

July 12, 2024



Lake County

Lake County Gateways: US 24 and SH 91 Safety, Mobility, and Transit Improvement Plan

Presented By



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July 12, 2024

Tim Bergman, County Manager
Lake County
505 Harrison Ave.
Leadville, CO 80461

Re: Request for Proposals: Lake County Gateways: US 24 and SH 91 Safety, Mobility, and Transit Improvements Plan

Dear Mr. Bergman:

DJ&A understands the primary goals of this project are to evaluate potential solutions to increase pedestrian and cyclist safety and mobility while also reducing the impacts of regional traffic and truck traffic at four locations located across Lake County. To achieve these goals, our team provides the following essential capabilities:

- **Multimodal Planning and Design Experience** – Our team possesses extensive, directly relevant project experience assessing pedestrian and bicyclist crossing safety needs and identifying implementation solutions. Additionally, our project manager brings over 25 years of experience in multimodal transportation planning and design.
- **Work in Mountain Communities** – DJ&A is currently working throughout Colorado with FHWA, the Town of Silverthorne, the Town of Snowmass Village, and Pitkin County to plan and design a range multimodal transportation and roadway improvements. This work is directly relevant to this project in Lake County.
- **Multidisciplinary Capabilities** – DJ&A is a small firm (150 employees), which allows us to be responsive and collaborative with our clients. Even with our small size, DJ&A offers Lake County all the resources and disciplines necessary to complete this project in house. This will allow us to effectively serve the County throughout all phases of this project.

DJ&A's Lakewood, Colorado office will serve as our primary location for this contract. Our primary contact during the proposal evaluation process is Bill Delo, AICP (bill.delo@djanda.com or 949.293.0676). This cover letter is signed by individuals authorized to bind DJ&A to this project and our enclosed fee proposal. Thank you for the opportunity to present DJ&A's qualifications and approach for this project.

Sincerely,

Perry Palmer, PLA
Denver Regional Office Lead

Bill Delo, AICP
Senior Project Manager

Contents / Links to Proposal Components

Our proposal is organized consistent with the sections identified by the County in the Request for Proposals (RFP). Links to each section are provided below.

- [Project Understanding](#)
- [Firm Experience](#)
- [Project Team](#)
- [Approach to the Project](#)
- [Schedule](#)
- [Budget](#)
- [Appendix: Team Resumes](#)

Project Understanding

Lake County has established clear and well-defined goals for each of the four project areas identified in the RFP. DJ&A has thoroughly reviewed the RFP, and we have developed a comprehensive project understanding, leveraging our experience and insights from past, similar projects, as well as our knowledge of the study area. This section discusses key issues related to multimodal transportation and transit services in the study area, along with key opportunities and challenges for multimodal safety and mobility associated with the project setting. We then highlight important elements of our proposed work program and how this planning process can establish a strong foundation for implementing the strategies and projects identified in the plan.

The Need for Context-Sensitive Planning

Lake County is seeking preliminary planning and design for three study areas and for one local truck diversion route. The associated project study areas within Lake County are shown to experience high levels of pedestrian and bicyclist activity now and in the future. Future roadway reconfiguration and additional active transportation infrastructure is necessary to maintain safe pedestrian and bicycle use in these high-risk areas directly adjacent to existing and planned residential developments. Context-specific solutions are needed to promote community cohesion and economic activity to and through the greater Leadville area.

Three specific areas, all located on Highway 24, were identified by Lake County as these are most in need of improved multimodal and vehicle safety. In addition, a local truck diversion route is also proposed by the County to reduce truck volumes through the Leadville downtown core to further enhance safety and promote multimodal transportation.

Lake County experiences seasonal fluctuations in traffic volumes due to recreation opportunities in the surrounding area. Seasonal changes in visitation into and through Leadville and the surrounding area are one of the many influences of increased levels of travel demand and traffic congestion along Highway 24. In addition to seasonal traffic, Lake County is entering a period of strong economic and residential growth, spurring new developments such as Railyard Leadville, a new master planned community in northeast Leadville adjacent to Highway 24. Though there are numerous benefits to new residential and economic opportunities, increased growth does create additional vehicle trips and associated traffic congestion and traffic safety concerns.

Lake County has identified four key project areas for this initial effort to respond to increasing traffic volumes and concerns of multimodal transportation safety. Analyzing conditions in these project areas and developing appropriate recommendations will help to County achieve the following objectives:



Provide pathways to key destinations for people of all ages and abilities



Improve safety for people walking and biking



Promote a healthy and active lifestyle



Offer an attractive alternative to vehicle travel



Improve the resident and visitor experience



Improve access to transit

In any community, transportation is a vital element in economic, environmental, and social welfare. DJ&A’s approach to this project will be grounded in a vision to reduce risk to all bicycle and pedestrian trips while allowing for the transportation network to grow in a sustainable way.

DJ&A’s role in this project is to develop a thorough and inclusive process to identify and evaluate project alternatives to achieve the goals identified in the RFP. This process will include:

- Analyzing existing physical conditions along the proposed routes.
- Reviewing vehicle, pedestrian, and bicycle volumes, travel patterns, speeds, and movements.
- Evaluating the existing design context and how new and/or improved facilities would integrate into the future of greater Leadville and Lake County.
- Actively engaging the community and key stakeholders to inform and solicit feedback on the alternatives analysis, preferred alternative, and design approach for each of the four project areas.
- Developing multiple alternatives for each project area to achieve the project’s stated goals.
- Thoughtfully evaluating alternatives considering analytical data and community input.
- Identifying a preferred alternative in each project area.
- Initiating design to better illustrate the preferred alternatives.

To achieve the County’s stated goals for this project, we have organized our approach around five milestones: Investigation, Engagement, Analysis, Selection, and Implementation.

This organized approach will ensure an inclusive engagement process, provide robust technical analysis, streamline the decision-making process, and establish a foundation for the County to implement the project recommendations.



Project Setting

Lake County is located within a spectacular natural landscape and provides access to a wide range of recreational opportunities throughout the year. Development patterns and the transportation network within the County are shaped by this natural setting, creating both constraints and opportunities to enhance the multimodal transportation network in each project location. We discuss select key opportunities and constraints in each project area below.

Area 1: Mountain View Village



The Mountain View Village is split by Highway 24 and does not have an established multimodal crossing, creating significant risk to pedestrians seeking to cross the highway to reach the community room, playgrounds, or a regional bus service shelter. This concern is amplified by high vehicle travel speeds and poor site distance attributed to a curve in the roadway. Addressing this concern through new bicycle and pedestrian crossing infrastructure has been identified as a top priority for

Mountain View Village residents. The DJ&A team will explore cost-effective at-grade and above grade solutions to minimize risk posed pedestrians and bicyclists in this community. The DJ&A team will also investigate opportunities to connect new pedestrian and bicycle infrastructure to Leadville.

Area 2: Northern Gateway



The Northern Gateway is a prime destination for revitalization of Highway 24 into a mixed-commercial-residential focused main street, setting the foundation for a sustainable neighborhood in northern Leadville. While it is currently a largely auto-centric commercial area, there are several residential developments in the planning/permitting phase that would ultimately shift demand to more walkable corridors and spaces. There is a need to set the foundation, with input from all stakeholders in the community, to

transitioning this vehicle-focused corridor to a pedestrian-scaled Main Street that will be crucial in reducing risk posed to bicyclists and pedestrians. This Main Street concept will not only allow for easy, safe pedestrian access to the businesses, residences, and transit, but will also provide opportunity for continued economic growth in the area.

Area 3: Colorado Mountain College Intersection

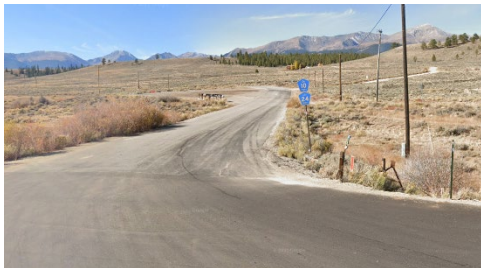


The Mineral Belt Trail (MBT) and pedestrian access to Colorado Mountain College (CMC) both cross Highway 24 just west of the highway’s intersection of College Road/ McWethy Drive. The pedestrian crossing features a crosswalk and a rectangular rapid flashing beacon (RRFB), though there are few connecting sidewalks in any direction except to CMC to the south. The MBT crosses Highway 24 at the mid-block, but does not have any crosswalk or signage, leaving the trail user to cross using

their judgement.

Due to the potential for new commercial/residential developments within the area, the two trail crossings are projected to see an increase in multimodal volumes. The DJ&A team will recommend strategies that would help best reduce conflicts for bicyclists and pedestrians utilizing the MBT and the CMC crossing. These intuitive crossings across Highway 24 would give bicyclists and pedestrians the opportunity to safely access the mountain bike trail system, CMC, and any future mixed commercial/ affordable housing developments in the area.

Area 4: Local Truck Diversion Route



A local truck diversion route provides numerous benefits to the community, including enhanced multimodal safety, reduced traffic congestion in downtown areas, reduced environmental impacts to residents such as air and noise pollution, reduced strain placed on sensitive receptors such as schools and community centers, and reduced roadway maintenance costs in the long-term. These benefits would be amplified when

paired with additional infrastructure improvements proposed in Study Areas 1, 2, and 3. Finding a viable and feasible alternative route will require evaluation of all regional roadway conditions, traffic operations, and surrounding land uses. Community coordination is key to the success of a truck diversion route to ensure an alternative truck route does not relocate impacts to other residential areas of the County. The DJ&A team would propose infrastructure and non-infrastructure improvements both on Highway 24 and the proposed truck route to mitigate negative impacts wherever possible.

Firm Experience

DJ&A has assembled a highly talented and capable team of planners, engineers, designers, and surveyors with the expertise and experience necessary to achieve all project goals. Key competencies include:

- **Multimodal Transportation Planning** – A majority of DJ&A's clients are located in mountain towns, National Parks, resort communities, and other high-visitation destinations.
- **Community Engagement** – DJ&A is a proud leader in creative and inclusive approaches that encourage participation by all diverse members of the community.
- **Alternatives Analysis** – DJ&A will take a thoughtful and comprehensive approach to developing and evaluating alternatives.
- **Grant Funding** – DJ&A maintains extensive and recent experience helping local agencies obtain funding grants to implement mobility improvements.
- **Implementation** – DJ&A has experience working from planning to design to construction, helping our clients get projects built.

Firm Profile



DJ&A is a multidisciplinary professional services firm, with a local office in Lakewood, Colorado, specializing in public works and transportation projects for local, state, and federal agencies. With 50 years' experience serving communities and public agencies, we're proud of the work we do to transform the places we live and work. DJ&A has built a strong reputation throughout the Mountain West for developing innovative, implementable solutions for transportation planning challenges in a range of settings and environments.

DJ&A was founded in 1973 by two former U.S. Forest Service employees who saw a need for a company that uniquely understood transportation engineering projects and could provide specialized engineering services. Building on the values of our founders, our company has continued to grow and now has more than 150 full-time staff members. In the past three years, our company staff size has grown by more than 50% to continue to meet the needs of our clients.

DJ&A brings several unique differentiators to this feasibility study, including the following:

- **Diversity of Technical Capabilities:** We have assembled a multidisciplinary team of DJ&A staff who provide the appropriate experience and expertise to deliver a wide range of multimodal transportation engineering and planning services. Our project manager and key staff members all bring decades of experience working with local and county agencies to plan, design, and deliver public works projects. The project experience and staff resumes included in our proposal highlight the successful track record of DJ&A and our staff in performing similar work to that envisioned by the County.
- **Diversity of Experience:** DJ&A's work for local, state, and federal clients has led to us completing projects across a broad geography and range of settings and environments. DJ&A brings relevant experience planning and designing infrastructure projects across a variety of environments, and we offer a relevant set of lessons learned and knowledge that can be brought to Lake County.

- **Commitment to Quality:** Quality is a cornerstone of DJ&A’s values and a key reason behind the firm’s success and track record of repeat work with our public sector clients. We schedule time for quality assurance and quality control for all deliverables on every project. With this commitment, we can ensure that the County will receive quality deliverables and work products for each step of the process.

We opened our Lakewood, CO office in 2019 to better serve the needs of our clients across the Front Range. We have since grown this office to include more than 17 staff members across a wide range of engineering, surveying, and planning disciplines, with a focus on serving public clients. DJ&A is pre-qualified with CDOT to provide civil engineering and survey services.

Project Examples

Key differentiators the DJ&A team offers Lake County highlighted in our project examples include:

- Innovative multimodal connectivity transportation planning – See Snowmass Village Connecting Village Nodes – pg. 6.
- Planning and concept design services for a multimodal traffic safety project – See Erie Parkway and County Line Road Protected Intersection – pg. 7.
- Multimodal project design in mountain towns – See Silverthorne Sidewalk Project – pg. 7.
- Traffic safety project planning and design in coordination with a State DOT – See Broadway/Mary Jane HSIP project - pg. 7.
- Development and evaluation of new roadway alignments and roadway improvements to create a bypass for an existing State highway – See Polson Local Bypass Study – pg. 8.

Our team members profiled in our proposal have all played integral roles in delivering these five DJ&A projects, highlighting our ability to offer Lake County the right knowledge, experience, and creativity to identify and advance solutions in each of the four project areas.

Following the profiles for these DJ&A projects, we also highlight additional key project experience offered by our team members on projects completed prior to joining DJ&A.

Connecting Village Nodes (Snowmass Village, CO)
Client: Town of Snowmass Village, CO
Staff Involved: Bill Delo, Jason Rosenblum, Anna Laura Harmjanz

The Town of Snowmass Village recently selected DJ&A to help establish more functional, convenient, and safe connections between two commercial nodes in the town, contributing to a higher quality of life for residents and an improved visitor experience. The Connecting Village Nodes Study will identify alternatives to improve multimodal connections between Snowmass Center and the Base Village while increasing year-round mobility for pedestrians. Traffic safety is an important element of the alternatives analysis process. In the existing condition, pedestrians must



navigate numerous street crossings. The foundational improvements proposed in the study are focused on making these connections safer and more comfortable. Grand Investments include a pedestrian bridge, gondola, and escalator along with other strategies to deal with grade changes in the study corridor. This project is being completed on an expedited timeline on behalf of the Town.

Silverthorne On-Call Engineering Services (Silverthorne, CO)
Client: Town of Silverthorne, CO
Staff Involved: Perry Palmer, Conor McArdle

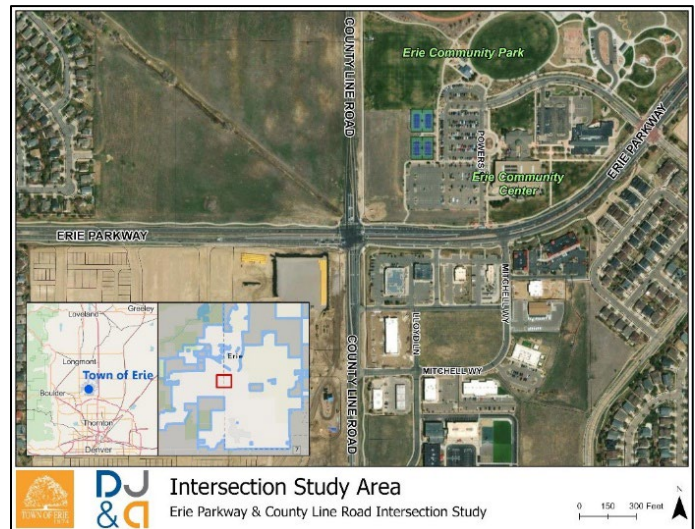
Over the past year, DJ&A has forged a strong partnership with the Town of Silverthorne, providing traffic engineering, civil engineering, and construction administration. Our collaborative efforts have yielded considerable success, leading to an increased demand for our services in response to the town's expanding workload. In light of these developments, DJ&A is establishing an on-call engineering contract with the Town of Silverthorne. This on-call contract will provide the town with comprehensive services that include precision surveying for supporting all phases of project development, along with specialized civil engineering design services in areas such as



transportation, planning, drainage, infrastructure, grading, and landscape architecture. Furthermore, we are contracted to provide technical document review to ensure accuracy, compliance, and adherence to quality standards, alongside construction administration to oversee project execution and guarantee adherence to plans, specifications, and timelines. Lastly, our role extends to acting as an integrated component of the town's team, facilitating seamless communication and project coordination.

Erie Parkway and County Line Road Protected Intersection (Erie, CO)
Client: Town of Erie, CO
Staff Involved: Bill Delo, Jason Rosenblum, Connor McArdle

DJ&A is currently leading the preparation of a feasibility study for implementing protected multimodal improvements at the intersection of Erie Parkway and County Line Road. This intersection is in the center of town, providing access to important destinations including the town library, recreation center, and other land uses to attract significant numbers of walking and bicycling trips. The intersection is impacted by regional traffic looking to avoid I-25 and US 287. DJ&A is analyzing crash data and traffic operations to develop proposed alternatives to improve safety and comfort for pedestrians and bicyclists traversing the intersection.



Broadway/Mary Jane HSIP Intersection Improvements (Missoula, MT)

Client: City of Missoula

Staff Involved: Donny Pfeifer

DJ&A worked with the City of Missoula (client) and MDT (project sponsor) to rapidly complete a 100% design package, which included the realignment of Flynn Lane and design of a raised median to prevent unsafe left turning movements; design of a new signalized intersection at Mary Jane and Broadway; and design of associated right turn-lane, signing, striping, and intersection lighting. The City desired to get all improvements constructed during the 2021 construction season. To meet this tight deadline, DJ&A hosted design workshops with MDT and the City to build consensus on the design and then jumped straight to design development. A complete set of plans was delivered to MDT in less than five months of the time the project was started.

Polson Local Bypass Study & 7th Avenue & Hillcrest Drive Assessment (Polson, MT)

Client: City of Polson, MT

Staff Involved: Bill Delo and Jason Rosenblum

DJ&A developed this bypass study and roadway assessment for a new street connection between US 93 and Hillcrest Drive in Polson, Montana. The connection would provide local residents an alternative route to the highly congested portion of US 93 through Polson allowing for an option to avoid congestion on US 93 during summer months of peak tourism season. DJ&A completed an alternate bypass analysis while working closely with the City of Polson to determine the most feasible connection from US 93. The alternative analysis considered right-of-way requirements, existing roadway capacities, directness, land use, cost, maintenance, terrain, public input, and impacts to neighborhood character. After identification of the most viable route, other ancillary treatments were proposed to ensure projected vehicle capacities could be supported, such as improved roadway surfacing, and new sidewalks and lighting. DJ&A also wrote the RAISE grant seeking funds for preliminary engineering of this bypass alternative.

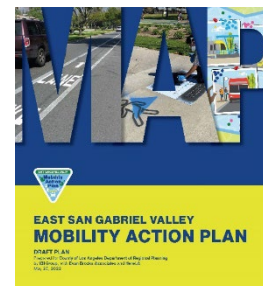
Additional Team Member Experience

East San Gabriel Valley Mobility Action Plan (San Gabriel Valley, CA)

Client: County of Los Angeles

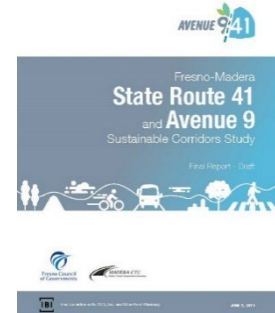
Team Member Involved: Bill Delo

Bill was the project manager for this regional multimodal planning study was completed for the County of Los Angeles Department of Regional Planning. The Mobility Action Plan (MAP) focused on creating a range of multimodal mobility solutions for unincorporated portions of the East San Gabriel Valley. Strategies recommended through the study included on-demand and flex-ride transit services in lower density communities, first/last mile connections to regional transit, and enhanced bicycle and pedestrian facilities along key roadway corridors. The project included a robust and creative community engagement process that involved public art installations, outreach online and through social media, and partnerships with local transit operators. The engagement effort was also multi-lingual, with all materials published in English, Spanish, Korean, and Mandarin Chinese.



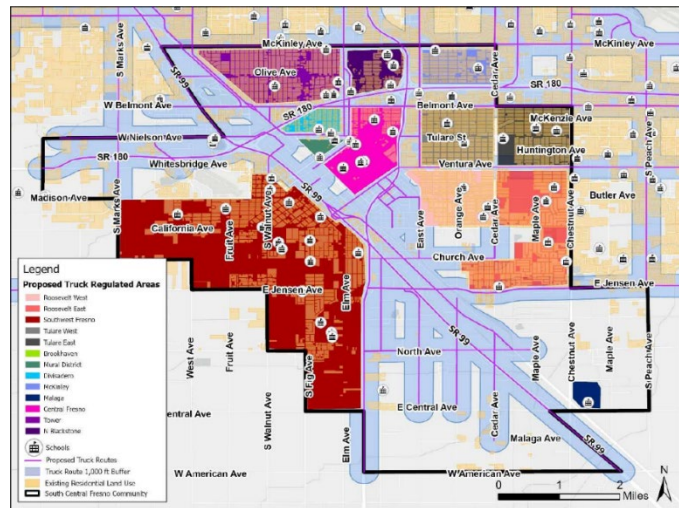
State Route 41 and Avenue 9 Sustainable Multimodal Corridor Study (Fresno, CA)
Client: Fresno Council Governments and Madera County Transportation Commission
Team Member Involved: Bill Delo

This multimodal sustainable transportation study identified recommendations to enhance multimodal and climate resilient transportation strategies for the State Route (SR)-41 and Avenue 9 corridors in Fresno and Madera Counties. SR-41 is the gateway to Yosemite National Park and serves as an important connection between Fresno and the Park and communities to the north. Avenue 9 is a rural, two-lane roadway that has historically served farms and agricultural uses located adjacent to the roadway, but is now facing increased regional traffic pressure as the area continues to grow. The objective of the study was to identify multimodal mobility solutions for both corridors that did not involve adding significant new traffic capacity. Strategies identified as part of the study included new bus and bus rapid transit services in and parallel to the SR-41 corridor, enhanced pedestrian and bicycle facilities along and in both corridors, and improvements to the interchanges along SR-41 to address localized areas for traffic congestion. Engagement efforts included interviews with local stakeholders, online and in-person workshops, and surveys of community members to identify transportation needs and interest in different mobility solutions.



South Central Fresno AB617 Community Truck Reroute Study (Fresno, CA)
Client: Fresno Council of Governments
Team Member Involved: Jason Rosenblum

This truck reroute study identified innovative and implementable mobility solutions and strategies in predominantly industrial Downtown and South Fresno. This high-priority study led by the City of Fresno and the San Joaquin Valley Air Pollution Control District (SJVAPCD) was built upon numerous air quality studies which determined that this disadvantaged community has higher rates of asthma, cardiovascular disease, poverty, unemployment, and linguistic isolation. The study identified reroutes for heavy-duty trucks traveling within the community and other mitigation measures to reduce emissions exposure to South-Central Fresno community residents.



Over 230 individual improvements were proposed and prioritized based upon best practices, community feedback, existing condition and physical constraints analysis, funding availability, and previous health assessments. Strategies ranged from new sidewalks, crosswalks, and bicycle facilities to truck-averse traffic calming and introduction of truck regulated areas. The proposed truck regulated areas in residential communities are especially important to reroute a significant number of trucks to reduce mobile source pollutants near sensitive receptors, such as schools and community centers.



References

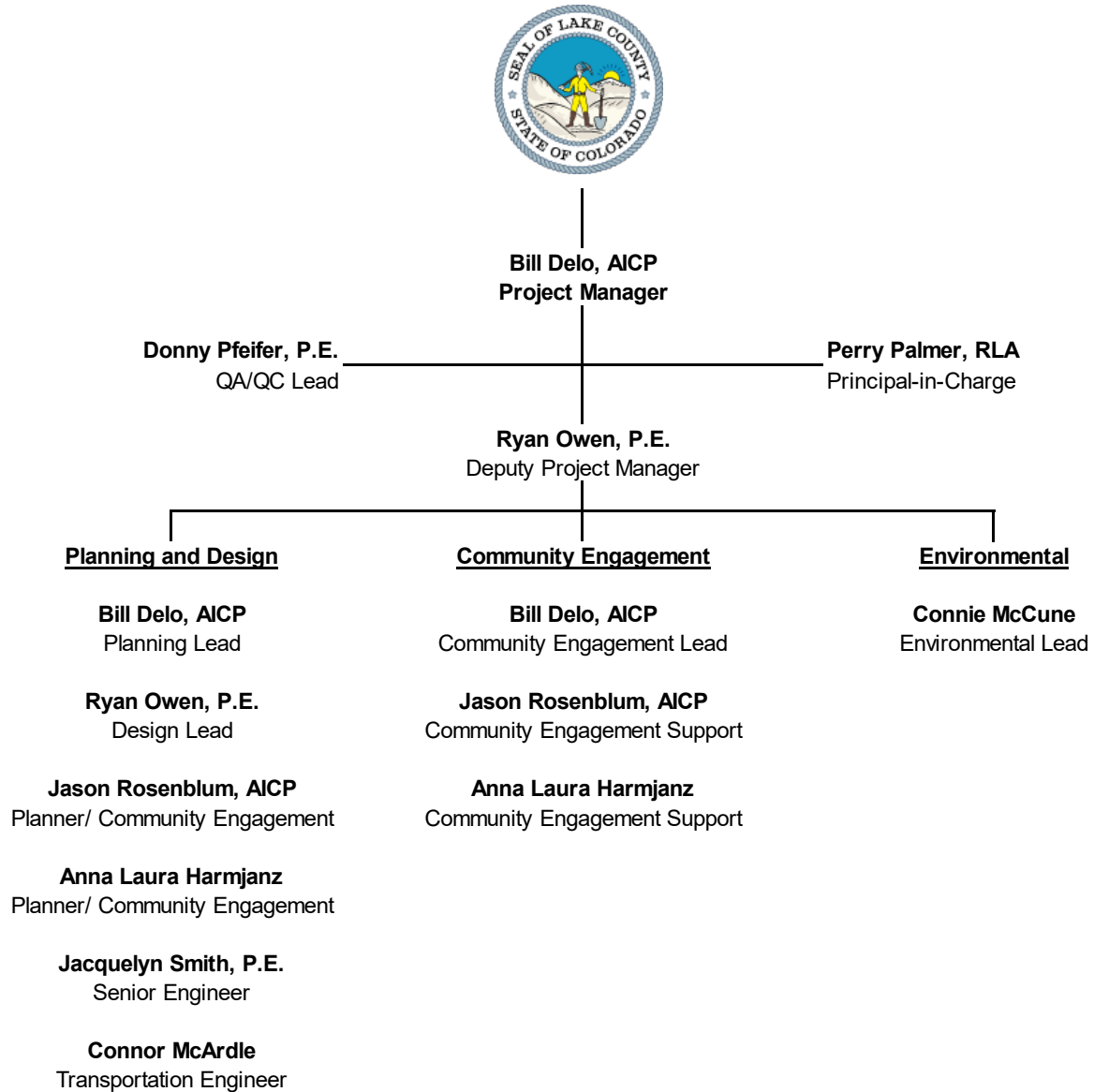
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Project Team
Organizational Chart



Staff Profiles

DJ&A has assembled a highly talented team of transportation engineers and planners with significant corridor management project experience necessary to achieve Lake County’s project goals. Key competencies include:

- **Multimodal Transportation Planning** – Diverse capabilities in planning for pedestrian and bicycle transportation, as well as transit. Experience working with local agencies, CDOT, transit operators, and federal agencies to enhance multimodal transportation facilities and user safety.
- **Rural Roadway Experience** – Extensive experience working with public agencies on the planning, design, and rehabilitation of rural roadways. These projects have included analysis of existing and future traffic volumes, alignment alternatives responding to elevation and grade changes, and avoiding sensitive natural resources.
- **Multidisciplinary Capabilities** – In-house resources in surveying, mapping, environmental assessment, and structural engineering that will be utilized to evaluate new bypass route opportunities and user accessibility.
- **Implementation** – Experience working from planning to design to construction, helping our clients get projects built.

Brief profiles of each team member are provided below, along with proposed role for this contract. Recognizing this project assignment includes both planning and engineering design elements, we are proposing a diverse team of transportation planners, engineers, and environmental analysts to provide the necessary skills sets to complete the project successfully. Please see Appendix A for full resumes.



Bill Delo, AICP – DJ&A
Role: Project Manager

Based in DJ&A’s Lakewood, CO office, Bill is a senior project manager and transportation planner with 25 years of progressive experience in multimodal transportation planning, alternatives analysis, and transportation design. Bill has extensive experience working with municipalities and transit agencies on a range of multimodal studies to promote safe, convenient, and intuitive access. He also brings relevant experience in developing strategies to improve access to key destinations in parks, mountain communities, and other areas with high seasonal visitation. Relevant highlights of Bill’s experience include:

- **Connectivity and Multimodal Transportation Planning** – Bill specializes in leading multimodal transportation planning projects that focus on connectivity to destinations and transit stations. Examples of his experience include managing multiple first/last mile plans for Los Angeles Metro (Purple Line Subway, Orange Line Bus Rapid Transit, Gold Line Light Rail), a multimodal modal connectivity study in Snowmass Village, and transit station connectivity studies in South Salt Lake, Orem, Clearfield, and Syracuse, Utah.
- **Working with Stakeholders and Community Members** – Bill has led creative stakeholder and community engagement efforts for dozens of transportation planning projects. This experience includes in-person open house and workshops, stakeholder meetings and visioning sessions, focus groups, and creative community art installations and surveys designed to reach individuals who typically do not participate in traditional engagement activities.

- **Innovative Pedestrian and Bicycle Facility Design** – Bill brings extensive experience leading design efforts for innovative pedestrian and bicycle facilities. This includes work on protected cycle track facilities, protected multimodal intersections, design of multi-use pedestrian and bicycle trails using flood control channels and abandoned freight rail corridors, and design for a multi-use trail connecting neighborhoods adjacent to a freeway.



Ryan Owen, P.E. – DJ&A
Role: Deputy Project Manager/Design Lead

Based in DJ&A’s Lakewood, CO office, Ryan is a project manager and professional engineer with 16 years of experience on large and small federal projects. He is also experienced in administering federal grants and providing regulatory oversight and guidance to federal, state and local agencies. His comprehensive understanding of both technical and regulatory aspects ensures projects are executed efficiently and in compliance with all relevant standards.

In addition to his technical skills, Ryan excels in leading cross-functional teams to achieve project goals on time and within budget. He is skilled in coordinating with diverse stakeholders, including government officials, contractors, and community representatives, ensuring seamless communication and collaboration. Ryan’s strong analytical and problem-solving abilities allow him to anticipate and mitigate potential challenges effectively.



Perry Palmer, RLA – DJ&A
Role: Principal-in-Charge

Perry is a Senior Project Manager, landscape architect, and planner with 32 years of experience. His professional career has allowed him to work on a wide variety of relevant public works infrastructure projects for the local municipalities, federal agencies, and state DOTs. These include planning studies, feasibility studies; transportation planning efforts; and the design of parking lots, pedestrian infrastructure, accessibility improvements, and corridor enhancements. Perry is also an experienced program manager, having served as a Portfolio Manager overseeing \$130M in projects in the Elevate Denver Bond Program.



Jason Rosenblum, AICP – DJ&A
Role: Transportation Planner/Community Engagement

Jason is a transportation planner with over 5 years of progressive experience in active transportation, first/last mile, and safe routes to school (SRTS) planning and design. Jason has extensive experience working with municipalities, metropolitan planning organizations (MPOs) and transit agencies on multimodal studies with prioritization components, connecting residents and visitors to their destinations safely and efficiently via alternative modes. He also brings proficient GIS experience, with emphasis on spatial design and visualization. Jason has expertise in public outreach design and has hosted a wide range of outreach events and surveys that have reached a variety of stakeholders.



Anna Laura Harmjanz – DJ&A
Role: Transportation Planner/Community Engagement

Anna Laura Harmjanz is a dedicated transportation planner with over two years of experience specializing in sustainable transportation research and data analysis. She has led numerous walk and bicycle audits, holds expertise in technical report writing, Geographic

Information Systems, and has experience in effective public engagement. Her bilingual proficiency in Spanish has been instrumental in conducting comprehensive surveys and public outreach. Anna Laura also has worked on parking management, transportation funding, and active transportation projects.



Connor McArdle – DJ&A
Role: Transportation Engineer

Conor is a roadway designer with seven years of progressive experience in the industry. He has worked primarily on providing geometric roadway design and cost estimating services. Prior to joining DJ&A, Conor worked for the Connecticut Department of Transportation where he provided construction administration and inspection services.



Donny Pfeifer, P.E. – DJ&A
Role: QA/QC Lead

Donny will provide technical reviews of all deliverables to ensure the County receives quality work products from the DJ&A team. He will also provide technical expertise and guidance as needed. Donny brings over 15 years of experience in the design and review of comprehensive transportation and safety improvement projects. He is a former Oregon Department of Transportation (ODOT) and Montana Department of Transportation (MDT) employee who brings extensive knowledge of MUTCD compliance and coordination with State DOTs to the project team. Donny also has a robust understanding of the requirements for delivering federally funded transportation projects. This experience will help the project team ensure the selected projects are well-positioned to pursue Federal grant funding opportunities.



Jacquelyn Smith, P.E. – DJ&A
Role: Grants Lead

Jacquelyn is a professional engineer with over 18 years' progressive experience in transportation design, project management and program management. Jacquelyn is skilled at developing and delivering a wide range of projects with varying complexities while carefully considering scopes, schedules, and budgets. While she served as the Montana Department of Transportation Missoula District Preconstruction Engineer, she worked closely with local governments and project stakeholders to develop projects that met the unique needs of various users and communities. Jacquelyn has worked with both state and local agencies on a range of funding-related work efforts, including multi-agency partnerships and grant applications. For the Connecting Village Nodes project, Jacquelyn will lead efforts to develop the criteria to identify and prioritize improvements for funding, as well as provide QC review of all project deliverables and designs.



Connie McCune – DJ&A
Role: Environmental Lead

Connie has over 20 years of experience in environmental science and natural resources project management. She has coordinated environmental compliance efforts and documentation for ecological restoration, transportation, recreation, and transmission line projects for numerous federal clients. Connie has completed Shipley NEPA Training and has extensive NEPA documentation experience. Connie has also conducted and led extensive baseline data collection for project-level and landscape-scale natural resource inventories and monitoring projects.

Approach to the Project

Scope of Work

Our team brings extensive experience working with a variety of public agencies that have a need to provide residents and visitors with safe, intuitive, and convenient multimodal connections and crossings to key destinations. This experience helps to shape the scope of work presented below.

Task 1: Project Management

Following receipt of notice to proceed, the DJ&A team will schedule a project kick-off meeting with County staff. The purpose of this meeting will be to introduce the project team, discuss the study's primary goals and objectives, finalize the project communications protocol and project schedule, and identify near-term action items. We will also schedule a site visit to all four project areas to make observations and continue to build our understanding of existing conditions. We would propose that Lake County staff and other stakeholders, including CDOT and the Town of Leadville, attend this visit to share their input and thoughts on key mobility challenges and opportunities.

DJ&A will prepare and distribute meeting minutes following the in-person kickoff. We will also schedule bi-weekly calls between Lake County staff and the DJ&A team throughout the study. These calls will help to ensure that everyone is aware of the current work efforts, our team can receive timely direction from Lake County staff, and decisions can be made efficiently to keep the project on schedule. The calls will also help in the scheduling of community engagement activities and events.

The DJ&A team will also provide written monthly progress reports and budget expenditure summaries with our monthly invoices.

Task 1 Deliverables:

- Defined project management communication protocol
- Project schedule
- Kick-off meeting
- Bi-weekly project status meetings (virtual, up to 25 meetings)
- Kick-off meeting minutes
- Request for Information (RFI)

Task 2: Study and Planning

DJ&A will examine existing conditions for pedestrian and bicycle infrastructure within Project Areas 1, 2, and 3, and identify roadway conditions, such as existing roadway types, width and grades, for project area 4. Utilizing information from current infrastructure and usage patterns, the DJ&A team would develop potential alternatives to address safety constraints and needs identified in each project area by addressing roadway design that currently impacts non-motorized transportation. We have organized the planning efforts of this task into subtasks discussed in more detail below.

Task 2.1: Existing Conditions



The Existing Conditions Analysis will assess current infrastructure, recent crash data, traffic conditions, turning movement data, existing active transportation usage, and other relevant information to development a strong foundation for project understanding and identify current challenges and needs presented in each of the four project areas. This analysis will include the following work efforts:

On-Site Observations – In tandem with on-site kick-off meeting, the DJ&A team will complete a field observation of pedestrian movement, transit services, and vehicle movements within the project study areas. These observations will provide the DJ&A team with a firsthand knowledge of how pedestrians, bicyclists, transit riders, and drivers move in each project area, and what challenges people face in getting around. As part of these observations, DJ&A staff will also complete a walk audit in the study areas, noting key opportunities and constraints related to circulation and access. Related to project area 4, on-site observations would also include key decision intersection locations as identified by County staff.

Review County-Provided Data – The team will review relevant planning documents, development proposals, and the County’s Capital Improvement Program to understand past work efforts, planned improvements, and available resources. We will also review data available from the County, including transit ridership, roadway as-builts, info on the Railyard Leadville Master Planned Development, info on proposed the Highway 24 and State Route 91 roundabout, and any other materials.

Materials may include data from the Lake County Community Planning & Development map, which shows existing community housing overlays, zoning, and other relevant planning data.

Review Collision Data – DJ&A will obtain collision data in each project area for vehicle, pedestrian, and bicycle-involved collisions for the most recent five-year period available. Collision data will be collected from CDOT and County Sheriff data sources. DJ&A will review the collision data to identify potential patterns by the location and by cause behind observed crashes.

The DJ&A team will prepare GIS maps for collision location, pedestrian and bicycle involvement, and collision severity. The GIS maps would utilize hotspot data to determine specific locations where new alternative transportation infrastructure is most needed. In 2023 alone, Lake County had 71 collisions.

DJ&A is an advocate for Vision Zero which is a strategy that recognizes that all traffic fatalities are preventable through intervention of appropriate and context-specific infrastructure enhancements. Vision Zero is a multidisciplinary approach to promote safe mobility that brings together local stakeholders to address complex issues.

Review Traffic Volumes – DJ&A will obtain the most recent traffic volume data along Highway 24 from CDOT in all planning locations. This data collection is to include the number of average daily truck movements, average vehicle speed data, and any data on study area turning movements where available. In addition, the DJ&A team will utilize origin-destination longitudinal employer-housing dynamics (LEHD) commuting data from the U.S. Census Bureau to determine commute locations from planning area adjacent residential communities.

The analysis components above will be summarized into an Existing Conditions Analysis Technical Memorandum that will identify the key traffic safety and traffic operations issues present in each project area.

Task 2.2: Develop Alternatives



DJ&A will develop between 2-3 design alternatives for each project area to improve pedestrian and bicycle crossing safety in Project Areas 1, 2, and 3. These design alternatives will consider pedestrian and bicycle movements and other existing conditions established in Task 2.1 and will provide options to achieve the County’s goals in each location to enhance active transportation connectivity and safety. For Project Area 4, DJ&A will evaluate 2-3 alternatives for rerouting trucks from the Downtown Core of Leadville along route alternatives located west of Highway 24.

Each design alternative for Project Areas 1, 2, and 3 will highlight opportunities for creative design and improved safety, comfort, and accessibility for all users. Alternatives may include a variety of at-grade or above-grade crossings. At-grade crossings will look to accommodate vehicle traffic calming features such as pedestrian refuges, and better pedestrian awareness for drivers at mid-block crossings by utilizing rectangular rapid flashing beacons (RRFB), high-intensity activated crosswalk (HAWK) beacons. For crossings at intersections, enhanced driver awareness can be achieved through pedestrian leading intervals, high visibility crosswalks, advanced warning signage, and improved lighting. Above-grade crossing alternatives will look to minimize adverse effects to the pedestrian and bicyclist access experience. For all concepts, new and improved active transportation connections will look to connect and extend to the existing trail network.



Example of a HAWK Beacon

Design alternatives for Task 4, will be based upon data developed during existing conditions and significant community outreach to determine the most effective bypass route for trucks to remove excess truck travel on Highway 24. For areas most affected by a new bypass route, design alternatives will look to accommodate new sidewalks and bike lanes, roadway reconfiguration, and traffic signalization improvements. The design alternatives will also look to establish the most efficient or cost-effective ways to connect the new bypass route in areas where roadways do not currently exist. Lastly, the design alternatives would incorporate truck-focused signage and truck-restrictive calming measures to ensure that bypass trucks utilize the new bypass route when implemented.

All concepts will receive a preliminary engineering review during this phase, to ensure feasibility and establish a foundation for the schematic and preliminary design scoped in Task 3. The design alternatives will be presented via an illustrated plan and include section views at the proposed project locations. The level of detail for these alternatives will be conceptual / schematic in nature.

Task 2.3: Select Preferred Alternative



Through discussions with County staff and in reviewing the input received by the community through the initial engagement, DJ&A will develop a process for evaluating the different design alternatives developed for each of the four Project Areas. As discussed in Task 5, we also plan to use the second round of the community engagement process to evaluate alternatives and receive community feedback to select the preferred concept for each Project Area.

Once each of the preferred alternatives are selected for all Project Areas, DJ&A will prepare an enhanced illustrated plan to show additional detail for the preferred alternative in each study area and for the preferred truck bypass route.

Task 2 Deliverables:

- Draft and Final Existing Conditions Summary Memo
- Draft and Final Alternatives Evaluation Memo with preferred alternatives for each project area

Task 3: Design Services



DJ&A's approach to the preliminary design effort will leverage and implement Lake County's guiding principles, which prioritize community safety and sustainable development practices. This holistic design strategy not only aims to enhance pedestrian and bicyclist safety and improve vehicular traffic flow but also considers the aesthetic and environmental impact of the project on the surrounding areas, promoting resilience against potential future challenges such as climate change and urban growth.

This task will build on the alternatives development effort in Task 2, refining the preferred concepts into preliminary designs that are not only functional but also innovative. By expanding upon the groundwork laid in previous tasks, the design phase seeks to address any potential challenges proactively, ensuring that the final developmental plans are robust and adaptable to future needs. No survey effort is proposed as part of this task. Preliminary designs are proposed to be completing using aerial base maps or mapping provided by the County.

Throughout this phase, any areas requiring potentially increased maintenance will be pinpointed and discussed with Lake County and CDOT to strategize maintenance reduction strategies. This collaborative approach ensures that the final designs are sustainable and cost-effective over the long term.

Additionally, during the design phase, DJ&A will actively explore opportunities to integrate resilient design principles. This includes identifying strategies to enhance the project's durability against natural and man-made hazards, ensuring long-term functionality and safety. They will also prioritize the incorporation of green technology, proposing innovative solutions like sustainable or locally sourced materials to minimize environmental impact and maximize efficiency. By presenting these options, they aim to showcase how sustainable practices can enhance both the project's resilience and its overall environmental footprint.

Furthermore, conceptual level cost estimates will be developed for each location during this phase. In recent years, DJ&A has witnessed significant inflation and escalation in labor and materials that have caused project programs and goals to exceed available budgets. Cost overruns lead to management frustration and projects not meeting community expectations. To manage costs, DJ&A proposes an Estimate of Probable Construction Cost to be generated at each milestone. These cost estimates will be evaluated at each milestone and cost-effective solutions will be provided if needed.

Task 3 Deliverable:

- **Schematic Design Phase (10%)** – Develop site-specific conceptual plans for each alternative in Project Areas 1-4 identified in Task 2 based on project planning. This includes an Estimate of Probable Construction Costs for each location. Deliverables include: sketches, hand graphics, and simulations that demonstrate design intent.
- **Design Development Phase (30%)** – Based on the preferred concept identified during the schematic design phase, this task will resolve and incorporate design comments to advance the design for Project Areas 1, 2, and 3 only. This includes refinement of the Estimate of Probable Construction Costs, and identification of any potential permits. Deliverables include: site, right-of-way, and utility plans for each location, structural plans if applicable, cost estimates, outline of specifications, and a risk register to mitigate any risks that could cause the project to go over budget or schedule.

Task 4: Environmental Assessment



As part of the development of preliminary design concepts in Project Areas 1, 2, and 3, DJ&A’s environmental staff will complete a high-level review of potential environmental impacts that could occur with the proposed project improvements. We anticipate the probability of impacts in these three project areas to be lower, given that each area is already developed. For Project Area 4, we anticipate a wider-ranging high-level review that would include field observations in selected locations where new roadways, roadway improvements, widening, or realignment may be considered. Potential environmental impacts will be factored into the evaluation of alternatives, particularly for Project Area 4. DJ&A will also document in the preliminary environmental review the anticipated level of National Environmental Policy Act (NEPA) clearance needed or other environmental and permitting issues that may arise at project design and construction phases.

Task 4 Deliverable:

- Draft and Final Initial Environmental Conditions Summary Memo

Task 5: Public Engagement



The DJ&A team envisions a robust public engagement plan that will involve the community early in the alternatives development process. Our goal is to design for, and to, those who know these connections best. We envision an initial round of engagement reaching the communities in each project area during the Investigation Phase, to help define the project alternatives. Once the DJ&A team has used this preliminary input to develop the initial set of alternatives, we will continue the engagement effort focused on gathering

meaningful feedback on the proposed alternatives to help inform selection of a preferred alternative in each Project Area. Community members, County staff, and stakeholder feedback will directly guide our team towards refining and selecting the preferred design alternative in each Project Area.

There are several different groups of diverse stakeholders involved in the project. These include:



We will conduct the following activities as part of the Public Engagement Effort to provide each group above with meaningful opportunities to participate in the process.

Open Houses

DJ&A will schedule and lead up to four public meetings or workshops, one in each of the project areas, to provide community members and stakeholders with the opportunity to share their thoughts on existing mobility needs and traffic safety challenges.

These events will also give attendees an opportunity to provide input on the development of alternatives. We will create an interactive and engaging program using tools such as [Mentimeter](#) (real-time surveys), Miro (virtual white board), or ArcGIS Online Community Sourced Mapping to make the presentation of project elements fun and engaging. These tools will also help us gather input from as many diverse participants as possible. Each meeting will include materials in English and Spanish and we will have Spanish-speaking staff in attendance.

Community Survey

The open house and stakeholder meetings will provide the team with access to a portion of the potential user base for the connectivity improvements envisioned by this project. To augment this information, we will prepare a separate online survey focused on building a better understanding of the specific needs and challenges in each Project Area. We propose deploying this survey using QR codes posted in each study area, allowing us to capture input from residents, visitors, and employees. We’ve experienced great success using the [Maptionnaire](#) online mapping survey tool for projects like this and propose to use this online platform for this survey. This tool provides map-based feedback that can be easily imported to ARCGIS and incorporated into our analysis.

Public Meetings

DJ&A will lead up to two public presentations or town hall meetings timed to be coordinated with the selection of the preferred alternative for each Project Area. These meetings will include presentation of the alternatives, discussion of the alternatives evaluation process, and provide opportunities for community members to give their input on the preferred alternative.

County Commission Presentation

The DJ&A team will support County staff at one Board of County Commissioners meeting involving the presentation of the project alternatives and final recommendations. DJ&A will assist County staff in presenting the alternatives development process, input from community engagement efforts, proposed design approach, estimated project cost, and recommendations.

Community Engagement Summary

The DJ&A team will prepare a summary of the public engagement effort following the activities above. This will include graphics describing input received during the engagement process and presenting materials that were shared with the public. The summary will also describe the selection process for the preferred project alternative(s) and highlight how public input informed the selection process.

Task 5 Deliverables:

- Four public open houses
- One map-based public survey
- Two public presentations
- One County Commission Presentation
- Presentation materials to support open houses and Commission presentation
- Draft and final outreach summary (assumes one round of comments from County staff)

Task 6: Project Documentation



Throughout the project work effort, DJ&A will maintain accurate records for all project activities, decisions, and communications, thereby facilitating transparency, accountability, and efficient project management. The scope of work includes documenting all project activities accurately, which encompasses daily tasks, milestones achieved, and any deviations from the project plan. It also involves keeping detailed records of all decisions made during the project, including the rationale behind each decision, the stakeholders involved, and the expected outcomes. Additionally, maintaining a comprehensive log of all communications related to the project, such as emails, meeting notes, phone conversations, and other relevant exchanges, is crucial.

The preparation and submission of required documentation will be done promptly and accurately. This includes progress reports, meeting minutes, and compliance certifications. Progress reports will be detailed and submitted on a regular schedule, highlighting key accomplishments, ongoing tasks, and any issues or risks encountered. Meeting minutes will be recorded and distributed after each project meeting,

capturing significant discussions, decisions made, and action items assigned. Compliance certifications will be prepared and submitted to ensure adherence to relevant regulations and standards.

Timeliness and compliance are critical components of this proposal. All documentation will be submitted in a timely manner to maintain project momentum and meet stakeholder expectations. Records will be regularly reviewed and updated to ensure they reflect the most current information, supporting informed decision-making and effective project tracking.

Task 6 Deliverables:

- Records of emails or phone calls, including log
- Progress reports
- Meeting Minutes of all meetings
- Compliance certifications if needed

Task 7: Project Closeout & Next Steps



This initiative seeks to provide complete, accurate, and clear documentation that covers all aspects of the project's design and implementation. The final documentation for each Project Area will be carefully prepared, including all relevant plans, drawings, and maps.

These documents will serve as a complete record of the project's progress and outcomes, as well as offering a clear and detailed depiction of the project's design and execution.

Each set of documents will be crafted with meticulous attention to detail to accurately reflect the work completed and the design strategies employed. This documentation will be a crucial resource for understanding the project's scope, decisions made, and outcomes achieved. It will include detailed plans that outline the project's design and layout, technical drawings that provide precise representations of the project's components, and maps that show the project's geographical context and its impact on the surrounding area.

These documents will be organized in an easily navigable and understandable manner, ensuring all stakeholders can access the necessary information. This detailed documentation process is essential for maintaining transparency, facilitating effective communication among all involved parties, and ensuring the project's legacy is well-documented for future reference and potential replication.

A narrative report will be provided to demonstrate how the stated project goals have been met. This report will also incorporate feedback received from the community and stakeholders during the project, explaining how the proposed design approaches for each of the four Project Areas address these goals and inputs. Any unresolved issues or areas of conflicting stakeholder input will be discussed in the narrative report, ensuring transparency and providing a clear understanding of any remaining challenges.

To support the implementation of the proposed design approaches, the report will also identify potential funding opportunities, including those from the Colorado Department of Transportation (CDOT) or other relevant sources. The identification of these opportunities will be as comprehensive as possible, considering all available options. A final in-person briefing will be conducted to present the final project designs to the Lake County Government and invited stakeholders. This briefing will provide an overview of the final designs, addressing all key aspects of the project and any remaining issues.

Budget and Statement of Financial Capacity

Our detailed estimated fee for the work plan in this proposal is presented below. The fee estimate includes the labor hours for each task, the hourly billing rate for each staff member, and anticipated other direct costs. This pricing proposal is valid for 60 days from the date of this proposal. DJ&A has sufficient financial capacity to undertake and complete this work. We do authorize Lake County to order a business credit report and verify other information necessary to confirm this financial capacity.

		DJ&A										
		Perry Palmer, Principal-in- Charge	Bill Delo, Project Manager	Jason Rosenblum, Transportation Planner II	Anna-Laura Harmjanz, Transportation Planner	Jacquelyn Smith, Senior Engineer	Ryan Owen, Senior Engineer	Conor McArdle, Transportation Engineer	Environmental Scientist III	Donny Pfeifer, QA/QC Lead	Graphic Designer	Totals
Rate		\$220.00	\$220.00	\$158.00	\$116.00	\$195.00	\$195.00	\$134.00	\$130.00	\$220.00	\$116.00	
Item	Task											
1	Project Management	2.0	40.0	12.0	0.0	0.0	20.0	0.0	0.0	0.0	0.0	\$15,036.00
2	Study and Planning	4.0	50.0	76.0	96.0	4.0	20.0	2.0	0.0	4.0	24.0	\$43,636.00
3	Design Services	4.0	12.0	0.0	0.0	4.0	40.0	130.0	0.0	8.0	8.0	\$32,208.00
4	Environmental Assessment	0.0	2.0	2.0	0.0	0.0	8.0	0.0	48.0	0.0	0.0	\$8,556.00
5	Public Engagement	2.0	48.0	72.0	88.0	0.0	16.0	0.0	0.0	0.0	24.0	\$38,488.00
6	Project Documentation	1.0	4.0	8.0	16.0	2.0	4.0	8.0	0.0	4.0	4.0	\$7,806.00
7	Project Closeout	1.0	4.0	4.0	12.0	4.0	8.0	16.0	0.0	2.0	4.0	\$8,512.00
Total Hours		14.0	160.0	174.0	212.0	14.0	116.0	156.0	48.0	18.0	64.0	802
Total Labor Cost		\$3,080.00	\$35,200.00	\$27,492.00	\$24,592.00	\$2,730.00	\$22,620.00	\$20,904.00	\$6,240.00	\$3,960.00	\$7,424.00	\$137,924
Project Total Direct Labor Costs											\$154,242	

Direct Expenses	quantity	rate	Totals
DJ&A Direct Expenses			
Travel/Mileage	n/a	n/a	\$2,000.00
Per Diem	15.0	\$45.00	\$675.00
Online Interactive Mapping Survey Platform	1.0	2000	\$2,000.00
Materials, printing, postage, etc.	1.0	1000	\$1,000.00
Total Direct Expenses			\$5,675
Total			\$159,917



Appendix: Resumes



EDUCATION

BA - Environmental Analysis and Design, University of California, Irvine

REGISTRATIONS/ CERTIFICATIONS

AICP Certified Planner

AFFILIATIONS

Member, Institute of Transportation Engineers
Member, American Planning Association

EXPERIENCE

1 year with DJ&A
25 years in industry

BILL DELO, AICP – PLANNING LEAD

Bill is a Senior Project Manager and Transportation Planner with 25 years of progressive experience in traffic analysis, traffic safety analysis, and multimodal transportation and planning and design. He has managed a range of complex projects requiring the analysis of project alternatives, extensive engagement with community members, and evaluation of specific criteria to identify a preferred project alternative. He brings experience leading multidisciplinary projects that enhance mobility, connect communities, and improve quality of life.

Town of Erie – Erie Parkway and County Line Road Protected Intersection (Erie, CO)

Role: Project Manager

Bill is leading this feasibility study examining the potential for implementing protected multimodal intersection treatments for this busy intersection in central Erie. Options under evaluation include protected bicycle lanes, high visibility paint treatments, strategies to reduce pedestrian crossing distance, and options to reduce vehicle speeds. This feasibility study will establish a preferred alternative design approach that the Town will use to pursue funding opportunities.

Town of Snowmass Village – Connecting Village Nodes (Snowmass Village, CO)

Role: Project Manager

Bill is leading this project examining creative multimodal alternatives to improve the connection between Snowmass Center and the Base Village. The existing connection is challenged by varying elevation changes, multiple street crossings, and a lack of wayfinding. Improvements under consideration include pedestrian-scale improvements at street level, a pedestrian bridge, escalators, and a gondola.

National Park Service – Multimodal Recreational Access Study (Kennesaw Mountain Battlefield National Park, GA)

Role: Traffic Lead

DJ&A supported Kennesaw Mountain National Park with a road redesign that minimizes user conflicts for cyclists, pedestrians, and vehicles along Kennesaw Mountain Road, and provides a safe recreational experience while also improving shuttle operations along this confined mountainous roadway. Bill was the traffic lead for this project, responsible for developing the proposed design concept for pedestrians, bicyclists, and shuttle vehicles to share Kennesaw Mountain Road.

NPS – Crater Lake Visitor Safety Improvements (Crater Lake National Park, OR)

Role: Project Manager

DJ&A evaluated the potential use of an Intelligent Transportation System (ITS) and permanent Dynamic Message Sign (DMS) for the Annie Springs Entrance Station at Crater Lake National Park. The goals of the system are to improve traffic safety in the Park for visitors and provide information to the public about weather conditions, road conditions, traffic congestion, and parking availability. Phase II of the project includes the development of design and construction documents for initial ITS improvement recommendations in conformance with the MUTCD. Bill is the project manager and design lead, providing coordination with all of the disciplines to complete the work.

City of La Center – Horizontal Curve Warning Signs and Roadway Departure Safety Improvements (La Center, WA)

Role: Traffic Safety Lead

Bill is leading the traffic safety and crash analysis for a horizontal curve safety improvement project for La Center, WA. The project includes the horizontal curve and systemic roadway corridor safety analysis for five road segments and 20 curves. The project includes analysis of the City safety plan, collision history, review of the routes and compilation of curve data, field data collection, speed limit analysis, geometry, site distance, clear zone assessment, pavement conditions, striping, and signing.



DONNY PFEIFER, PE – QA/ QC LEAD

Donny has 17 years of experience in the development, design, management, and construction administration of transportation projects, including extensive project management experience. As the former MDT-Missoula District Preconstruction Engineer, he brings extensive knowledge of state and federal requirements, alternative delivery methods (Design-Build, CM/GC), and regulations. Donny recently managed the development of a large grant application for FHWA's Nationally Significant Federal Lands and Tribal Projects (NSFLTP) Program on behalf of CSKT. Through the management of projects such as Mullan BUILD and the Mary Jane Intersection Improvements, and with his recent involvement with Montana League of Cities and Towns, he has gained extensive experience collaborating with local agencies to streamline and build consensus on local urban projects.

EDUCATION

BS - General Engineering, Civil Option, Montana Tech of the University of Montana

REGISTRATIONS

Professional Engineer – MT, OR

TRAINING

Materials Embank, Aggregate, and ACP – WAQTC

Construction Manager/General Contractor (CMGC) Alternative Contracting - NHI

Critical Path Scheduling – NHI

Public Involvement - NHI

ADA & PROWAG - FHA

Grant Management - FHA

Construction Administration and Inspection – Oregon Department of Transportation

Environmental, Traffic Control, Bridge, Asphalt Paving, and Traffic Signal – Oregon Department of Transportation

EXPERIENCE

5 years with DJ&A

17 years in Industry

Confederated Salish & Kootenai Tribes – 2022 Nationally Significant Federal Lands and Tribal Projects (NSFLTP) Grant Application (Ronan, MT)

Role: Project Manager

The DJ&A Team recently supported CSKT in the development of a grant application seeking \$62,607,500 in funding from the Federal Highway Administration's NSFLTP program to complete essential highway reconstruction along US-93, and provided project management, grant writing, program funding, engineering, cost estimating, planning, and communications services. This project required significant coordination with CSKT, CSKT Tribal Council, resource agencies, and other local stakeholders. Ensuring a robust partnership with Montana Department of Transportation was an essential part of this project. As the project manager, Donny's role included overall management of the grant effort which included partner consensus building and oversight of the technical engineering aspects of the grant process.

Missoula County – Mullan BUILD (Missoula, MT)

Role: Project Manager

This multi-year project includes new urban collector roads, intersection improvements, sewer and water mains, trails, stream restoration, stormwater infrastructure, private utility coordination, public involvement, and NEPA clearance. DJ&A is currently finalizing 100% design plans, assisting in Construction Management/General Contractor construction contract agreements, and preparing to deliver construction engineering and inspection services during construction. Design included nearly two miles of new roadways, 1,400 LF of reconstructed roadways, 4,400 LF of reconfigured striping on existing roadways, roundabouts, and a signalized intersection. Design also included protected bike lanes, shared-use paths, sidewalks, boulevards, and rectangular rapid flashing beacons. Donny's role as the project manager includes overall scope, budget, and schedule responsibilities in addition to managing the many complex stakeholder and agency interactions necessary to ensure the project can be delivered successfully.

Confederated Salish and Kootenai Tribes - US Highway 93 Post Creek and Ninepipe Corridor Program Planning and Grant Funding (Flathead Indian Reservation, MT)

Role: Project Manager

DJ&A supported CSKT in the development of a complex planning and funding effort to allow for the reconstruction of a critical segment of US93. This effort focused on discretionary grants from the Federal Highway Administration's NSFLTP, NAE, SS4A, and WCPP programs. The team provided project management, grant writing, program funding, engineering, cost estimating, planning, and communications services. This project required significant coordination with CSKT, CSKT Tribal Council, resource agencies, and other local stakeholders. Ensuring a robust partnership with MDT was an essential part of this project. Currently, this program has been awarded 4 grants that total approximately \$115MM in discretionary grant funding. Donny managed all aspects of the grant pursuit and project delivery planning, which included extensive stakeholder and partner coordination.



EDUCATION

AAS - Certificate in Community Planning, Kansas State University

BLA - Landscape Architecture, Kansas State University

REGISTRATION/CERTIFICATION

Landscape Architect - CO

AFFILIATIONS

American Council of Engineer Companies (ACEC)

Women in Transportation Symposium (WTS)

EXPERIENCE

4 years with DJ&A

31 years in industry

PERRY PALMER, RLA – PRINCIPAL IN CHARGE

Perry is the Denver Regional Manager, landscape architect, and planner with 31 years of experience. As a Principal-in-charge, he'll monitor project progress and performance, and will make sure the project strategic goals are met. His professional career has allowed him to work on a wide variety of relevant trail and recreation planning projects for the National Park Service, Federal Highway Administration, and state DOTs. These include planning studies, feasibility studies; transportation planning efforts; and the design of parking lots, pedestrian infrastructure, accessibility improvements, and corridor enhancements. He was project manager on three of the projects highlighted in this proposal, including the Bahia Grande Trail, Kennesaw Mountain Recreational Trail, and the Fish Creek Falls Trail.

City and County of Denver - Denver Elevate Bond Program

Role: Parks and Recreation Portfolio Manager

While serving in this role, Perry oversaw the implementation of \$136MM in park and recreation projects. Perry assisted the Denver Parks and Recreation Department with the procurement and management of design and construction services to ensure bond projects meet scope, schedule, and budget. Elevate Denver is a 10-year, \$937MM general obligation bond program approved by voters in 2017 that will enhance the City and County of Denver by providing critical improvements to the city's infrastructure – improving roads, sidewalks, parks, recreation centers, libraries, cultural centers, public-owned buildings, and safety facilities. Responsibilities include reporting to City agencies, the mayor's office, and the IRS.

City of Boulder - Canyon Boulevard Corridor Complete Streets Study

Role: Landscape Architect

With a previous employer, Perry served as the project landscape architect on a multidisciplinary team developing a vision and preliminary engineering design for the Canyon Boulevard (9th - 17th Streets) corridor in the City of Boulder. The plan incorporates "complete streets" concepts with an integrated multimodal system. The work effort was completed in two phases. Phase 1 included kick-off; existing conditions analysis; development of conceptual vision for Canyon Boulevard through scenario planning; stakeholder outreach and public engagement. Phase 2 included engineering plans for design of the recommended design (20-30%) and the presentation of that design to the public and other stakeholders.

Regional Transportation District - FasTracks West Corridor Light Rail Expansion for the Regional Transportation District

Role: Project Coordinator

With a previous employer, Perry served as the urban enhancement and multi-discipline coordinator providing design direction on corridor enhancements including public art, retaining walls, landscape, and station area planning. Design services include civil engineering, structural engineering, architectural design, urban design, light rail planning, and track design. The alignment of the West Corridor Light Rail Transit project follows a century-old 12-mile, double-tracked line that begins at a relocated station on the Auraria Campus and proceeds west to the Jefferson County Government Center near Golden, Colorado. The West Corridor alignment also includes a bike path component. The bike path consists of 5.5 miles of path that is being designated as multi-use or shared roadway, and three bridges, two overpasses, and one tunnel for bike path use. Collectively, there are 12 light rail stations providing an additional 5,700 parking spaces, five kiss-n-rides, and seven park-n-rides, including three parking structures.



EDUCATION

MS - Urban & Environmental Planning, Arizona State University

BS - Urban Planning, Arizona State University

REGISTRATIONS/ CERTIFICATIONS

AICP Certified Planner

AFFILIATIONS

Member, American Planning Association

EXPERIENCE

1 year with DJ&A

5 years in industry

JASON ROSENBLUM, AICP – TRANSPORTATION PLANNER

Jason has experience working with state, regional, and local agencies on variety of planning projects, including multimodal trail feasibility and implementation, active transportation, transportation demand management, transit-oriented development, first/last mile, and EV incentives programming. Jason has expertise working on complex multimodal transportation projects, and has experience supporting in public outreach, analyzing complex datasets, project prioritization, and creating GIS maps and other spatial analyses. Jason's experience for various planning efforts have spanned a range of communities within the U.S and Canada.

Town of Erie – Erie Parkway & County Line Road Intersection Project (Erie, CO)

Role: Transportation Planner

Jason serves as lead transportation planner for this alternative mode safety and accessibility study, procured through the Town's on-call agreement. Jason performed an existing conditions analysis, considering intersection geometry, level of service, collisions, speed analysis. Jason also led identification of near-term recommendations that can be effective in the near-term. Future tasks include development of long-term alternatives and selection of a preferred alternative that will emphasize bicycle and pedestrian accessibility and mobility. This project includes a local, state, and national funding identification component.

Town of Snowmass Village – Connecting Village Nodes (Snowmass Village, CO)

Role: Transportation Planner

Transportation planner for this feasibility study, leading in data collection, analysis, and strategy development. The project will develop strategies to improve pedestrian connectivity between Snowmass Center and the Base Village. Project includes an alternative analysis, stakeholder engagement, and conceptual engineering review. Jason led development of existing conditions and easement identification. This project includes analysis of escalators, gondolas, pedestrians bridges, and other forms of aerial conveyance to connect to Town nodes.

City of Irvine – Irvine Business Complex Trail Feasibility Study & Implementation Plan (Irvine, CA)

Role: Project Manager (Lead)

With a previous employer, planned the feasibility of eight urban linear trails along flood control channels and rail lines within a primarily commercial/ industrial business center that is recently becoming more residential. Prioritized the possible linear trail opportunities based upon existing and planned adjacent land uses. Developed trail designs that incorporated mixed use best practices, including event space, vegetation, lighting, and multi-use pathway types in some areas.

Lehi City – 2100 North and Hospital Station Area Plan (Lehi City, UT)

Role: Transportation Planner

Jason served as the transportation planner to prepare a transit-oriented station area plan for a future transit station in a fast-developing area within Lehi City. Project elements included development of roadways, street classifications, development of standard cross sections, and strong inclusion of an interconnected regional bicycle and pedestrian network, with respect to future land use development patterns. Jason created GIS maps to detail existing and recommended connections.

City of Cathedral City – Active Transportation Plan (Cathedral City, CA)

Role: Project Manager

Jason served as the project manager for this comprehensive active transportation plan that identified and prioritized hundreds of pedestrian, bicyclist, and wayfinding improvements throughout the city. In addition to strategy prioritization, created walking and biking loops to enhance recreational travel connecting to existing facilities. Performed extensive public engagement and presented final plan to the City Council.



EDUCATION

B.A. – Political Science (2022)
University of Texas at Arlington
Arlington, Texas

Graduate Certificate in
Geographic Information
Systems Certificate (2024)
University of Texas at Arlington
Arlington, Texas

TRAININGS

Certificate of Training “Bicyclist
Safety at Intersections”, FHWA
(2021)

Bicycle Friendly Community
Workshop, League of American
Bicyclists (2023)

AFFILIATIONS

American Planning Association
Women’s Transportation
Seminar

EXPERIENCE

2024 - present: DJ&A, P.C.
(Lakewood, CO)

2022-2024: North Central Texas
Council of Governments
(Arlington, Texas)

2022: University of Texas at
Arlington
(Arlington-Texas)

ANNA LAURA HARMJANZ-TRANSPORTATION PLANNER/VISITOR USE ANALYST

Anna Laura Harmjanz is a dedicated transportation planner with over two years of experience specializing in sustainable transportation research and data analysis. She has led numerous walk and bicycle audits, holds expertise in technical report writing, and has experience in effective public engagement. Her bilingual proficiency in Spanish has been instrumental in conducting comprehensive surveys and public outreach. Anna Laura also has worked on parking management, transportation funding, and active transportation projects. She is skilled in Geographic Information Systems (GIS), Adobe Creative Suite, and Microsoft Office Suite.

City of Dallas – Deep Ellum Parking Study (Dallas, Texas)

Role: Co-author

Co-authored the Deep Ellum Parking Study, aimed at improving the efficiency of the parking supply, enhancing parking management, and finding solutions for alternative transportation to reduce congestion. This study engaged stakeholders on parking needs and issues, assessed existing conditions conducted surveys and observations, and developed a parking district management framework and best practices. Responsibilities included developing English and Spanish surveys to understand parking behavior and needs, conducting parking counts, researching best practice, data analysis and presenting findings to business owners.

North Central Texas Council of Governments (Arlington, Texas)

Role: Co-author

Co-authored the North Texas Value Capture for Transportation Report, conducting comprehensive research on various types of public improvement districts (PIDs). Developed case studies within the Dallas-Fort Worth (DFW) metroplex, examining the types of transportation and non-transportation projects the districts can fund. Conducted analysis of relationship between district density, assessment rates, and funding capacity, as well as identifying local trends to forecast future funding opportunities.

Dallas Area Rapid Transit- Cottonbelt Trail RAISE Grant

Role: Co-author

Drafted Quality-of-Life section for the Cottonbelt Trail RAISE Grant application, focusing on the demographics of the project area and associated benefits of receiving funding. Conducted extensive research to highlight the positive impacts of health, emission reductions, equity. Successfully contributed to the grant application, which secured \$25 million in funding. This grant supports 21.53 miles of trail improvements, linking several key destinations along Dallas and Collin County regional trail corridor.

Walkable Arlington- UTA Walk Audit (Arlington, Texas)

Role: Project Manager

Organized UTA Walk Audit and co-authored report aimed at improving pedestrian and cyclist connections between off-campus apartments, remote parking lots and the University of Texas at Arlington. The report included recommendations on roadway and infrastructure improvements, traffic calming measures, safety enhancements, maintenance, accessibility improvements, and connectivity and aesthetic enhancements around the campus. Hosted and organized the walk audit, inviting city staff, activists, students, University staff, and UTA campus master plan consultant team DeShazo Group.



EDUCATION

BS - Civil Engineering, Montana State University

REGISTRATIONS/ CERTIFICATIONS

Professional Engineer - MT

TRAINING

Modern Roundabouts:
Intersections Designed for Safety
- National Highway Institute (NHI)
Preconstruction Conference -
Montana Department of
Transportation
A.I.I. Pedestrian Gateway
Treatment - American Association
of State Highway and
Transportation Officials

EXPERIENCE

1 year with DJ&A
20 years in Industry

JACQUELYN SMITH, PE – SENIOR ENGINEER

Jacquelyn is a professional engineer with 20 years of progressive experience in transportation design, project management and program management. Jacquelyn is skilled at developing and delivering a wide range of projects with varying complexities while carefully considering scopes, schedules, and budgets. While she served as the Montana Department of Transportation Missoula District Preconstruction Engineer, she worked closely with local governments and project stakeholders to develop projects that met the unique needs of various users and communities.

MDT - Excelsior Avenue/Park Street (Butte, MT)

Role: Project Manager

While working for MDT, Jacquelyn served as the MDT Consultant Design Project Manager for the Excelsior Avenue/Park Street rehabilitation in Butte, Montana. This was a challenging rehabilitation project in uptown that was located on 0.77 mile of West Park Street and on 0.63 mile of Excelsior Avenue. The project consisted of milling the existing surfacing and placing a plant mix overlay, signing, striping, sidewalk, curb and gutter, lighting, removal of a traffic signal and replacement of a traffic signal, storm drain, right-of-way design and acquisition, and utility relocations. This project was funded with a combination of Urban and Transportation Alternatives funds that were extremely limited and had a short turnaround time as the local governments wanted this project constructed as quickly as possible. To stay within the limited funding and time constraints set by this project, Jacquelyn worked extensively with MDT, City-County, and consultant staff to successfully deliver this project.

FHWA - Central Federal Lands Highway Division - El Vado Road Rehabilitation (Heron Lake and El Vado State Parks, NM)

Role: Project Manager

DJ&A is leading project design plan development for the full depth reclamation of 4.87 total miles of asphalt roadway in El Vado State Park and Heron Lake State Park. FDR will also be completed for three existing paved parking lots. Additionally, the existing gravel lot at the El Vado Main Parking Lot will be paved. Project design includes minor width and alignment adjustments, drainage improvements, sidewalk repairs, as well as signing and striping. Jacquelyn is serving as the project manager, overseeing the development of the PS&E package. Jacquelyn worked closely with CFLHD to develop a project schedule that meets the desired letting timeframe. She successfully prepared a 30% preliminary plans package within 2.5 months, including requesting and receiving necessary field visit approvals and collecting and processing field survey data. Jacquelyn is coordinating with CFLHD, the Bureau of Reclamation, and subconsultants to ensure the project is developed on schedule and within budget.

FHWA, Central Federal Lands Highway Division – Fort Ord NM Trail (Marina, CA)

Role: Project Manager

This project includes the design and construction of 2.27 miles of shared use trail within the Fort Ord Regional Trail and Greenway network. As the project manager, Jacquelyn is overseeing and supporting the development of the PS&E package and facilitating monthly project partner meetings. She provides design guidance to ensure that the trail is ADA compliant. Jacquelyn has also supported the development of a trail crossing treatment analysis, at the request of the project owner, that recommended the installation of activated beacons at a location where the proposed trail will cross a city street. This project has several actively engaged project partners, Jacquelyn hosts a project SharePoint site allowing all partners access to current project information, such as meeting agendas and minutes, project schedule, reports, and project plans.



EDUCATION

BS - Civil Engineering, University of Connecticut

TRAINING

Asphalt Inspector Certification - NorthEast Transportation Training and Certification Program (NETTCP)

Concrete Inspector Certification - NorthEast Transportation Training and Certification Program (NETTCP)

MicroStation OpenRoads - Occupational Safety and Health Administration (OSHA) 10 (Certified) - American Traffic Safety Services Association (ATSSA)

Traffic Control Supervisor Trained - American Traffic Safety Services Association (ATSSA)

Traffic Control Technician - American Traffic Safety Services Association (ATSSA)

Transportation Curriculum Coordination Council (TC3) (160-hr) - American Association of State Highway and Transportation Officials (AASHTO)

EXPERIENCE

2 years with DJ&A

7 years in industry

CONOR MCARDLE – TRANSPORTATION DESIGN ENGINEER AND CONSTRUCTION ADMINISTRATION

Conor is a roadway designer with seven years of progressive experience. He has worked primarily on Federal Highway Administration projects as a design engineer on projects to improve to low-volume roadways used to access federal lands, providing geometric roadway design and cost estimating services. Prior to joining DJ&A, Conor worked for the Connecticut Department of Transportation where he provided construction administration and inspection services. He is familiar with design standards from the AASHTO Greenbook, Low-Volume Roads Guidelines Manual, the MUTCD, and FP-14.

FHWA - Central Federal Lands Highway Division - CA FLAP LA 10(1) Mt. Baldy Road Scoping (Angeles National Forest, CA)

Role: Design Engineer

DJ&A supported CFLHD with scoping and PDP development for the rehabilitation of a 5.44-mile portion of Mt. Baldy Road. Traffic on the roadway regularly exceeds the regulatory speeds, and Los Angeles County identified three distinct accident concentrations within the project area. During the rainy season, the roadway deteriorates and becomes increasingly unsafe for visitors due to rockfall debris. This project will improve safety and access by addressing pavement surface deficiencies using FDR and new pavement and addressing soil erosion issues and poor drainage. Safety upgrades along the route will likely include removing and/or improving horizontal curves and designing for new guardrail, MUTCD-compliant signage, oversized signage, striping, possible ITS features, speed limit reductions, enhanced curve warnings, rock scaling to reduce rockfall, and rumble strips. Conor was responsible for scoping during the site visit and creating report documents and the PDP. Report documents included the scoping trip report, scoping summary, scoping report, preliminary engineer's estimate, draft project delivery schedule, risk and opportunity management plan, quality control plan, and photo log.

FHWA - Central Federal Lands Highway Division - CO FTFS 121(1) Trickle Park Road (Grand Mesa National Forest, CO)

Role: Design Engineer

DJ&A completed the scoping and project design plan development for rehabilitation of a segment of Trickle Park Road, a high-priority, rugged, mountainous road located at elevations above 10,000 feet in western Colorado. Close coordination with the USFS and CFLHD was necessary to determine a right-sized project and to define project priorities. Project design includes culvert replacement, new culvert construction, alignment adjustments, and drainage improvements as well as roadway resurfacing and signage installation. Conor was responsible for creating mainline plan sheets, curve widening design, culvert design, approach and pullout design, quantifying all bid items associated with the project, and building the engineer's estimate.

FHWA - Central Federal Lands Highway Division - CO FTNP DINO 11(1) Harpers Corner Road (Dinosaur National Monument, CO)

Role: Design Engineer

DJ&A is completing two related roadway improvements, the project includes typical 3R rehabilitation improvements to up to 14.1 miles of Harpers Corner Road. Primary improvements include Full-Depth Reclamation (FDR) and Asphalt Concrete Pavement (ACP) overlay of the existing road and parking areas, improvements to a park entrance station, cattle guards, guardrail, sidewalk, signage and striping, drainage, and substantial sub-excavation and subgrade stabilization. Conor was responsible for creating mainline plan sheets, erosion control plans, traffic control plans, curve widening design, and guardrail layout as well as quantifying all bid items associated with the project and building the engineer's estimate.



EDUCATION

B.S. – Civil Engineering (2007)
Colorado School of Mines
Golden, CO

M.S. – Structural Engineering
(2009)
Colorado School of Mines
Golden, CO

REGISTRATIONS

Professional Engineer: Colorado
#0055953

EXPERIENCE

2024 - present: DJ&A, P.M.
(Lakewood, CO)

2023-2024 – Federal Highway
Division Office, Area Engineer
(Lakewood, CO)

2008-2023: Central Federal Lands
Highway Division – FHWA
(Lakewood, CO)

RYAN OWEN, PE – PROJECT MANAGER

Ryan is a project manager with 16 years' progressive experience in performing construction management, structural and roadway design, and project management on large and small federal projects. Ryan also has experience administering federal grants and providing guidance of regulations to state and local agencies. He is proficient in SAP, Open Roads Designer, and Microsoft Office.

Boulder County – CO 119 Safety, Mobility, and Bikeway Improvements Project (Boulder, CO)

Role: Area Engineer

Worked as part of the team on the CO 119 Safety, Mobility, and Bikeway Improvements project that would provide intersection improvements, creation of new RTD bus stations, and creation of a new bicycle/pedestrian path along the median of the divided highway between Boulder and Longmont. The project worked to provide a new, safer pathway for bicyclists commuting along the highway, and allow residences easier access to bus services provided along the highway. Ryan was responsible for providing guidance on meeting federal requirements for the project, including its RAISE grant. Also worked as a member on the engineering team, working to help create solutions for challenges discovered during the design, including unknown utilities and increased traffic from initial scoping.

Bureau of Reclamation – Lakeshore Road And Elephant Butte Improvements (Truth and Consequences, NM)

Role: Lead Roadway Designer

CFL completed scoping, preliminary and final design, and construction management for the Lakeshore Road culvert and bridge improvements and the Elephant Butte 3R striping and repaving improvements project. Key improvements included redesigning of concrete box culverts, construction of two bridges, restriping of seven parking lots, and restriping of access roads allowing for better multimodal access to the docks and marina. Ryan was one of the lead designers on the project, working on plans, specifications, and cost estimates for both locations. Also worked with the teams providing structural design for the concrete box culverts and bridges. Also worked with the various stakeholders to determine what is needed for each location, what phasing and seasonal requirements will be needed during construction, and making sure the design meets all the requirements of the stakeholders.

National Park System – Lava Beds National Park Repaving (Klamath Falls, CA)

Role: Lead Roadway Designer

CFL completed scoping, preliminary and final design, and construction management for the Lava Beds National Park Repaving project. Key improvements were restriping of all roads with the national park, updating all parking areas to meet ADA requirements, and changing of the visitor center parking lot to allow for better access to the visitor center and adjacent lava tubes. Ryan was the lead designer for this project, and helped with both design and providing guidance to team working on the project. He also worked closely with the national park to help determine known areas of pedestrian accidents and providing solutions to lower the risks at these locations. Also worked with the park landscape architect to make sure historical context was preserved at key locations.



CONNIE MCCUNE – SENIOR ENVIRONMENTAL PROJECT MANAGER

Summary of Qualifications and Skills: Connie has over 20 years of experience in environmental science and natural resources project management. She has coordinated environmental compliance efforts and documentation for ecological restoration, transportation, recreation, and transmission line projects for numerous federal clients. Connie has completed Shipley NEPA Training and has extensive NEPA documentation experience. Connie has also conducted and led extensive baseline data collection for project-level and landscape-scale natural resource inventories and monitoring projects.

EDUCATION

MS – Geosciences, University of Montana, Missoula, Montana

BA – Geosciences, Humboldt State University Arcata, California

TRAINING & SKILLS

Stormwater Pollution Prevention Plan (SWPPP) Preparer/Administrator (Certified)

Shipley National Environmental Policy Act (NEPA) Training: Managing NEPA Process, Writing Effective NEPA Documents, 2010

Colorado School of Mines - Introduction to Rare Earth Geology, Mineralogy, Mining, Mineral Processing, Extractive Metallurgy and Economics

YEARS OF EXPERIENCE: 20

YEARS OF EXPERIENCE PROVIDING SIMILAR SERVICES: 20

WORK EXPERIENCE

2009–Present: DJ&A, P.C., Environmental Project Manager (Missoula, MT)

2009: Lolo National Forest, Geology Technician (Missoula, MT)

2007–2008: Lolo National Forest, Soils and Hydrology Technician (Missoula, MT)

2005–2007 University of Montana, Research and Teaching Assistant (Missoula MT)

Montana Department of Transportation – SF 189 D2 Median Cable Rail Project (Gallatin, Silver Bow, Broadwater, Deer Lodge, and Jefferson Counties, Montana) • November 2022–Ongoing

Primary Project Type: NEPA / MEPA, Biological, Aquatic, and Permitting

Role: Environmental Compliance Specialist

DJ&A is supporting MDT as the prime engineering contractor on a design-build contract for the design and construction of 56 miles of high-tension cable barrier in the medians of I-15 and I-90 near the towns of Butte and Bozeman. As part of this work, DJ&A prepared environmental documentation for the project as a CE under NEPA and MEPA. As part of the CE, DJ&A prepared the Initial Site Assessment and the Biological Resources Report in accordance with MDT standards. DJ&A is also preparing SWPPPs and all permit applications necessary for project execution, which include permits associated with excavation in federal Superfund sites and work within the mapped 100-year floodplain and MS4 areas. Connie is performing quality control reviews for the CE, the BA, and permitting process under local and federal guidelines.

FHWA, Central Federal Lands Highway Division – Red Rock Legacy Trails (Clark County, Nevada) • September 2022–Ongoing

Primary Project Type: Biological, Aquatic, and NEPA

Role: NEPA Coordinator

This is a multi-phase project to design a bicycle and pedestrian trail linking urban Las Vegas with the Red Rock Canyon National Conservation Area on BLM lands. DJ&A is contracted to perform surveying, engineering, environmental, hydraulic, geotechnical, pavement design, and project management services, ultimately producing project plans and specifications. DJ&A's environmental team is responsible for leading all environmental compliance components of the project including coordination with multiple agencies, NEPA documentation, and conducting extensive natural resource surveys. Surveys included ESA-protected and BLM sensitive species, noxious weed surveys, and aquatic resources delineations. As the NEPA Coordinator, Connie is leading the environmental compliance process, which includes a CE) for geotechnical drilling and exploration as well as the EA for the trail project.

USFS / Idaho Department of Lands – Kaniksu CFRP Transportation and Hydrology Data Collection and Transportation Analysis (Idaho Panhandle National Forests, Idaho) • 2019–2020

Primary Project Type: Biological, Aquatic, Transportation

Role: Project Manager

The 138,677-acre Kaniksu Community Forest Restoration project is located in the Priest Lake Ranger District of the Idaho Panhandle National Forests. DJ&A collected field data, assessed existing conditions of the transportation system, and identified road-related impacts to aquatic resources in support of forthcoming NEPA analyses. DJ&A identified opportunities to improve conditions and developed remediation actions. Connie provided project management and oversight for transportation and hydrology surveys across 800 miles of National Forest System roads. Surveys focused on transportation systems and hydrological functions, including more than 125 culvert and stream assessments.