, Mayor

(720) 560-3205

t.mcclung@yumacolo.org

Town of Akron, CO

Executive Search: Town Administrator (Successful Appointment 2023)

Gillian Laycock, Town Administrator

(970) 554-0832

galaycock@gmail.com

Attachment C
Sample List of Previous Clients

EXECUTIVE SEARCH, ORGANIZATIONAL ASSESSMENTS, AND TRAINING LOCATIONS

ALAMO COLLEGES DISTRICT (TX)
CITY OF AMARILLO (TX)
CITY OF AVON (CO)
TOWN OF BAYFIELD (CO)
CITY OF BOULDER (CO)
CITY OF BRECKENRIDGE (CO)
CITY OF BRIGHTON (CO)
CITY AND COUNTY OF BROOMFIELD (CO)
CITY OF CASTLE ROCK (CO)
CITY OF CODY (WY)
CITY OF COMMERCE CITY (CO)
CITY OF CRAIG (CO)
CITY OF CRIPPLE CREEK (CO)
CITY OF DELTA (CO)
CITY OF DILLON (CO)
CITY OF DURANGO (CO)
TOWN OF EDGEWATER (CO)
EL PASO COUNTY, (CO)
CITY OF ENGLEWOOD (CO)
CITY OF EVANS (CO)
CITY OF FERNDALE (MI)
CITY OF FORT COLLINS (CO)
CITY OF FORT LUPTON (CO)
CITY OF FRISCO (CO)
CITY OF GEORGETOWN (CO)
CITY OF GLENWOOD SPRINGS (CO)
CITY OF GOLDEN (CO)
TOWN OF GRANBY (CO)
CITY OF GRAND JUNCTION (CO)
CITY OF GREENWOOD VILLAGE (CO)
CITY OF JACKSON (WY)
JEFFERSON COUNTY (CO)
CITY OF JOHNSTOWN (CO)
JOINT POWERS WATER BOARD (WY)
CITY OF LARAMIE (WY)
CITY OF LONE TREE (CO)
CITY OF MANITOU SPRINGS (CO)
CITY OF MILLIKEN (CO)
CITY OF MONTE VISTA (CO)
TOWN OF MONUMENT (CO)
TOWN OF MORRISON (CO)
CITY AND COUNTY OF MONTROSE (CO)
CITY OF MOUNTAIN VIEW (CA)
MESA COUNTY (CO)
CITY OF OURAY (CO)
PITKIN COUNTY (CO)
CITY OF POWELL (WY)
PUEBLO COUNTY (CO)
CITY OF SHERIDAN (WY)
CITY OF SILVERTHORNE (CO)
SOUTH METRO FIRE DISTRICT (CO)
CITY OF TELLURIDE (CO)
CITY OF TRINIDAD (CO)
TOWN OF WELLINGTON (CO)
CITY OF WHEAT RIDGE (CO)
TOWN OF WINDSOR (CO)



30th RUNNING

1992-2025

The Hardrock Hundred Endurance Run celebrated our 30th running in 2025! It was quite the celebration and once again we were proud to partner with our anchor communities in SW Colorado. Each year we ask our runners to tell us how they felt about their San Juan experience and how they spent their time and money while they were here. As in the past, the runners reported that they enjoyed their time here and felt our communities did a great job of hosting them.

And now the highlights!

The runners

Ludo Pommeret (Prevessin, France) and Katie Schide (Gardiner, ME) were the first male and first female finishers. Ludo ran the 2nd fastest time ever in the counter clockwise direction and Katie became the first woman ever to complete Hardrock under 26 hours. Complete results can be found on our website (www.hardrock100.com). Our finishing rate was 79%, which is above our historic average. The 146 runners who started this year were from 25 states and 10 foreign countries. This is a microcosm of our applicant pool which featured over 3200 applicants from all 50 states and 75 foreign countries. Our youngest finisher was 29 and our oldest finisher was 65. Betsy Nye (Truckee, CA) accomplished something that only one other woman has ever accomplished-finishes 20 Hardrock Hundred runs!

The volunteers

Once again, we were blessed with a strong group of volunteers in 2025. You would see volunteers preparing food, taking care of runners at aid stations, communicating with ham radios and other digital platforms, doing trail maintenance, serving as medical staff and a host of other tasks and responsibilities. In total, we had over 630 volunteers supporting our runners. This year, Bety Kalmeyer (the woman with the most Hardrock finishes-21), was honored as the recipient of our ***Mother Lode*** award, which is given to the Hardrock volunteer of the year. Finish line volunteer Sean Trujillo was honored with the ***Bill Dooper Spirit of Hardrock*** award which is given to an individual or group that demonstrates an exemplary commitment to Hardrock. We also had over 80 volunteers show up for our trail work weekend to work on the area trails.

The Hardrock Hall of Fame

As part of our 30th running celebration, we installed our first Hall of Fame class. By their actions, attitudes and abilities, these individuals contributed significantly and positively to the Hardrock Hundred Endurance Run.

Recognized as Hardrock Hall of Fame inductees were:

Kirk Apt (Fruita, CO)-most Hardrock finishes by a man (26)

John Cappis (Telluride, CO)-HRH course designer

Dale Garland (Severance, CO)-HRH run director (1993-present)

Gordon Hardman (Boulder, CO) -HRH run founder

Betsy Kalmeyer (Leadville, CO)-most Hardrock finishes by a woman (21)

Lois MacKenzie (Silverton, CO)-HRH aid station designer

Charlie Thorn (Los Alamos, NM/Silverton, CO)-HRH founding committee, Joel Zucker Scholarship coordinator

Blake Wood (Los Alamos, NM)-2nd most HRH finishes (22), HRH lottery designer

Our economic impact and community impressions

Community friendliness and helpfulness: On a scale of 1 to 5, with 5 being the highest and most satisfied, our communities scored a 4.75.

Perceived value of costs of goods and services: Again, on a scale of 1-5, the runners reported that they felt that goods and services were fairly priced (4.3)

The average stay in the San Juans was a bit over 14 days with most people staying in hotels or camping.

Average expenditures: \$5528/runner and the average number in runner's party was 5.6 people. If we add those to the over 630 volunteers who helped put on the 2025 Hardrock and averaged \$950/volunteer, we estimate that Hardrock community had a direct economic impact of over **\$1.4 million** in clean, low impact dollars into local economies. The largest expenditures were in lodging and meals.

Special thanks to all the town businesses that contributed to the volunteer appreciation program. We look forward to continuing to grow that program to both say thank you to our volunteers as well as attract business for our local merchants.

Our philanthropy

In addition to those expenditures, our philanthropic efforts continue to evolve and grow. The Hardrock community has now helped give over **\$366,000** in scholarship money through the Joel Zucker Scholarship. In 2025 alone, **\$47,000** went to students from the San Juans to continue their post-secondary education. We also awarded grants to the San Juan Mountains Association and Durango Trails and each county's Search and Rescue groups to continue their work.

Our Livestream/Viewership

This year's livestream and social media feeds reflected the popularity of Hardrock across the globe. Our livestream partner (Mountain Outpost) broadcasted the entire run from start to finish as well as many of our pre run events. If we total up our views and impressions across all social media outlets, livestream, runner tracking and website traffic, the number of interactions with Hardrock was over **16,100,000!**

Getting ready for next year

As of this writing, we are preparing for the 2026 Hardrock. It will be held on July 10-12, 2026. We will select our 2026 entrants the first weekend in December.

Once again, we appreciate and are grateful for all your cooperation. Please feel free to share this information with others in your communities that you feel need to know about the Hardrock Hundred. If you would like more information or need any questions answered be sure to contact me (970-769-2872, dale@hardrock100.com) or go to www.hardrock100.com. You can also follow us on social media: Facebook-hardrockhundred Instagram-hardrock100run.

We are looking forward to another great event in 2026!!
Dale

Dale Garland
Run Director, Hardrock Hundred Endurance Run

September 8, 2025

9. Committee Reports

Trustees will report on their respective committees if they have met. A list of the committees can be found at <https://townofsilverton.colorado.gov/government/boards-commissions>

September 8, 2025

10. Open Discussion/ Future Agenda Items

Allows Trustees to discuss matters with staff and collectively determine future agenda items.

September 8, 2025

11. Public Comment

The closing Public Comment is intended for a to comment only on agenda items that have been presented.

The Mayor or Pro Tem will call out the public to comment as well as time the comment and let the public know when they have run out of time. This has been limited to 3 minutes even though it has not stated this on the agenda.

It is not encouraged for Trustees to engage in a dialogue on a public comment, but Trustees can direct staff to follow up with the citizen.

Comments that are submitted via email about an agenda item will be accepted up until the agenda packet is constructed on noon on Wednesday before the Regular Meeting. Comments that are received after this deadline will be emailed to the trustees and not included in the packet. Comments that are emailed are not considered “official public comment” unless they are presented at the meeting or submitted for a Public Hearing before the Wednesday deadline.

Public Comments specific to a Public Hearing on the agenda should be encouraged to take place during the public hearing and not during the opening Public Comment, so that their comments can be recorded with the hearing.

Closing Public Comment is not addressed in the Silverton Municipal Code.