

SUBJECT: PARKS, RECREATION AND OPEN SPACE DEPARTMENT LONG-RANGE PLAN AND TRAILS MASTER PLAN

DATE: MAY 6, 2025

PREPARED BY: BRYON WEBER, PROS PROJECT MANAGER

PRESENTED BY: ADAM BLACKMORE, PROS DIRECTOR & BRYON WEBER, PROS PROJECT MANAGER

SUMMARY:

Staff requests Council approve a consulting contract with DTJ Design Inc. (DTJ) for the purpose of developing an updated Long-Range Plan and a Trails Master Plan, respectively, for the Parks, Recreation and Open Space (PROS) Department and its divisions – Parks, Recreation & Senior Services, Open Space and the Coal Creek Golf Course.

The goal of the Long-Range Plan is to complete a high-level analysis of each of the PROS division's existing facilities, amenities and services, developed parks, and open space properties. This plan will be informed by robust public engagement strategies that capture the community's needs, desires and priorities for each PROS division going forward. Similarly, the Trails Master Plan will include analysis and public input specific to the City's trail system and result in prioritized needs and desires for the on-going planning, development and management of the trail network and related topics.

The planning contract is to be primarily facilitated by DTJ who will then oversee a team of five subconsultants with varied expertise. DTJ is a multi-disciplined planning, architecture, landscape architecture and urban design firm whose consulting practice ranges from community planning to amenity design (including golf) to parks and open space.

Supporting the DTJ team will be:

- ERO Resources – local experts in the environmental, open space and natural resources topics that will direct many aspects of both plans
- Ballard*King – specialists in recreation planning and administration
- Toole Design Group – offering technical assistance on the trails master plan
- RRC Associates – providing community research and a statistically valid survey
- Studio 6 – supporting implementation of the public outreach and community engagement essential for successful completion of both plans

If approved, the work is expected to take place over the next 14-18 months, with adoption of both plans taking place in the second half of 2026. An expanded narrative on both planning efforts with additional background is available in the attached staff report.

BACKGROUND / PRIOR DISCUSSIONS:

This item was originally submitted as part of the March 18, 2025 consent agenda, however, it is being resubmitted at the request of Council to now include an updated consultant proposal and a staff report with further clarifications on questions which arose from the previous submittal.

- March 18, 2025 – City Council Advanced Agenda & Regular Meeting
Contract approval was removed from the consent agenda and discussed as part of the regular meeting. No formal staff presentation was made, but the PROS Project Manager was present to answer questions from Council.
- October 14, 2024 – City Council Advanced Agenda
Council approved a revised Request for Proposal (RFP) outlining staff's desired planning approach and scope. This RFP was publicly advertised and used to solicit consulting proposals for both plans as part of a combined planning effort.
- September – October 2024 – Advisory Board Review
A draft Request for Proposal (RFP) was presented to the Open Space Advisory Board (OSAB), Parks and Public Landscaping Advisory Board (PPLAB) and Recreation Advisory Board (RAB) to allow board members to review and comment on the staff's suggested approach, scope and strategy. Board comments were used to modify the RFP before submission to Council for additional feedback.
- June - July 2024 – Request for Proposal (RFP) Development
Staff developed the RFP based on review of the previous PROS Master Plan completed 2012, research of other municipalities planning efforts and on-going conversations with PROS leadership and division staff.
- May 7, 2024 – City Council Budget Amendment
Council approved an amendment of the 2024 budget which included (among other items) allocation of \$100,000 for completion of the Trails Master Plan.
- November 6, 2023 – Council Approval of 2024 Budget
Approval included \$300,000 for the "PROST Master Plan Update" as part of the then Open Space & Parks Fund (then Fund 201).
- November 15, 2022 – Council Approval of 2023-28 Capital Improvements Plan
Approval of the 2023 budget included the 5-year CIP plan with \$300,000 in fiscal year 2024 for what was then called the "PROST Master Plan Update".

DEVELOPMENT PROPOSAL:

Not Applicable

ANALYSIS:

A majority vote from Council is needed to award and execute a consulting contract with DTJ in the amount of \$375,500 for the purpose of completing the PROS Long-Range Plan and Trails Master Plan projects. Approval would also authorize staff to spend up to an additional \$24,500 on additional services and/or contingency needs for a total not-to-exceed \$400,000 between the combined planning projects.

Council should consider that both plans are vital to the success of the PROS Department, and its divisions, as they will establish guiding documents to inform resource investments and aspects of planning, operations and department management for the next decade. The previous PROS Department plan was completed in 2012 and is therefore overdue for its typical 10-year update – particularly in light of the significant events that have occurred since its completion including the 2013 flood, 2021 Marshall Fire, COVID pandemic and significant transitions in both City and Department leadership.

Furthermore, as outlined in Title 4 of the Louisville Municipal Code, the Open Space Advisory Board is tasked with overseeing the adopted Trails Master Plan, however such plan has not been previously completed as a standalone resource, and this will serve as the opportunity to complete this particular planning process for the first time.

2025 COUNCIL WORK PLAN:

The PROS Long-Range Plan and Trails Master Plan are listed in the Core Services section of the 2025 work plan. These plans incorporate Council's EDI lens with planning strategies focused on community engagement which listens to all voices and obtains direction for the collective community's needs and desires. Environmental sustainability is at the forefront of the planning effort with a lead consultant who integrates such philosophy into their daily practice and a dedicated environmental sub-consultant to advise and direct all aspects of both plans.

FISCAL IMPACT:

Budgeted?: **Yes**

As outlined below, the City currently has \$300,000 allocated to the PROS Long-Range Plan and an additional \$100,000 specifically for the Trails Master Plan.

The \$300,000 originated in the 2024 budget in the fund previously known as Fund 201 – Open Space & Parks. It was placed into this shared fund with the intention of being used for the overall PROS Department Long-Range plan, including components for all four PROS divisions.

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As part of a May 2024 budget amendment which was reviewed by the Finance Committee and approved by City Council, Fund 201 was divided into what is now known as Fund 210 – Open Space and Fund 211 – Parks. During the division of Fund 201, the \$300,000 was administratively split (50/50) between Fund 210 and 211 so that each fund holds \$150,000. As an administrative split, no implications were intended that half of the money be spent on parks and half on open space given the shared nature of the old Fund 201 and original intention that the money be used for the overall PROS Department planning effort.

Furthermore the \$100,000 allocation for the Trails Master Plan, established by the same May 2024 budget amendment, was administratively split (50/50) between the then new Funds 210 and 211, as shown below.

Available Budget	
Acct. No. 210522-630188 (Open Space – PROS Long Range Plan)	\$150,000
Acct. No. 211511-630188 (Parks – PROS Long Range Plan)	\$150,000
Acct. No. 210528-660316 (Open Space – Trails Master Plan)	\$50,000
Acct. No. 211511-660316 (Parks – Trails Master Plan)	\$50,000
Total Available:	\$400,000
Anticipated Expenditures	
PROS Long Range Plan	\$275,500
Trails Master Plan	\$100,000
Cottonwood Park & Lake Park OS Concept Plan	\$0.00
Contingency / Additional Services (T.B.D)	\$24,500
Total Not-to-Exceed:	\$400,000
Budget Remaining	(\$0)

The results of the competitive bidding process and tabulation of fees proposed by the 8 respondents are shown below. DTJ Design's original proposal was the second lowest bidder overall and after staff review of the submitted proposals, the lowest bidder of the four short-list firms.

Note that DTJ's current fee proposal differs from their original number due to the scope negotiations discussed in the summary section above regarding how to best maximize the consulting team's services within the City's overall budget. The current proposal outlined in Exhibit A & B reflects staff's desired scope, community engagement process, sub-consultant involvement and final deliverable expectations while also fulfilling staff's desire to withhold some funds for potential additional service investments and/or general contingency purposes.

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The bidding tabulation is as follows:

Lead Consultant	Service Fees Submitted in Exhibit A - Cost Proposal Form				
	Fee Total	Long Range Plan	Add Alt #1 - Trail System	Add Alt #2 - Cottonwood	Other
Land Design	\$ 385,000.00	\$ 225,000.00	\$ 100,000.00	\$ 60,000.00	\$ -
DTJ	\$ 391,116.00	\$ 247,318.00	\$ 92,166.00	\$ 51,632.00	\$ -
BerryDunn	\$ 396,962.00	\$ 212,526.00	\$ 99,508.00	\$ 84,928.00	\$ -
Logan Simpson	\$ 399,860.00	\$ 250,648.00	\$ 99,947.00	\$ 49,265.00	\$ -
Design Workshop	\$ 400,000.00	\$ 292,000.00	\$ 100,000.00	\$ 8,000.00	\$ -
SCJ Alliance	\$ 451,035.00	\$ 270,173.00	\$ 109,051.00	\$ 71,811.00	\$ -
Kimley Horn	\$ 452,000.00	\$ 284,000.00	\$ 100,000.00	\$ 65,000.00	\$ 3,000.00
110 Percent	\$ 463,330.00	\$ 271,970.00	\$ 99,900.00	\$ 91,460.00	\$ -

Note: Firms are listed in order of fee total only. **Bold** indicates firms short-listed for interview.

ALTERNATIVE(S):

An alternative to completing these plans is to continue using the adopted 2012 PROST Master Plan as the guiding planning document for the Department and continue managing the trail system on a project-by-project basis.

Staff believe this alternative will result in reactionary management and potential uncertainty as to whether PROS facilities, programs and services meet the needs and desires of the community as a whole.

RECOMMENDATION:

Staff recommend the City Council vote in support of the award to DTJ, approve the master consulting agreement for \$375,500 with an amount not-to-exceed \$400,000 and authorize the Mayor, City Manager, Parks, Recreation, and Open Space Director and City Clerk to sign and execute contract documents on behalf of the City.

ATTACHMENT(S):

1. Exhibit A – Signed Agreement with detailed Scope of Work
2. Exhibit B – Updated Proposal from DTJ with sub-consultant portfolio
3. Exhibit C – Staff Report with further background narrative

**INDEPENDENT CONTRACTOR AGREEMENT
BY AND BETWEEN THE CITY OF LOUISVILLE
AND DTJ DESIGN INC.
FOR PROS LONG RANGE PLANNING, TRAILS MASTER PLANNING
AND COTTONWOOD/LAKE PARK CONCEPT DESIGN SERVICES**

1.0 PARTIES

This INDEPENDENT CONTRACTOR AGREEMENT (this “Agreement”) is made and entered into this 19TH day of March, 2025 (the “Effective Date”), by and between the **City of Louisville**, a Colorado home rule municipal corporation, hereinafter referred to as the “City”, and **DTJ Design Inc.**, a Colorado Corporation, hereinafter referred to as the “Contractor”.

2.0 RECITALS AND PURPOSE

- 2.1 The City desires to engage the Contractor for the purpose of providing PROS Long Range Plan and Trails Master Plan services as further set forth in the Contractor’s Scope of Services set forth in Section 3.0 of this Agreement (which services are hereinafter referred to as the “Services”).
- 2.2 The Contractor represents that it has the special expertise, qualifications and background necessary to complete the Services.

3.0 SCOPE OF SERVICES

The Contractor agrees to provide the City with the specific Services and to perform the specific tasks, duties and responsibilities set forth in Scope of Services attached hereto as Exhibit “A” and incorporated herein by reference. Contractor shall furnish all tools, labor and supplies in such quantities and of the proper quality as are necessary to professionally and timely perform the Services. Contractor acknowledges that this Agreement does not grant any exclusive privilege or right to supply Services to the City.

4.0 COMPENSATION

- 4.1 The City shall pay the Contractor for Services under this Agreement a total not to exceed the amounts set forth in Exhibit “B” attached hereto and incorporated herein by this reference. For Services compensated at hourly or per unit rates, or on a per-task basis, such rates or costs per task shall not exceed the amounts set forth in Exhibit B. The City shall not pay mileage and other reimbursable expenses (such as meals, parking, travel expenses, necessary memberships, etc.), unless such expenses are (1) clearly set forth in the Scope of Services, and (2) necessary for performance of the Services (“Pre-Approved Expenses”). The foregoing amounts of compensation shall be inclusive of all costs of whatsoever nature associated with the Contractor’s efforts, including but not limited to salaries, benefits, overhead, administration, profits, expenses, and outside Contractor fees. The Scope of Services and payment therefor shall only be changed by a properly authorized amendment to this Agreement. No City employee has the authority to bind the City with regard to any payment for any Services which exceeds the amount payable under the terms of this Agreement.
- 4.2 The Contractor shall submit monthly an invoice to the City for Services rendered and a detailed expense report for Pre-Approved Expenses incurred during the previous month.

The invoice shall document the Services provided during the preceding month, identifying by work category and subcategory the work and tasks performed and such other information as may be required by the City. The Contractor shall provide such additional backup documentation as may be required by the City. The City shall pay the invoice within thirty (30) days of receipt unless the Services or the documentation therefor are unsatisfactory. Payments made after thirty (30) days may be assessed an interest charge of one percent (1%) per month unless the delay in payment resulted from unsatisfactory work or documentation therefor.

5.0 PROJECT REPRESENTATION

- 5.1 The City designates Bryon Weber as the responsible City staff to provide direction to the Contractor during the conduct of the Services. The Contractor shall comply with the directions given by Bryon Weber and such person's designees.
- 5.2 The Contractor designates Keith Walzak as its project manager and S. Christopher Moore as the Principal in Charge who shall be providing the Services under this Agreement. Should any of the representatives be replaced, particularly Keith Walzak, and such replacement require the City or the Contractor to undertake additional reevaluations, coordination, orientations, etc., the Contractor shall be fully responsible for all such additional costs and services.

6.0 TERM

- 6.1 The term of this Agreement shall be from the Effective Date to December 31st, 2026, unless sooner terminated pursuant to Section 13, below. The Contractor's Services under this Agreement shall commence on March 19th, 2025 and Contractor shall proceed with diligence and promptness so that the Services are completed in a timely fashion consistent with the City's requirements.
- 6.2 Nothing in this Agreement is intended or shall be deemed or construed as creating any multiple-fiscal year direct or indirect debt or financial obligation on the part of the City within the meaning of Colorado Constitution Article X, Section 20 or any other constitutional or statutory provision. All financial obligations of the City under this Agreement are subject to annual budgeting and appropriation by the Louisville City Council, in its sole discretion. Notwithstanding anything in this Agreement to the contrary, in the event of non-appropriation, this Agreement shall terminate effective December 31 of the then-current fiscal year.

7.0 INSURANCE

- 7.1 The Contractor agrees to procure and maintain, at its own cost, the policies of insurance set forth in Subsections 7.1.1 through 7.1.4. The Contractor shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to this Agreement by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types. The coverages required below shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained from the date of commencement of Services hereunder. The required coverages are:

- 7.1.1 Workers' Compensation insurance as required by the Labor Code of the State of Colorado and Employers Liability Insurance. Evidence of qualified self-insured status may be substituted.
- 7.1.2 General Liability insurance with minimum combined single limits of \$1,000,000 each occurrence and \$2,000,000 aggregate. The policy shall include the City of Louisville, its officers and its employees, as additional insureds, with primary coverage as respects the City of Louisville, its officers and its employees, and shall contain a severability of interests provision.
- 7.1.3 Comprehensive Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than \$400,000 per person in any one occurrence and \$1,000,000 for two or more persons in any one occurrence, and auto property damage insurance of at least \$50,000 per occurrence, with respect to each of Contractor's owned, hired or non-owned vehicles assigned to or used in performance of the Services. If the Contractor has no owned automobiles, the requirements of this paragraph shall be met by each officer or employee of the Contractor providing services to the City of Louisville under this contract.
- 7.2 The Contractor's general liability insurance and automobile liability and physical damage insurance shall be endorsed to include the City, and its elected and appointed officers and employees, as additional insureds, unless the City in its sole discretion waives such requirement. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, or its employees, shall be excess and not contributory insurance to that provided by the Contractor. Such policies shall contain a severability of interests provision. The Contractor shall be solely responsible for any deductible losses under each of the policies required above.
- 7.3 Certificates of insurance shall be provided by the Contractor as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be subject to review and approval by the City. No required coverage shall be cancelled, terminated or materially changed until at least 30 days prior written notice has been given to the City. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.
- 7.4 Failure on the part of the Contractor to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of contract upon which the City may immediately terminate this Agreement, or at its discretion may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Contractor to the City upon demand, or the City may offset the cost of the premiums against any monies due to Contractor from the City.
- 7.5 The parties understand and agree that the City is relying on, and does not waive or intend to waive by any provision of this contract, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, § 24-10-101 et seq., C.R.S., as from time to time amended, or otherwise available to the City, its officers, or its employees.

8.0 INDEMNIFICATION

To the fullest extent permitted by law, the Contractor agrees to indemnify and hold harmless the City, and its elected and appointed officers and its employees, from and against all liability, claims, and demands, on account of any injury, loss, or damage, which arise out of or are connected with the Services hereunder, if such injury, loss, or damage is caused by the negligent act, omission, or other fault of the Contractor or any subcontractor of the Contractor, or any officer, employee, or agent of the Contractor or any subcontractor, or any other person for whom Contractor is responsible. The Contractor shall investigate, handle, respond to, and provide defense for and defend against any such liability, claims, and demands. The Contractor shall further bear all other costs and expenses incurred by the City or Contractor and related to any such liability, claims and demands, including but not limited to court costs, expert witness fees and attorneys' fees if the court determines that these incurred costs and expenses are related to such negligent acts, errors, and omissions or other fault of the Contractor. The City shall be entitled to its costs and attorneys' fees incurred in any action to enforce the provisions of this Section 8.0. The Contractor's indemnification obligation shall not be construed to extend to any injury, loss, or damage which is caused by the act, omission, or other fault of the City.

9.0 QUALITY OF WORK

Contractor's Services shall be performed in accordance with the highest professional workmanship and service standards in the field to the satisfaction of the City.

10.0 INDEPENDENT CONTRACTOR

It is the expressed intent of the parties that the Contractor is an independent contractor and not the agent, employee or servant of the City, and that:

- 10.1. **CONTRACTOR SHALL SATISFY ALL TAX AND OTHER GOVERNMENTALLY IMPOSED RESPONSIBILITIES INCLUDING, BUT NOT LIMITED TO, PAYMENT OF STATE, FEDERAL AND SOCIAL SECURITY TAXES, UNEMPLOYMENT TAXES, WORKERS' COMPENSATION AND SELF-EMPLOYMENT TAXES. NO STATE, FEDERAL OR LOCAL TAXES OF ANY KIND SHALL BE WITHHELD OR PAID BY THE CITY.**
- 10.2. **CONTRACTOR IS NOT ENTITLED TO WORKERS' COMPENSATION BENEFITS EXCEPT AS MAY BE PROVIDED BY THE INDEPENDENT CONTRACTOR NOR TO UNEMPLOYMENT INSURANCE BENEFITS UNLESS UNEMPLOYMENT COMPENSATION COVERAGE IS PROVIDED BY THE INDEPENDENT CONTRACTOR OR SOME ENTITY OTHER THAN THE CITY.**
- 10.3. Contractor does not have the authority to act for the City, or to bind the City in any respect whatsoever, or to incur any debts or liabilities in the name of or on behalf of the City.
- 10.4. Contractor has and retains control of and supervision over the performance of Contractor's obligations hereunder and control over any persons employed by Contractor for performing the Services hereunder.
- 10.5. The City will not provide training or instruction to Contractor or any of its employees regarding the performance of the Services hereunder.

- 10.6. Neither the Contractor nor any of its officers or employees will receive benefits of any type from the City.
- 10.7. Contractor represents that it is engaged in providing similar services to other clients and/or the general public and is not required to work exclusively for the City.
- 10.8. All Services are to be performed solely at the risk of Contractor and Contractor shall take all precautions necessary for the proper and sole performance thereof.
- 10.9. Contractor will not combine its business operations in any way with the City's business operations and each party shall maintain their operations as separate and distinct.

11.0 ASSIGNMENT

Contractor shall not assign or delegate this Agreement or any portion thereof, or any monies due to or become due hereunder without the City's prior written consent.

12.0 DEFAULT

Each and every term and condition hereof shall be deemed to be a material element of this Agreement. In the event either party should fail or refuse to perform according to the terms of this Agreement, such party may be declared in default.

13.0 TERMINATION

- 13.1 This Agreement may be terminated by either party for material breach or default of this Agreement by the other party not caused by any action or omission of the other party by giving the other party written notice at least thirty (30) days in advance of the termination date. Termination pursuant to this subsection shall not prevent either party from exercising any other legal remedies which may be available to it.
- 13.2 In addition to the foregoing, this Agreement may be terminated by the City for its convenience and without cause of any nature by giving written notice at least fifteen (15) days in advance of the termination date. In the event of such termination, the Contractor will be paid for the reasonable value of the Services rendered to the date of termination, not to exceed a pro-rated daily rate, for the Services rendered to the date of termination, and upon such payment, all obligations of the City to the Contractor under this Agreement will cease. Termination pursuant to this Subsection shall not prevent either party from exercising any other legal remedies which may be available to it.

14.0 INSPECTION AND AUDIT

The City and its duly authorized representatives shall have access to any books, documents, papers, and records of the Contractor that are related to this Agreement for the purpose of making audits, examinations, excerpts, and transcriptions.

15.0 DOCUMENTS

All computer input and output, analyses, plans, documents photographic images, tests, maps, surveys, electronic files and written material of any kind generated in the performance of this Agreement or developed for the City in performance of the Services are and shall remain the sole

and exclusive property of the City. All such materials shall be promptly provided to the City upon request therefor and at the time of termination of this Agreement, without further charge or expense to the City and in hardcopy or an electronic format acceptable to the City, or both, as the City shall determine. Contractor shall not provide copies of any such material to any other party without the prior written consent of the City. Contractor shall not use or disclose confidential information of the City for purposes unrelated to performance of this Agreement without the City's written consent.

16.0 ENFORCEMENT

- 16.1 In the event that suit is brought upon this Agreement to enforce its terms, the parties shall each bear and be responsible for their own attorneys' fees and court costs.
- 16.2 This Agreement shall be deemed entered into in Boulder County, Colorado, and shall be governed by and interpreted under the laws of the State of Colorado. Any action arising out of, in connection with, or relating to this Agreement shall be filed in the courts of Boulder County or the federal district court for the District of Colorado, and in no other court. Colorado law shall apply to the construction and enforcement of this Agreement.

17.0 COMPLIANCE WITH LAWS

Contractor shall be solely responsible for compliance with all applicable federal, state, and local laws, including the ordinances, resolutions, rules, and regulations of the City; for payment of all applicable taxes; and obtaining and keeping in force all applicable permits and approvals.

18.0 INTEGRATION AND AMENDMENT

This Agreement represents the entire Agreement between the parties and there are no oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by the parties.

19.0 NOTICES

All notices required or permitted under this Agreement shall be in writing and shall be given by hand delivery, by United States first class mail, postage prepaid, registered or certified, return receipt requested, by national overnight carrier, or by email transmission, addressed to the party for whom it is intended at the following address:

If to the City:

City of Louisville
Attn: PROS Project Manager
749 Main Street
Louisville, CO 80027
e-mail: bweber@louisvilleco.gov

If to the Contractor:

DTJ Design, Inc.
Attn: Keith Walzak
3101 Iris Ave. Suite 130
Boulder, CO 80301
e-mail: kwalzak@dtjdesign.com

Except for notices by email transmission, any notice required or permitted under this Agreement shall be effective when received as indicated on the delivery receipt, if by hand delivery or overnight carrier; on the United States mail return receipt, if by United States mail. Notices by email transmission shall be effective on transmission, so long as no message of error or non-receipt is received by the party giving notice. Either party may by similar notice given, change the address to which future notices or other communications shall be sent.

20.0 EQUAL OPPORTUNITY EMPLOYER

- a) Contractor will not discriminate against any employee or applicant for employment because of age 40 and over, race, sex, color, religion, national origin, disability, genetic information, sexual orientation, veteran status, or any other applicable status protected by state or local law. Contractor will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to any status set forth in the preceding sentence. Such action shall include but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notice to be provided by an agency of the federal government, setting forth the provisions of the Equal Opportunity Laws.
- b) Contractor shall be in compliance with the applicable provisions of the American with Disabilities Act as enacted and from time to time amended and any other applicable federal, state, or local laws and regulations. A signed, written certificate stating compliance with the Americans with Disabilities Act may be requested at any time during the life of this Agreement or any renewal thereof.

21.0 NO THIRD PARTY BENEFICIARIES

It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to City and Contractor, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other third party on such Agreement. It is the express intention of the parties that any person other than City or Contractor receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

22.0 SUBCONTRACTORS

Contractor may utilize subcontractors identified in its qualifications submittal to assist with non-specialized works as necessary to complete projects. Contractor will submit any proposed subcontractor and the description of its services to the City for approval. The City will not work directly with subcontractors.

23.0 AUTHORITY TO BIND

Each of the persons signing below on behalf of any party hereby represents and warrants that such person is signing with full and complete authority to bind the party on whose behalf of whom such person is signing, to each and every term of this Agreement.

In witness whereof, the parties have executed this Agreement to be effective as of the day and year first above written.

CITY OF LOUISVILLE

By: _____
Christopher Leh, Mayor

Attest: _____
City Clerk

CONTRACTOR:

By: S. Christopher Moore

Title: Chief Executive Officer + Vice President, DTJ Design Inc.

EXHIBIT A: Scope of Work
City of Louisville Parks, Recreation & Open Space (PROS) Department
Long Range Plan + Trails Master Plan
3-18-2025

SCOPE OF SERVICES

The following Scope of Work is based on four phases of work. The anticipated project duration is 17 months from Notice-to-Proceed to adoption of the Long-Range Plan and Trails Master Plan (March 2025 – August 2026). The Consultant will provide A final Project Schedule as part of Task 1.3: Community Engagement Plan. Phases The Long-Range Plan and the Trails Master Plan will be completed concurrently.

PHASE I: PROJECT INITIATION

TASK 1.1: PROJECT MANAGEMENT, ADMINISTRATION + PROGRESS REPORTING

The Consultant (herein referred to as DTJ Design and subconsultant team members) will provide project management and coordination with the city project management team, assist in facilitating ongoing meetings and plan monitoring as defined in the approved internal Project Work Plan (PWP). The Consultant will meet with the city Project Manager and representatives as part of regularly scheduled management meetings to review specific tasks throughout the project duration. Meeting summary notes will be provided, and the PWP and schedule will be updated as needed. Monthly Progress Reports will be issued as part of the regular monthly billing cycle. Work sessions and regular project management meetings may be held virtually. Meeting agendas will be provided for the staff ahead of time. In coordination with the city staff, the Consultant will be responsible for:

- Project Work Plan activities
- Project Management Team meetings (not to exceed 6 for Phases II-IV)
- Contract scope, scheduling, and budgeting
- Communications, project tracking and invoicing
- Monthly progress reports

TASK 1.2: KICK-OFF MEETING + STUDY AREA TOUR

The Consultant will participate in an initial in-person Kick-off Meeting with staff and other representatives to introduce project team members and review project assumptions and anticipated project outcomes. The Kick-off Meeting will clarify staff and consultant roles and responsibilities, project deliverables and exclusions, and communication protocols. Participants will clarify current and past reports, Geographic Information Systems (GIS) shapefile data, and other information to be provided by the city as part of a Request for Information (RFI), and whether additional data will be required to support future tasks for the Plan process. If any identified gaps of information are determined, the parties shall agree on how that data will be accounted for and by whom. The Consultant will participate in a Study Area Tour organized by the city to understand the department’s properties and assets.

TASK 1.3: COMMUNITY ENGAGEMENT PLAN (CEP)

The Consultant will collaborate with staff to develop a project Community Engagement Plan (CEP) that defines the project’s outreach strategy. The CEP will clarify the engagement activities and staff resources and roles, organizations, boards, and technical working groups, committees, and community-based organizations and contacts associated with the plan process. A detailed schedule will identify each meeting purpose and timeline. The CEP will confirm protocols for email correspondence, digital and print collateral, and any required language translation services. Staff will provide input on stakeholders, focus group participants and session topics, and contact information of volunteer board and elected officials. One set of written comments will be provided by the city. The city will use its current city web platform as the primary web tool for the project.

PHASE I DURATION: ~8 WEEKS

MEETINGS

- Kick-off Meeting (1.5 hr.) and Study Area Tour (2 hr. van tour organized by city staff)
- Ongoing Project Management Meetings (up to 2) and Progress Reporting

DELIVERABLES

- Project Work Plan (PDF format)
- Community Engagement Plan (PDF format)

PHASE II: ASSESSMENT, EXPLORATION + IDEAS

TASK 2.4: RESEARCH, DATA COLLECTION, TRENDS + NEEDS ASSESSMENT

The Consultant will utilize existing data such as past plans and studies, habitat and species data and high value land conservation data (as example) developed by the city as the foundation of the Needs Assessment. After a review of this and other information provided by the city, any gaps or missing information will be identified. This information, along with the assessment of the trail system and each division’s current facilities, programs, and operations, will form the basis for the direction and specific plan recommendations. A review will include the previous PROS Plan policies and standards, inventory of current assets and programs, mapping, and data sets and include the city GIS shapefile data to assess the quality, location, and distribution of facilities and amenities. The Needs Assessment will identify gaps with facilities and services based on population distribution, trails system connectivity and access, and industry standards such as universal access to define needs and priorities.

The Consultant will address facilities, properties, and programs, operational, and capacity issues and include recommendations on how best to establish a financially sustainable program that meets the demands and needs of Louisville’s recreational assets. The evaluation will consider current levels of service standards and evaluate existing facilities and programs to meet community preferences and trends. The review will include a high-level analysis of elements such as:

- Demographics
- Existing city parks, open space properties, and trail system
- Recreation & Senior Center facilities, programs, and services
- Coal Creek Golf Course facilities, programs, and services
- Comparative best practices
- Relevant standards such as National Recreation and Park Association (NRPA), AASHTO and other examples
- Review of maintenance practice and standards
- Operations structure and staffing
- Demand and SWOT analysis

The Needs Assessment will consider the life expectancy of each division’s assets and the backlog of deferred maintenance needs to create a list of improvements necessary to continue to meet current standards. The Consultant will prioritize needs into a short-mid-and long-term ranking system to inform participants and work with staff to strategize a capital improvement program for backlog needs, renovations, and new facilities. The process will apply a high-level evaluation to compare how Louisville lines-up with other communities based on amenities, square foot estimates per resident, residents per facility and overall size. The level of analysis will address existing assets (including recreational facilities, parks, open spaces, and trails), management, maintenance, and operations procedures, and Capital Improvement Program history and needs.

The Consultant will meet with Division managers as part of the stakeholder interview process to discuss their operations and how individual operations interface with the rest of the department operational needs. For the recreation and Coal Creek golf operations, the Consultant will conduct site visits and gap analysis to show current and future golf operations as well as an understanding of asset valuation of the facilities. The Consultant will incorporate the observed findings as part of a high-level summary to illustrate current facilities, rates of participation, staffing, number of golf days produced by the population, and cost recovery data, and capital improvement needs to understand trends and specific actions taken to improve services and revenue. The Consultant will identify key priorities and develop planning level recommendations to address recreational facility and golf course uses. A follow-up visit with Division managers may be scheduled to refine the initial findings and draft reporting.

The Consultant will develop a summary of current PROS mission, values, current goals, policies, and trends analysis and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix to summarize existing conditions and needs. The research will form the basis for a path forward to improving services, identify capital and operational needs and include topics such as:

- Sub-regional influences
- Intra-agency cooperation
- Social-economic and demographic trends
- Diversity and equity programs and needs
- Parks, Opens Space and trail system facilities inventory, and assessment
- Recreation & Senior Center program analysis
- Outdoor recreation amenities, programs, and services
- Golf program assessment
- Multi-generational health and wellness programs and events
- Universal Access and Americans with disabilities (ADA)
- Levels of service
- Supply and demand
- Peer community comparisons
- Gap analysis
- Public art and cultural/historical activities
- Natural resources, open lands, and urban trails; trail Infrastructure
- Land Dedication Ordinance
- Standards and specifications
- Project review procedures (Capital Improvement Program and funding sources)

TASK 2.5: COMMUNITY ENGAGEMENT ACTIVITIES

The project’s community engagement activities will focus on executing the community outreach program identified in the approved CEP. The Consultant will meet with staff to clarify roles and responsibilities, confirm, plan, and facilitate outreach program activities, and coordinate website and technical content for digital and print surveys, print postcards, and required language translation services (not a part of this Scope of Services). The Consultant will prepare information including maps, presentations, graphics, handouts, and track comments, summarize public input, and incorporate input and project summaries.

Stakeholder Interviews (5)

Up to 5 – 1 hr. stakeholder interviews will include internal agency (division) staff such as administration, planning, operations, recreational programs, trails maintenance, events, and other staff, and external stakeholders such as foundation and non-profits, environmental and trails advocacy, youth and senior programs, and multicultural group representatives. Typically, up to 4 participants will attend each interview. The meeting summary notes will be prepared by the Consultant and made available to staff and uploaded onto the project website if determined appropriate.

Focus Group Sessions (3)

The Consultant will coordinate with staff to identify up to three focus groups topics based on plan elements. The focus group sessions will be up to 1.5 hr. long and topics may include recreational programs, culture and arts, sports, neighborhood and community parks, natural open space, conservation, and trails topics. Focus groups may include five to seven representatives per meeting. The Consultant and the city will jointly identify the topic groups. The city will identify the focus group participants and make an initial contact to invite participants to each focus group session. Meeting summary notes will be prepared by the Consultant and made available to staff and uploaded onto the PRD project website.

Community Open House Events (2)

The Consultant will plan and facilitate up to two Community Open House Events to include the PROS Long Range Plan and the Trails Master Plan. The events will concurrently address each plan topic and focus on obtaining input on community values, parks and recreation, and open space and trails needs. The initial Open House Event will be a visioning and goal setting workshop and provide an opportunity for community members to engage and discuss topics for the plan. The second Open House Event will focus on initial plan recommendations and draft implementation strategies. Each Open House Event is 2–3-hour program designed to encourage one-on-one conversations with the community and special interest groups on preferences and needs. The Open House Events will include multiple stations where people can learn about the plan process and provide input on key topics. A brief written online survey will be available through the city website to gather input on specific needs and priorities.

Pop-Up Events (3)

The Consultant will assist in planning and attending up to 3 Pop-up events to be held at various locations throughout the city. Pop-up tents will be provided by the city and be set up at various locations (community center, library, trailheads, or other locations) and as part of planned community events to inform community members and end users and gather input. City staff will support and attend the pop-up events.

Online/ Written Surveys: Preparation, Printing, Distribution, and Data Entry

An online and written survey will be developed and distributed through the city website, and at the pop-up and Open House Events to address plan topics and establish core community values, needs, and priority issues associated with the plan. The online survey will be a statistically valid, communitywide tool. Supplemental written surveys will provide the same content as the online survey and be available at events to solicit input on community preferences concerning parks, recreation and cultural arts programs, and open space, natural resources, and trails. This written supplemental survey is a non-statistically valid survey tool. The survey will be reviewed by the staff prior to printing or uploading onto the city website. The city will be responsible for direct printing costs. The Consultant will coordinate with staff to process survey data entries and summarize the information for website updates. The staff and the Consultant will clarify the details and associated roles with processing the written surveys as part of the project scoping effort.

TASK 2.6: ADVISORY BOARD (6) + CITY COUNCIL UPDATE (1)

The Consultant will participate in up to four advisory board meetings to include (PPLAB, OSAB, RAB, YAB). Additionally, a Joint Advisory Board meeting (1) and Open Space Advisory Board meeting (1) will be scheduled to address key issues with the Long-Range Plan and Trails Master Plan. A City Council update will be scheduled during this time. Scheduled meetings and recorded meeting notes will be the responsibility of the city staff. The Consultant

will prepare PowerPoint presentations and respond to questions. Additional meetings beyond what is identified will require the Consultant and staff to amend the Scope of Services as needed.

TASK 2.7: NEEDS ASSESSMENT INTERIM REPORT

The Consultant will prepare an Interim Needs Assessment Summary Report to address both the technical assessment and community engagement process. The Report will be an appendix item and as part of the project website. In a digital PDF, the summary report will identify the engagement activities, milestone dates, and key inputs. The Consultant will respond to one round of written edits by the staff.

PHASE II DURATION: ~16 WEEKS*

MEETINGS

- Ongoing Project Management Meetings (monthly up to 4) and Progress Reporting
- Staff Work Sessions (up to 2)
- Stakeholder Interviews (5)
- Focus Group Sessions (3 groups)
- PROS Long Range Plan Advisory Board Updates (4)
- City Council Update (1)
- Joint Advisory Board Update (1), Open Space Advisory Board Update (1)

DELIVERABLES

- Interim Needs Assessment Report (PDF format)
- Community Open House Event (1)
- Pop-Up Events (3)
- Statistically Valid Online Survey / Written Survey (Open House and Pop-up Events)

PHASE III: SYNTHESIS + ANALYSIS

TASK 3.8: STAFF WORK SESSION, IMPLEMENTATION STRATEGIES / RECOMMENDATIONS

The Consultant will plan and coordinate up to four Staff Work Sessions to include departmental representatives. The purpose is to review current programs and operations and synthesize focused topics and themes that consistently rise to the top of community and technical discussions. Participants will assess key topics to confirm the previous 2012 PROS Plan priorities and current community needs and desires, and affirm trends and high-priority needs, current policies and standards that should be considered as a carry forward for the current plan process. Each work session will address various phases of work and help develop preliminary recommendations, proposed capital improvements, and operational program requirements for the Plan. Topics will be identified and documented to help inform future recommendations and may include:

- Equitable access to recreational programs
- High-priority open space, resources, land acquisitions, and trail access
- Trails system mapping; existing and future improvements and connections Existing PROS facilities and future needs development
- Level of service standards for PROS facilities, properties, and trails
- Maintenance and operations procedures (revisions, updates or new maintenance plans are not included)
- Current funding programs and potential future parks, recreation facilities, trails, and open spaces funding needs
- Impacts of new/proposed land uses on neighborhood parks
- Land Acquisitions and Management Strategies (detailed land management plans are not included)
- Open Space restoration and mitigation (see Exclusions Section)
- Potential Fees and charges
- Recreation programs and services
- Golf course programs and services (detailed golf course operations and financial business plans are not included)
- Cost recovery goals for each division’s programs and services (detailed cost recovery financial plans are not included)

TASK 3.9: DRAFT PROS LONG RANGE PLAN + TRAILS MASTER PLAN

The Consultant will prepare a Draft Plan outline draft table of contents and Plan layout to be reviewed and approved by staff. The PROS Long-Range Plan and Trails Master Plan will be separate documents. To expedite the Draft Plan process, staff will forward any native digital files (InDesign, photo imagery, and any city PROS branding graphics). The Draft Plans will include acknowledgments, table of contents, list of map graphics, tables, and content that reflects key topics identified throughout the planning process.

Map exhibits will include the city boundary and immediate service area and address existing and future parks and recreation facilities, open space areas, trails and trailheads, future trails, and proposed land acquisition areas (as an example). Deliverables will be provided in digital PDF format for internal staff review. Staff will be responsible for ensuring that all Department and Division written comments are consolidated input into one written set of comments. Up to two rounds of written comments will be provided by the staff and addressed by the Consultant. The documents will be formatted to be uploaded onto the project website and for print and distribution. The city will be responsible for uploading the draft document onto the city website and be responsible for any printing as required.

Implementation Strategies/Funding Sources

The Consultant will review current and potential capital projects and funding requirements to support the Plan Update recommendations and priorities and consider current and potential revenue sources and reflect cost recovery and programming goals. This task will include considerable interaction with the staff and decision-makers regarding staffing and funding programs and how to provide a balanced approach to serve current and future community needs.

The Consultant will develop a draft Implementation Strategies Action Plan Matrix to identify key programs, plan strategies, responsible agencies, funding programs, and projected timelines of each initiative over the next ten years. The Implementation Strategies Action Plan will include internal work sessions with staff, and related working groups to define a realistic and grounded plan going forward. The Action Plan Matrix strategies and priorities will be based on PROS budget and funding resources. The delivery will be reviewed for quality control by the consulting team and provided to staff in PDF format for review. Up to two rounds of written comments will be addressed.

TASK 3.10: ADVISORY BOARD + CITY COUNCIL UPDATE

The Consultant will participate in up to four additional follow-up advisory board meetings and a follow-up Open Space Advisory Board meeting (1) to solicit input on preliminary plan recommendations and address key issues with the Long-Range Plan and Trails Master Plan. A City Council update will be scheduled during this time. Scheduled meetings and recorded meeting notes will be the responsibility of staff. The Consultant will prepare presentations and respond to questions.

TASK 3.11: PRELIMINARY-FINAL PROS LONG RANGE PLAN + TRAILS MASTER PLAN

The Consultant will refine the Draft Plan documents and address technical edits by staff. We will respond to the input from staff and prepare a separate Preliminary-Final Plan for both deliverables separately. The deliverables will include graphic maps, tables, and narrative content (Executive

Summary, Table of Contents, List of Figures and Maps, Plan Chapter content, and Appendix items). A summary of the planning and community engagement process and inputs will be provided as a separate Appendix item. The Preliminary-Final Plan deliverables will be provided in digital PDF format. Up to two rounds of written comments will be addressed prior to issuing the Final Plan(s) deliverables. Each document will be formatted to be uploaded onto the PRD project website and for print and distribution. The city will be responsible for uploading the draft document onto the city website and be responsible for any printing as required.

PHASE III DURATION: ~28 WEEKS*

MEETINGS

- Ongoing Project Management Meetings and Progress Reporting
- Staff Work Sessions (up to 2)
- Advisory Board Updates (4) + Open Space Advisory Board Meeting (1)
- City Council Update (1)

DELIVERABLES

- Draft Long-Range Plan + Trails Master Plan (separate PDF format documents)
- Preliminary Recommendations + Implementation Strategies Action Plan (PDF format)
- Preliminary-Final Long-Range Plan + Trails Master Plan (PDF format)

PHASE IV: PLAN ADOPTION

TASK 4.12: BOARDS, COMMISSION + CITY COUNCIL PLAN ADOPTION

The Consultant will support staff as part of the Plan Approval process, including preparing presentation materials, documenting comments, and incorporating input into the Final PROS Long Range Plan and Trails Master Plan. The Consultant will attend one City Council presentation and provide project website content as required. One set of written comments from staff will be addressed. A Final PROS Long Range Plan and Trails Master Plan will be provided as a digital PDF document and one hard copy after the public hearing and approval process. The city will be responsible for uploading the draft document onto the city website and be responsible for any printing as required.

TASK 4.13: FINAL PLAN, REPORTING + CLOSE OUT

The Consultant will provide digital files for all deliverables for each project component at project completion. The final close-out will include transferring all original data files to the PRD. The final close out will occur after the completion of Phase I V below.

PHASE IV DURATION: ~12 WEEKS

MEETINGS

- Ongoing Project Management Meetings (monthly up to 3) and Progress Reporting
- City Council presentation (1)

DELIVERABLES

- Final PROS Long Range Plan (PDF format)
- Final Trails Master Plan (PDF format)

PROJECT ASSUMPTIONS

The following projects assumptions apply to the Scope of Work in full.

- The timeline for the Scope of Services is assumed as a 17-month process from Notice-to-Proceed to Final Approved PROS Longe-Range Plan and Trails Master Plan.
- The city will provide:
 - All Applicable GIS shapefiles in ESRI format.
 - Required past reports and studies, policies and procedures, and financial data.
 - Staff support for required client team meetings (staff team meeting attendees contact list, meeting scheduling and meeting room).
 - Staff support for required community engagement activities (meeting room, staff attendance, city social media announcements).
 - Any other project supportive needs not mentioned.
- Staff will provide up to 2 sets of written comments for each of the primary deliverables. Staff will coordinate internally for all divisions to respond to written comments. Written comments will be provided in a single consolidated form of communication to the Consultant.
- Written materials, graphics, and data shall be delivered in digital format consistent with the Microsoft Office and Adobe Acrobat products. The electronic format for written/ text documentation shall be Microsoft Word; graphic presentation documentation shall be Microsoft PowerPoint; and spreadsheet data shall be Microsoft Excel, in the most current versions. Mapping is to be provided in PDF and Shapefile format. Final deliverables shall be a digital PDF file to include all content, executive summaries, and appendices.
- This proposal includes basic recommendations for ecological restoration but does not include a custom ecological restoration plan.
- Report deliverables will not constitute 'formal consultation' with the U.S. Fish and Wildlife Service.
- Identification of high-priority open space land acquisitions, reclassification of existing parkland into open space and associated funding mechanisms shall be further defined to clarify the appropriate and required level of analysis.
- Identifying criteria recommendations for trail restoration for formalized trails and user defined trails shall be further defined
- The Consultant may be asked to produce additional site plans, drawings, and digital renderings as part of the Long-Range Plan and Trails Master Plan. Staff and the Consultant will clarify the number and type of illustrations and visuals that may be needed.
- Print + digital collateral includes:
 - Print Postcards 500 (5 X 7 cards w/QR Code)
 - Retractable Banners 2 – 6-ft. tall
 - Stretch Tablecloth 1
 - Press Releases up to 3
- Assume the city will provide high-quality photography as needed. If additional photography is required, the consultant can provide a fee based on the number of photos required.
- DTJ invoices at the beginning of each month based on the prior month of work effort. Payment is expected to be provided within 30 days of the invoiced amount. Actual monthly invoice amounts may vary.

EXCLUSIONS

The following items are currently not part of the proposed Scope of Services:

- Language translation services for print material.
- Artist perspective 3D Modeling, site drawings and digital renderings.
- Parks, recreation, and open space financial plans, staff programming recommendations, or market studies.
- Prairie dogs, if present, will be addressed with a recommendation memo. Management is not included.
- Noxious weed mapping. Recommendations for observed species will be provided.
- Species specific threatened or endangered species surveys or trapping will not be conducted.
- Field ecological inventory or open space management plan.
- Field run survey or subsurface utility Investigations.
- Geotechnical Investigations.
- Open space wildlife, natural resources, archaeological, and habitat inventory and site-specific management and maintenance plans.
- Resource protection plans for sites that contain archaeological, paleontological, geologic, or other special resources.
- Threatened or endangered species inventory assessment.
- Native prairie restoration plans and procedures.
- Wetland delineations, permitting and mapping.
- Seasonal or permanent closures of open space requirements and procedures.
- Criteria for trail restoration for formalized trails and user defined trails.

ADDITIONAL SERVICES (NOT INCLUDED IN THE SCOPE OF WORK)

Before any additional tasks are considered, staff and the Consultant will clarify the specific need and details to be in as a Scope of Work addendum.

Example services may include:

- Videography
The Consultant may provide project videos to inform the community of the plan process. The Consultant will create an outline of key ideas to communicate the plan purpose and visioning process to ensure residents are informed regarding parks, recreation, open space, and trails. The videos may include various outreach events and the planning process.
- Survey Data Interactive online dashboard: RRC would produce an interactive online dashboard that allows users to engage with the survey data. The dashboard would be hosted on Tableau online and could either be open to the public or for internal use only. The data can be cross tabulated by up to 5 different customized variables (for example, age, location in community, familiarity with the open space system, etc.) allowing for deeper insights and analysis. The dashboard is user-friendly and easy to understand. It highlights areas within the data that show the largest differences and allows the data to be accessible and not static.
- Print media flyers and larger format posters to advertise the community survey and Open House Events.
- Language translation services may be provided for Community Open House / Workshops and the online and mail surveys as requested.
- Additional site plans, drawings, and digital renderings beyond what is defined as part of the Plan.
- Project branding (trails open space logo, branding and style guide).
- Project Yard Signs w/metal frames.
- Branded Swag (tote bags, water bottle, stickers).
- Blog post and podcasts.
- Paid Facebook/Instagram Promotions.
- Professional photography for events.



LOUISVILLE, COLORADO | 04.09.2025

pros department long range plan + trails master plan

**RESPONSE TO REQUEST FOR ADDITIONAL INFORMATION
PROJECT NUMBER 210110-540900**

04.09.2025

Attn: Bryon Weber
749 Main Street
Louisville, CO 80027

RE: Response to Request for Additional Information



Hello Bryon,

Per your direction, DTJ DESIGN is providing the following Response to Request for Additional Information for the City of Louisville Parks, Recreation, and Open Space (PROS) Department Long Range Plan and Trails Master Plan.

The purpose of this update is to clarify our team and approach for the open space and trails component of the plan process. As directed by your team, we have included locally-owned **Environmental Resources Corporation (ERO)** to provide natural resources and environmental evaluation pertaining to the open space and natural resources components of the study. For 40-years, ERO has been serving communities throughout Colorado addressing complex environmental issues in communities similar to Louisville. DTJ, ERO and our other team members will collaborate with your in-house experts to conduct a comprehensive analysis, ensuring an understanding of your community's values, aspirations, and needs regarding open space, natural resources, and trail system planning in Louisville.

We understand the significance of this plan component in developing a comprehensive, long term strategy. Our approach remains focused on collaboration as a key principle to create a vision for safe, accessible, and sustainable parks, recreational spaces, and open areas that address both the immediate and future needs of the community. We are dedicated to work with your staff and community members to understand the environmental, social, and economic sensitivities required to provide an intentional and productive solution.

Our refined Exhibit A: Scope of Work outlines a thorough process to assess current and future parks, open spaces and trails infrastructure. This initial step will help identify long range needs in a comprehensive and holistic way. The next steps will focus on delivery of plan recommendations to help

guide recreational needs, and high-quality trails and amenities while protecting valuable ecosystems, open space, and natural resources in Louisville.

As previously described, DTJ will lead the project management, inventory, data analysis, and mapping for parks, recreation, golf services, open spaces, and trails. We will simultaneously implement a robust community outreach and engagement process to reaffirm the community's vision, goals, and priorities. Each team member will play an active role in ensuring meaningful participation and input from the community.

Our team is fully dedicated to deliver a comprehensive and impactful visioning process for the PROS Long Range Plan and Trails Master Plan. We are eager to demonstrate how we can effectively support your goals. Should you have any questions or need additional information, please feel free to contact us directly—we are here to be a collaborative partner to ensure the plan's success.

Sincerely,
DTJ DESIGN, Inc.


S. CHRISTOPHER MOORE
Principal + Owner
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KEITH WALZAK
Director of Urban Planning + Design
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DTJ DESIGN

DTJ DESIGN, Inc. (DTJ) is an award-winning international planning and design firm based in Boulder with offices in Atlanta, Austin, and Denver. With nearly 60 years of experience providing Architecture, Planning, and Landscape Architecture services, our extensive portfolio includes a balance of projects demonstrating our depth and capabilities with urban design, mixed-use places, parks, community design, and leisure destinations

across a wide range of geographies. We take a holistic approach to creating distinguished and successful projects. We are known for our contextual and culturally relevant design, creativity, and attention to detail. We are staffed by over 85 talented designers across our offices and have the capability and availability to serve the City of Louisville.

4

Offices

85+

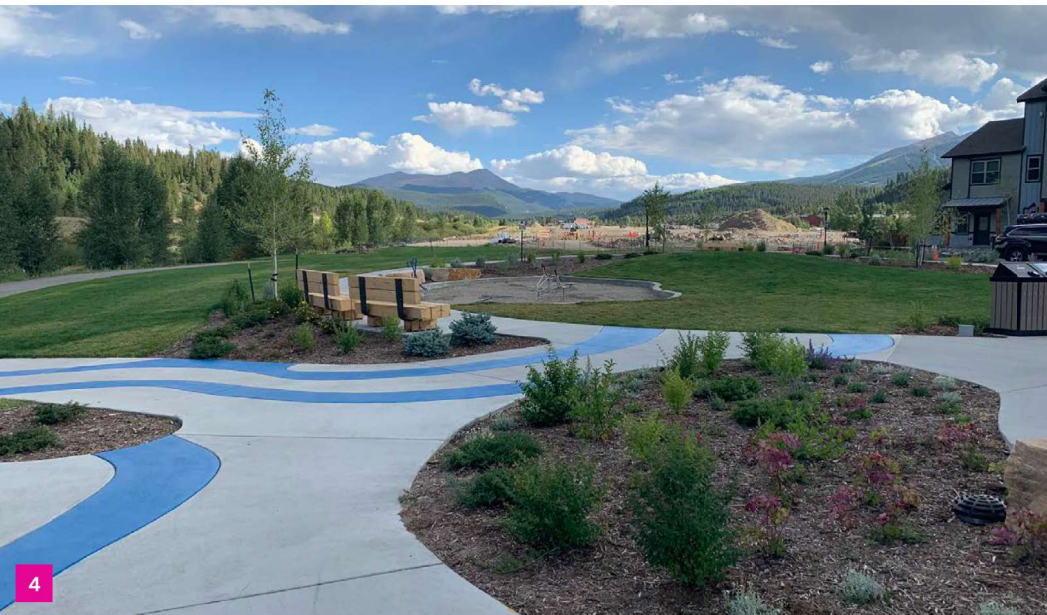
Employees

3

Sustainable
Sites Accredited
Professionals

6

LEED Accredited
Professionals



4

WHY DTJ DESIGN?

Our firm brings national recognition combined with regional knowledge and expertise. Guided by a unique design ethos and creative vision, our approach reaches beyond what is acceptable and focuses on excellence. The key differentiators that set us apart from others include:

Authenticity. Our process is straightforward. Through defensible data, proven methods, and meaningful engagement strategies, we help extract the essence of the place in which we work. Our multidisciplinary approach gives us a deep appreciation for and understanding of each client and their needs. Our core value is to listen and learn from community members who all have a voice in the future.

Local, National + International Expertise. Our team applies critical lessons learned based on successful, planning efforts and built work. Our experience in forming vibrant cityscapes, neighborhoods and civic spaces throughout the United States and in communities of all sizes informs our work.

Full Resource Design Capabilities. We provide access to a deep bench of innovative and highly skilled planning and design resources. Each team member brings an informed understanding of urban systems, the public realm, and best practices as we explore possibilities and customizable outcomes for each client and project.

Rapid Prototyping + Compelling Visuals. We are enthusiastic collaborators and relish the information gathering process that informs community-targeted approaches. Born from the belief that homogeneity has plagued our landscape for far too long, we help communities recognize that prosperity does not equate to copying what others are doing but is found in generating pride in who they are and who they may become.



PROS DEPARTMENT LONG RANGE PLAN + TRAILS MASTER PLAN

5

2. PAST SIMILIAR PROJECTS

The following DTJ projects are directly representative of the type of work envisioned for the city of Louisville:

Budget: **\$366,705**

Our past collaborations with our trusted partners have fostered strong relationships and a seamless workflow to deliver a high quality of work. Notably, we are currently partnering with Toole Design Group on the Silverthorne Trails project and ERO on the Broomfield and Breckenridge Open Space and Trails Master Plans. Each of these projects demonstrates our team's experience with projects of similar scope and complexity.

Budget: **\$328,106**

DTJ and Ballard*King are currently collaborating on the PROST Strategic Plan for the neighboring Town of Erie. This project is significant as Erie and Louisville share the regional Coal Creek Multi-use Path system, making our experience directly relevant to Louisville's Trails Master Plan. For Erie, we are working closely with Erie's Parks and Recreation Department, Natural Resource, and Open Space teams to address critical challenges that impact the Coal Creek corridor. Our involvement demonstrates our deep understanding of regional connectivity and our commitment to creating thoughtful, interconnected plans that benefit the broader region.



ENNIS PARKS + RECREATION MASTER PLAN

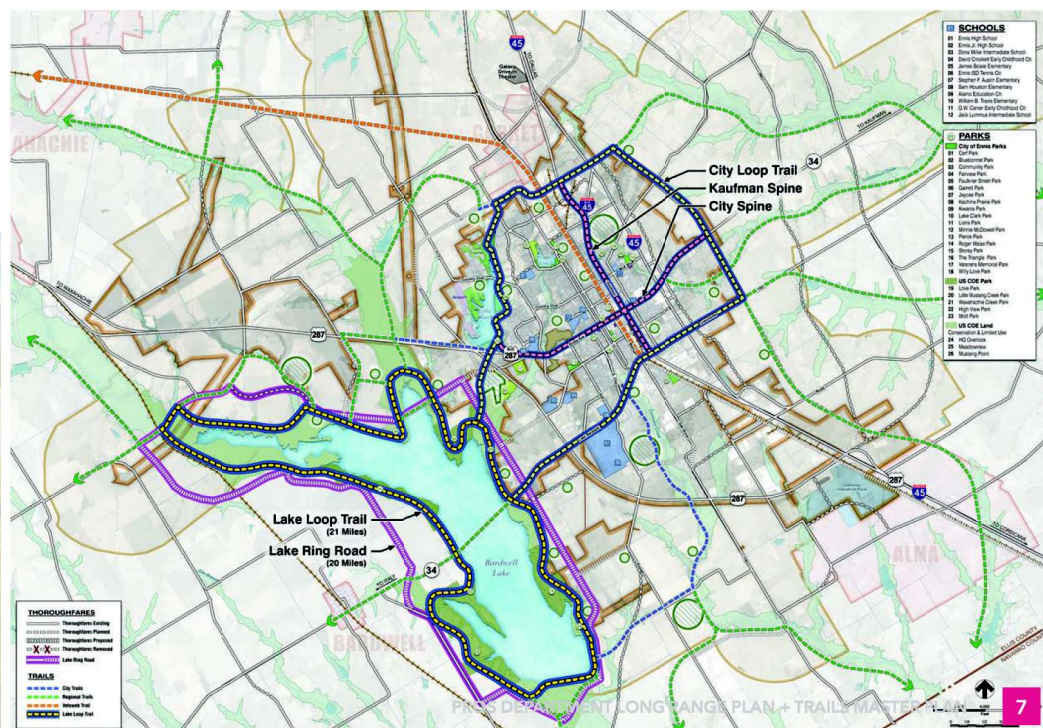
ENNIS, TEXAS | CITY OF ENNIS

ENNIS, TEXAS | CITY OF ENNIS



The purpose of the Ennis Parks Master Plan is to achieve quality of life for all citizens with 1) access to parks and trails, 2) their enjoyment of recreation facilities, and 3) an appreciation of the natural environment.

The Plan also recognizes the city's parks as a means to bring communities together at a neighborhood level. Parks and trails are places where people meet and build relationships. Design wise, the goal is to create gathering places that also have a true sense of place.



2024 OPEN SPACE, PARKS, RECREATION, AND TRAILS



Plan

OSPRT PLAN SUMMARY MAP

LEGEND

EXISTING PARKS AND RECREATION

- Public Parks and Recreation
- Private Parks and Recreation
- School Parks
- Public Access (Private Owned Park and Recreation)

EXISTING OPEN SPACE

- Public Open Space
- Private Open Space
- Wild Land
- Conservation Easement

EXISTING OTHER OPEN LANDS

- Other Private Open Land
- Other Public Open Land
- Public Access (Private Owned Other Open Land)
- Golf Courses
- Public Cemetery
- Private Cemetery

FUTURE TRAIL NETWORK

- US 36 BIKENET
- REGIONAL TRAILS
- BROOMFIELD TRAIL
- LAKE URM TRAIL
- NORTHWEST PARKWAY TRAIL
- SOUTHEAST COMMUNITY LOOP TRAIL
- ALL OTHER EXISTING TRAILS

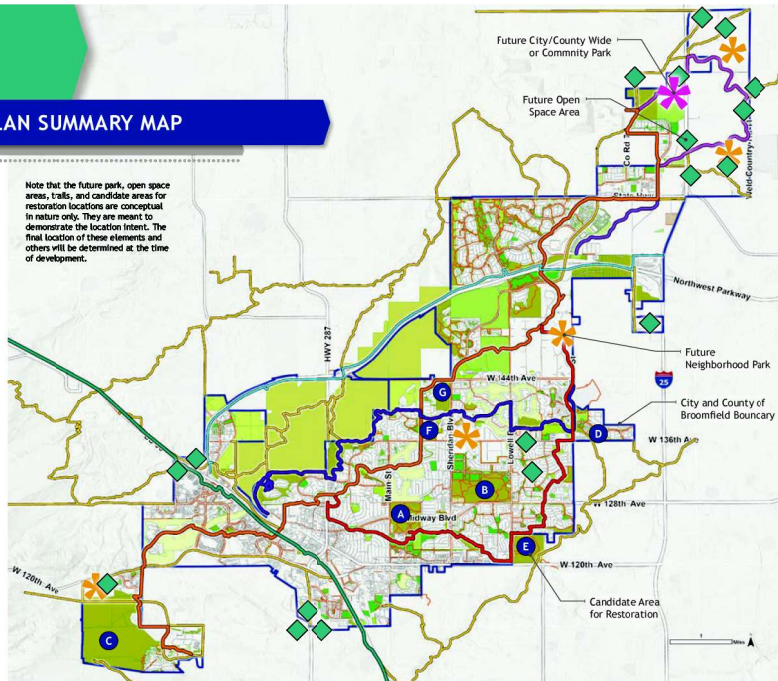
FUTURE PARK AND OPEN SPACE LOCATIONS

- Future City/County Wide Park
- Future Neighborhood Park
- Future Open Space

CANDIDATE AREAS FOR RESTORATION

- The Field Open Space
- Woodward County Cemetery
- Woodward County Cemetery
- Wood Creek Drainage
- Wood Creek Drainage
- Wood Creek Drainage
- Wood Creek Drainage
- Wood Creek Drainage
- Wood Creek Drainage
- Wood Creek Drainage

Note that the future park, open space areas, trails, and candidate areas for restoration locations are conceptual in nature only. They are meant to demonstrate the location intent. The final location of these elements and others will be determined at the time of development.



BROOMFIELD OPEN SPACE, PARKS, RECREATION + TRAILS MASTER PLAN

BROOMFIELD, COLORADO | CITY + COUNTY OF BROOMFIELD

The Open Space, Parks, Recreation and Trails (OSPRT) Plan is a 20-year policy document intended to serve as a roadmap for Broomfield staff, elected officials, advisory committees, and the community to guide decisions about open space, parks, recreation, and trails. The goal of the Plan is to ensure that Broomfield's vision of the community is carried forward into the future and promote a strong sense of unity, pride, and identity. It includes an analysis of Broomfield's current and future needs for open space, parks, recreation, and trails facilities and outlines specific implementation strategies that will assist in achieving the community's goals to acquire or additional open lands and trails, preserve natural resources, and enhance existing spaces and facilities.

On February 29, 2024, the City and County of Broomfield City Council unanimously approved the Plan.

BUDGET: \$366,705

SCHEDULE: February 2022 to February 2024

REFERENCE: Kristan Pritz, Director of Open Space + Trails, City and County of Broomfield, kpritz@broomfield.org.

40% Open Lands

- Retained 40% Open Lands
- Addressed land acquisition recommendations and implementation strategies
- Clarified Public Land Dedication (PLD) codification process

Land Acquisition Approach

- Prepared Land Acquisition Analysis
- Identified potential properties
- Prioritized based on acquisition criteria and input from stakeholders

Prioritizing High-Demand Open Space Needs

- Identified 'top twenty' open space projects
- Conducted comparative analysis
- Reviewed by Project Working Group

Project Review Criteria

- Introduced '5 Minute Walk' metric for trail access evaluation
- Considered open area, adjacent land uses, and residential density
- Compared open land area with adjacent municipalities
- Developed trail design criteria based on estimated users

Trail Wayfinding + Signage

- Completed wayfinding plan by City and County
- Referenced frequently in the final Plan
- Identified trail types and design standards for trailheads

Costs + Funding

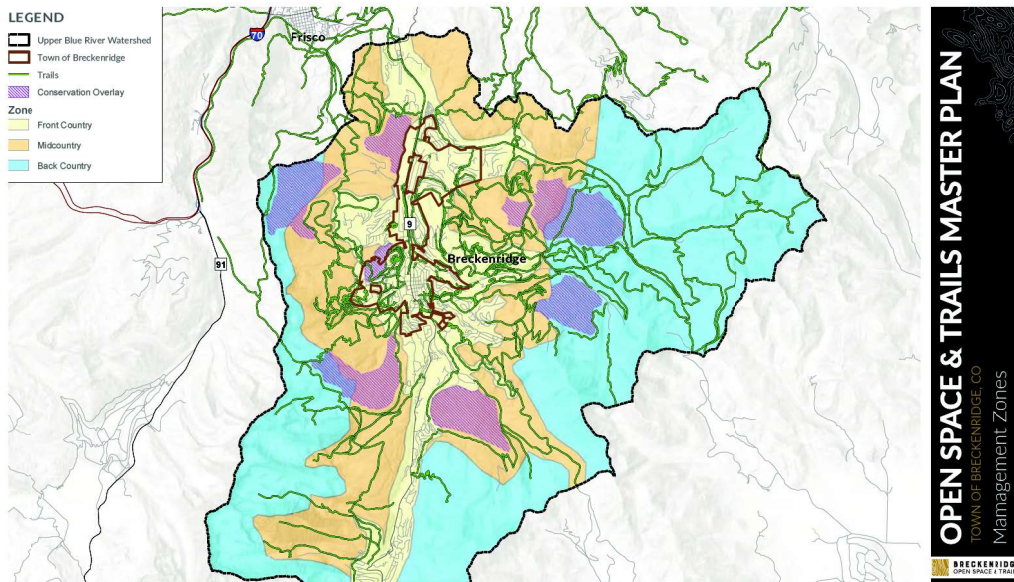
- Prepared overall cost estimate
- Identified current and future funding sources
- Based on land area, trail miles, and amenities development

DTJ recently completed the City and County of Broomfield Open Space, Parks, Recreation, and Trails (OSPRT) Plan that addresses open space and resource management, recreation, and trail access topics. On February 29, 2024, the City and County of Broomfield City Council unanimously approved the Plan. This approval represents the most recent Plan approval of any Front Range community and marks a major milestone for the residents of Broomfield.



OPEN SPACE, PARKS, RECREATION, AND TRAILS PLAN

CLICK TO VIEW: [EXECUTIVE SUMMARY](#) | [THE PLAN](#) | [APPENDICES](#)



BRECKENRIDGE OPEN SPACE + TRAILS MASTER PLAN

BRECKENRIDGE, COLORADO |
TOWN OF BRECKENRIDGE



The Plan was developed to guide the open space and trails program for the next ten years, creating a strategic framework for future decision-making on various related topics filtered through criteria of habitat sensitivity and management zone compatibility, and directed by trail and stewardship guidelines. Development used the strategic goals of conservation, recreation, access and inclusion, and stewardship to inform the process. A robust public engagement outreach included on-the-trail engagement, online surveys, public meetings, focus group meetings, podcasts, videos, and participation in local events, as well as branding and a website offering continuous updates.

SCHEDULE: May 2021 to March 2023

BUDGET: \$284,100

REFERENCE: Anne Lowe, Open Space + Trails Manager, Town of Breckenridge, anne@townofbreckenridge.com.

STRATEGIC GOALS



CONSERVATION

We value conservation as the foundation for protection of open space and natural resources.



RECREATION

We value access and the responsible use of open space for recreation that is safe, based on sustainable principles, and enhances the experience with proper etiquette and respectful behavior.



ACCESS & INCLUSION

We are committed to facilitating the inclusion of all groups of people (both residents and visitors) with access to the BOST system to enjoy recreation while learning about conservation.



STEWARDSHIP

We take pride in our approach, commitment, and diligence in the conservation and management of open space, hoping to inspire other communities with our leadership and influence, to do the same.

2022 OPEN SPACE & TRAILS MASTER PLAN

Purpose

Replace the 2009 Trails Plan and 2007 Open Space Plan with one comprehensive Plan to guide the OST program for the future.

Objective

Create a strategic framework for future decision-making about various open space and trails-related projects and topics.

Approach

Capture the importance of conservation and the philosophy of trail building, and produce a decision-making framework with a suite of tools for open space conservation and new trails.

While OST service area covers the entire Upper Blue River Watershed, there is a mosaic of public ownership. Our intent with the OST Master Plan is to manage this landscape in a boundary-less approach.

The Plan resulted in a Decision-Making Framework and four strategic goals each with their own strategic initiatives and identified opportunities and challenges.

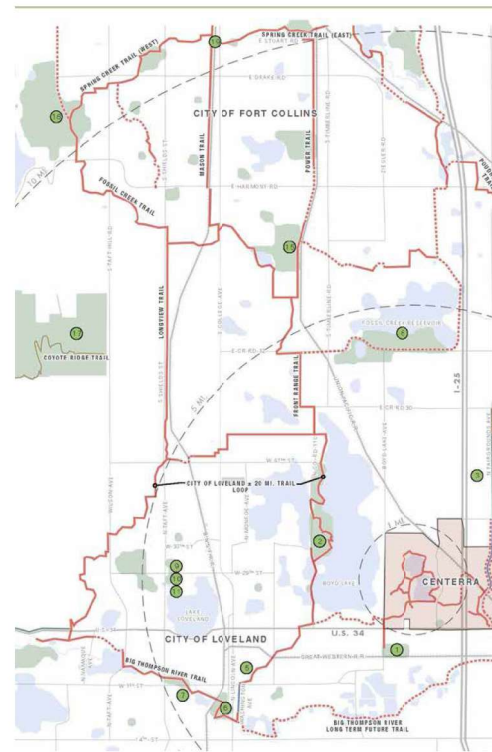
ENGAGEMENT AT A GLANCE

- 31,500 Website Views
- 4,500 Unique Website Visitors
- 1,000+ Survey Responses
- 73 On-Trail Public Engagement & Conversations
- 47 Focus Group Attendees
- 7 People Interviewed

CASTLE PINES TRAIL MASTER PLAN

CASTLE PINES, COLORADO | CITY OF CASTLE PINES

DTJ is studying the existing community trails system and preparing an updated Trail Master Plan to incorporate a variety of trail connections including paved walks, bike single track, and natural trails. DTJ is also identifying locations for additional crosswalks and future underpasses, to enhance the quality and experience of the Castle Pines Community Trail System.



CENTERRA TRAILS MASTER PLAN

LOVELAND, COLORADO | MCWHINNEY

PROJECT DATA: Trails: 24 miles + Bike Lanes: 11 miles

DTJ created a Trails Master Plan including a set of Trails Design Guidelines. The master plan's vision was to give expression to the identity of Centerra and promote a sense of community and healthy lifestyle by providing alternate forms of transportation.

DTJ engaged local stakeholders for the selection of trail and bike routes and interviewed relevant municipalities about the linking of major trail corridors to the larger regional network of trail. The project addressed both local and regional scale existing conditions and proposed future connections.

The Master Plan evolved into both an inventory that guides maintenance and future installations and a user-friendly graphic to be used for trail information kiosks and online maps.



PROS DEPARTMENT LONG RANGE PLAN + TRAILS MASTER PLAN

PROPOSED COMMUNITY TRAILS KEY

- TRAIL CONNECTIONS
- PAVED WALK (WIDTH CAN VARY)
- PAVED WALK W/ GRAVEL SIDE LANE
- BIKE SINGLE TRACK
- SOFTSCAPE 'DESIRE LINES'
- CRUSHER FINE NATURAL TRAIL
- SAFETY CROSSWALK ADDITION
- FUTURE UNDERPASS

EXISTING COMMUNITY TRAILS KEY

- EXISTING GIS DATA
- CRUSHER FINE NATURAL TRAIL
- BIKE SINGLE TRACK
- 5'-8' PAVED WALK
- 8' PAVED WALK
- 10'-12' PAVED WALK
- BIKE LANE OR SHOULDER
- REGIONAL TRAIL
- ADDITIONAL EXISTING CONNECTIONS
- DETACHED PAVED WALK (NEIGHBORHOOD)
- PAVED WALK (EXTENDED COMMUNITY)
- EXISTING SAFETY CROSSWALK
- COMMUNITY OVERLOOK
- PLANNED TRAIL CONNECTIONS
- PAVED WALK (WIDTH CAN VARY)
- PAVED WALK W/ GRAVEL SIDE LANE
- BIKE SINGLE TRACK

NOTES:
ALL NEIGHBORHOODS HAVE STANDARD ATTACHED
BIKEWALKS THAT ARE NOT DEPICTED.
GOLF CART PATHS ARE NOT DEPICTED.



THE RIDGE AT BIG ROCK PARK

CITY OF DUVALL, WASHINGTON | TOLL BROTHERS



PROJECT DATA: 2-acre park

The community park is designed to hold larger sporting events while maintaining flexibility to function for many groups. The flex lawn supports both organized events such as soccer as well as daily play for the neighborhood. Teen areas and sport courts serve to provide play for multi generational groups, and the park structure facilitates both small and large group gatherings. Frequent seating along the park walk loop creates many opportunities for social interactions while staying distanced. The park has a 100% native landscape for water saving, supporting pollinators and bird species, and to promote the regional character of the landscape.



PROJECT DATA: 95 acre community park with 20 acre detention facility

DTJ provided overall park master plan, and phase one construction documents. The design drivers were to create core gathering spaces with spectacular views, connection to regional and community trail systems, and incorporate the regional detention system into a naturalized lake setting. Program elements include trails, pavilions, fishing dock, shaded seating, baseball/softball, soccer fields, tennis courts, nature play areas, sport courts, pump track, and multi use lawn areas. Sustainable features such as blending high use areas with passive use naturalized areas, wetland plantings, tree clusters, and log snags were used to create habitat for wildlife and improve water quality.



ANTHEM COMMUNITY PARK

BROOMFIELD, COLORADO | CITY OF BROOMFIELD
+ PULTE HOMES



PROS DEPARTMENT LONG RANGE PLAN + TRAILS MASTER PLAN

DACONO CITY CENTER VISION PLAN

DACONO, COLORADO | CITY OF DACONO



PROJECT DATA: 157 acres

In February 2025, the City of Dacono City Council approved the Dacono City Center Vision Plan. Transforming a 157-acre site into a new dynamic, vibrant hub, the plan blends a mixed-use downtown 'Main Street,' municipal services, civic spaces, parks, and a diverse range of mixed-income housing options. It also prioritizes community health, equity, and sustainability, creating a thriving urban environment. With a strong focus on placemaking and multi-modal connectivity, the plan incorporates engaging public spaces to encourage community interaction, foster economic resilience, and enhance the residents' quality of life.

ERO Resources Corporation

ERO has consulted on natural resource planning and permitting throughout the Intermountain West since 1981 and is a recognized leader in natural resource evaluation, open space and trail planning, and environmental impact assessment. Our staff of about 75 professionals is based in Denver, with smaller offices in Durango and Hotchkiss, Colorado. As a company, it is our mission to provide environmental services and solutions that are objective, practical, and defensible, and to conduct our services with the highest degree of integrity, quality, and professionalism.

Land and Resource Planning

ERO assists state, federal, and local governments, land trusts, and private landowners in their efforts to conserve and manage significant public land resources. Over the past 20 years, ERO has successfully completed 33 open space master and management plans, and 25 trail plans, each with an emphasis on balancing natural resource conservation with meaningful outdoor recreation.

Key Staff Bios

Bill Mangle, Natural Resource Planner/Principal (ERO), will provide oversight for ERO's role. Bill has over 23 years of experience with land management planning, conservation planning, natural resource evaluation, and trail planning throughout Colorado and the western United States. Bill has worked on dozens of public land and trail planning projects in Colorado, and specializes in developing plans and strategies that balance public enjoyment with meaningful conservation of natural resources. He brings skill in understanding the scientific, social, legal and policy dimensions of complex land management issues, and is able to reconcile competing priorities to develop reasoned and defensible plans.

Bill is currently managing the Outside 285 Regional Partnership, master plan implementation for Fishers Peak State Park, an Open Space Plan for Eagle County, and a trail and conservation plan for the Indian Creek area of Pike National Forest. Bill has an M.S. in Natural Resource Policy and Planning from the University of Michigan School of Natural Resources and Environment.

Carrie Tanner, Environmental Planner, joined ERO in 2021 and brings a background in land use and outdoor recreation planning. Carrie has three years of experience in environmental and land use planning, including rural land use and outdoor recreation planning with an emphasis on community and economic development. She is currently assisting with several natural resource and outdoor recreation planning efforts, including the Broomfield Open Space, Park, Recreation, and Trails Master Plan update and the Eagle County Open Space Plan. A solid foundation in environmental science, land use planning,

and public lands management allows Carrie to successfully balance the relationship between a community's values and new strategies for success. Areas of expertise include technical writing, editing, and community engagement.

Carrie has an M.S. in Sustainability Planning and Management from the University of Colorado Boulder.

Relevant Projects

Town of Breckenridge Open Space and Trails Master Plan

ERO assisted the Town of Breckenridge to update its Open Space and Trails Master Plan and address the many challenges and opportunities arising on the Town's trails and open spaces, and surrounding public lands. Like many communities, Breckenridge is faced with increasing land value, rising development pressures, and growing visitor use of their public lands and trails. As part of this process, ERO developed a regional habitat analysis to identify sensitive wildlife habitats, a management zoning framework to prioritize balanced habitat conservation and outdoor recreation, and recommendations for trail and infrastructure improvements. Project webpage: <https://breckost.com/>

Contact: Anne Lowe, Open Space and Trails Manager, 970-547-3155, Annel@townofbreckenridge.com

Kiowa Creek North Open Space Implementation Planning, Arapahoe County

ERO is currently working with Arapahoe County Open Spaces to implement the previous master plan for the property. ERO's role has included an updated natural resource inventory, and coordination with the County and design team to design a trail plan that meets the unique goals of the property. The proposed plan will include crusher fine multi-use nature trails, natural surface singletrack trails, equestrian trails, and an equestrian skills course. Additional efforts will include field flagging of trail alignments and trail construction support.

Contact: Raymond Winn, Arapahoe County Open Spaces, 720-874-6540, rwinn@arapahoegov.com

Eagle Vista Natural Area Management Plan

ERO is currently working with the City of Loveland to develop a management plan for the 185-acre Eagle Vista Natural Area. The natural area contains a mix of native prairie, wetland and riparian habitat, and agricultural grazing land, while also supporting a legacy nest site for golden eagle. Through the management plan process, ERO is working with the city to develop long-term strategies for limited recreational access, habitat restoration, noxious weed management, and wetland protection while also protecting the integrity of the golden eagle nest and surrounding habitat. This plan is anticipated to be completed in 2022.

Contact:
Marilyn Hilgenberg
Open Land and Trails Manager

City of Loveland
(970) 962-2443
Marilyn.hilgenberg@cityofloveland.org

Austin Bluffs Open Space Master and Management Plan, Colorado Springs

Characterized by rocky bluffs and outcrops, open meadows, and dense forest, this 600-acre open space complex provides wildlife habitat in the center of the city and a scenic backdrop to surrounding neighborhoods. Decades of unplanned recreation has resulted in an extensive web of social trails, which degrade ecological and scenic values. ERO worked with the City of Colorado Springs to develop a master plan and management recommendations for the Austin Bluffs Open Space property. The master plan focused on defining a high-quality, sustainable trail network along with strategies to close and reclaim social trails. Other resource management topics, including cultural resource protection, forest health and weed management were addressed in the plan.

Contact:

David Deitemeyer
Senior Landscape Architect/Project Manager
City of Colorado Springs Parks, Recreation and Cultural Services
719-385-6515
David.Deitemeyer@coloradosprings.gov

Brush Creek Valley Ranch and Open Space Management Plan

In 2018, ERO assisted Eagle County Open Space with the development of a long-range management plan for the newly-acquired ranch property adjacent to Eagle, Colorado. Through a comprehensive public and stakeholder engagement process, ERO helped the team develop recommendations for agricultural stewardship, wildlife habitat protection, vegetation and habitat restoration, and public trail access to the 1,540-acre property. These recommendations were documented in a comprehensive management plan. As a follow-up to the planning process, ERO assisted Eagle County with the selection of a long-term agricultural lessee for the management of the property.

This planning process and management plan was cited by local CPW officer to be the *"most progressive attempt to balance recreation and wildlife needs ahead of time"* and should serve as a *"prototype for future trail development"* (5280 Magazine, August 2019).

Contact: Phil Kirkman, Eagle County Open Space, 970 328-8701, phillip.kirkman@eaglecounty.us

BROOMFIELD ACTIVE TRANSPORTATION WAYFINDING PILOT PLAN

BROOMFIELD, CO



To help the City and County of Broomfield realize their vision for a safe, comfortable, and intuitive walking and bicycling network, Toole Design created a plan to pilot an active transportation wayfinding system across the community. Building on Broomfield's 2019 Bicycle and Pedestrian Assessment and the successful implementation of trail wayfinding along US 36, the project included engagement with the public and a diverse group of stakeholders comprising a project-chartered Wayfinding Working Group, Broomfield's Transportation Forum, and Broomfield's Open Space and Trails Advisory Committee.

An integral part of this planning effort was to identify several route alternatives for wayfinding installation that would help residents and visitors navigate Broomfield's trails and streets for both local and regional trips. Based on community input and national expertise in planning for multimodal networks, we analyzed and developed deployment plans for the highest priority routes. The deployment plans specified the location, type, and design of wayfinding signs and markings, and we also identified capital needs like trail widening, crossing upgrades, and intersection modifications.

Since completing the project, Broomfield's Community Development Department and Open Space and Trails Department have secured funding to pilot the wayfinding signs and markings along the very popular Lake Link Trail, which extends 11 miles and is primarily a paved shared-use path with some on-street side-paths through the Broadlands neighborhood.

CLIENT

City and County of Broomfield
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Broomfield, CO 80020

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Senior Transportation Planner
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mambrosi@broomfield.org

Sarah Grant
Transportation Manager
303.438.6385
sgrant@broomfield.org

FORT COLLINS ACTIVE MODES PLAN

FORT COLLINS, CO



Toole Design created the City of Fort Collins' Active Modes Plan, which integrates micromobility and updates and combines the 2011 Pedestrian Plan and 2014 Bicycle Plan. Toole Design worked with City staff and stakeholders to lead an inclusive and equitable engagement process; conduct technical analysis related to connectivity and user experience; and produce recommendations for infrastructure, programs, and policies. The effort included a study of eight corridors on Colorado State University's campuses, a citywide Vision Zero Action Plan, a 15-minute city analysis, and the creation of intersection design guidelines.

The development of the Active Modes Plan required thoughtful collaboration and consensus-building with City departments, the North Front Range Metropolitan Planning Organization, the Colorado Department of Transportation, and Colorado State University. Toole Design facilitated pop-up events, focus group meetings, and meetings with community organizations. The planning process focused on ensuring that the community engagement strategies are inclusive, accessible, and equitable for all Fort Collins residents.

APA Colorado recognized the project team's engagement efforts by awarding it a 2022 Community Engagement Award.

CLIENT

City of Fort Collins
Courtney Geary
Active Modes Manager
PO Box 580
Fort Collins, CO 80522
970.416.2471
cgeary@fcgov.com

COLORADO FRONT RANGE TRAIL FEASIBILITY STUDY

JEFFERSON COUNTY, CO



One day, the Colorado Front Range Trail will provide a continuous hiking and biking connection spanning from Trinidad and New Mexico to Fort Collins and Wyoming. The section through Golden is complete, overlapping with the Peaks-to-Plains Trail along the Clear Creek Trail. Jefferson County Open Space sought to determine the best alignment for a future section of the Colorado Front Range Trail from North Table Mountain to the Boulder County border.

As part of a multidisciplinary team, Toole Design developed three different route alignments, developed evaluation criteria, and scored each alignment. The evaluation criteria included access to destinations, connectivity to other active transportation facilities, trail user experience, active transportation conflicts with motor vehicles, and level of comfort. Toole Design then supported the development of a 30% concept design for the preferred alignment, offering our expertise in the design of trails, trail design, and wayfinding.

The alternatives analysis and concept design have positioned Jefferson County Open Space and its partners to seek funding for full design and construction, which will complete the critical section of the Colorado Front Range Trail between Golden and Boulder.

CLIENT

Jefferson County Open Space
Amara Meier, PE
Project Manager
700 Jefferson County Parkway
Unit #100
Golden, CO 80401
303.271.5983
ameier@co.jefferson.co.us

NATIONAL PARK SERVICE NATIONWIDE SOCIOECONOMIC MONITORING STUDY (SEM)

RRC is currently leading the 3rd year of the National Park Service's nationwide visitor research study, labeled the SEM. A first-of-its-kind project, the SEM aims to capture a representative sample of all NPS visitors across the country. With research teams stationed at 24 parks each season, the data collected is used to calculate national visitor spending, demographics, trip characteristics, and special topics such as access to parks. In 2022, over 20,000 respondents were contacted in the selected parks and information is compiled into park-specific reports found on the NPS's Integrated Resource Management Applications Portal. Like the Division's proposed Project, this continuing research with the NPS requires cross-jurisdictional collaboration with various parks to succeed, which is driven by the higher need to better understand the national NPS visitor base by Washington DC based officials.



KEEP COLORADO WILD PASS PRICING STUDY

In 2021, RRC worked with the Division to implement a large-scale study to understand the amount residents in the state would be willing to pay for a "Wild Pass" that would be added on to vehicle registrations. Surveys were distributed to Colorado residents with various pricing options to help determine price sensitivity, willingness to pay, and overall support for the additional fee. In turn, RRC used this data to develop realistic and feasible price points for the Wild Pass to help the Division meet their funding needs. The study was a major success and provided the Division with a strong direction for pass pricing, which was ultimately enacted for 2023 implementation.





LONGMONT OPEN SPACE & TRAILS CITIZEN SURVEY

In the winter of 2018, RRC conducted research for the City of Longmont on resident opinions for an open space and trails master planning process. The survey focused on collecting data on resident preferences, values, priorities, and support for open space and trails in Longmont. Three surveys were distributed to residents including a mail back invitation survey, online invitation survey, and open link. Results served a key function in directing the City of Longmont in their future planning processes of open space and trail systems.



LARIMER COUNTY "OUR LANDS, OUR FUTURE" RESIDENT STUDY (2002-2024)

Since 2002 to today, RRC has worked with Larimer County to implement and conduct their county-wide "Our Lands, Our Future" resident survey around public land conservation, sentiment towards preservation, and recreational behaviors. Using a three-pronged approach of mail-back, invitation web, and open-link web surveys, RRC conducted a comprehensive study in 2023 to answer key questions regarding Open Lands in Larimer County. Data collected provided valuable information on use of open space, frequency of use, and perceptions of value for the many elements of this complicated system of trails and parks. By collecting extensive public input from a random sampling of Larimer County's population, the Natural Resources Department gained insights into usage and future needs in natural areas and recreation, as well as their methods of funding. The overall project won two national awards:

- 2014 Project Excellence Award from the Society of Outdoor Recreation Professionals, <https://www.recpro.org/awards>
- 2014 Award of Excellence from the American Planning Association County Planning Division and its sister organization, the National Association of County Planners. <https://www.planning.org/divisions/countyplanning/awards/>

This study serves as a landmark for the study to measure resident support and willingness to fund the protection of lands across the county.



COLORADO EXPERIENCE

Ballard*King & Associates has completed over 800 feasibility studies across the United States for a variety of recreation facilities.

COLORADO PROJECTS

- Alamosa Recreation Center, Alamosa, CO*
- Aspen Recreation Center Feasibility Study, Aspen, CO
- Aurora Fieldhouse Study, Aurora, CO
- Avon Recreation Center, Avon, CO*
- Berthoud Recreation Center Feasibility Study, Berthoud, CO*
- Breckenridge Recreation Center Facility Use Assessment, Breckenridge, CO
- Brighton Senior Center Feasibility Study, Brighton, CO
- Broomfield Community Center, Broomfield, CO*
- Buchanan Park Recreation Center, Evergreen, CO*
- Buchanan Park Recreation Center Expansion Study, Evergreen, CO
- Buena Vista Event Recreation Center Feasibility Study, Buena Vista, CO
- Canon City Recreation Center Study, Canon City, CO
- Carbon Valley Recreation Center, Frederick, CO*
- Carbon Valley Recreation Center Expansion Study, Frederick, CO
- Carbondale Recreation Center Study, Carbondale, CO
- Carbondale Aquatic Center Study, Carbondale, CO
- Carla Madison Recreation Center Program Study, Denver CO*
- Castle Pines Recreation Center Study, Castle Pines, CO
- Castle Pines North Community Center Feasibility Study, Castle Pines, CO
- Castle Rock Recreation Center Expansion, Castle Rock, CO
- Colorado Springs Hockey Association Ice Rink Study, Colorado Springs, CO
- Cortez Recreation Center, Cortez, CO*
- Craig Recreation Center Feasibility Study, Craig, CO
- Craig Aquatic Center Study, Craig, CO
- Crested Butte Ice Rink Study, Crested Butte, CO
- East Castle Rock Recreation Center Study, Castle Rock, CO
- Eastern Rio Blanco Parks & Rec. Dist Recreation Center Study, Meeker, CO*



3. PROJECT APPROACH

INTRODUCTION

Community livability and well-being are central to the core mission and promise of parks and recreation agencies to their residents and society as a whole. Well-designed and thoughtfully managed parks, recreation facilities, open spaces, and trails are consistently recognized by citizens across numerous communities as top priorities. Furthermore, surveys from the National Recreation and Parks Association (NRPA) reveal that the availability of parks and recreational opportunities is a significant factor for most Americans when choosing where to live. Research also highlights that major employers increasingly recognize the importance of providing spaces that promote the health, well-being, and happiness of their employees.

A core value of your Parks and Recreation mission and purpose is understanding community needs and responding to the challenges and opportunities of today while considering the health and well-being of residents. It is crucial to recognize the value that parks and recreation have on health and well-being, the local economy, and how we interact as a society. According to the NRPA research, physical inactivity is responsible for approximately \$117 billion annually in medical costs. Research from the Rails-to-Trails Conservancy finds that public investment in trails has potential economic benefits of \$138.5 billion annually.

The City of Louisville Parks and Recreation Department (PRD) offers quality facilities and amenities while providing the high level of service that residents expect. Community input consistently supports the PRD in continuing to preserve open spaces, trails, and pathways to increase connectivity throughout the park system.

As the demographics of Louisville continue to shift, the assumptions on building and maintaining parks and recreation facilities will require new approaches. As a starting point, it is important to acknowledge

the previous work completed by the Louisville PRD. The 2012 Long Range Plan provides a baseline to how the City views parks, recreation, open space, trail facilities, programs, and services. The Plan identifies important guiding principles that, at the time, reflect the community values and priorities. After the 2013 flood, COVID-19, and the 2021 Marshall Fire, priorities may have shifted. **Our objective is to work with staff and the community to understand how best to provide equitable access, while maintaining a safe and resilient community, protecting ecosystems and community natural resources, promoting sustainable infrastructure best practices, and encouraging high performance and fiscal responsiveness.** These values are at the forefront as we begin the process to help create your new Long Range PROS Plan and Trails Master Plan.

The next steps will center on thorough and effective gathering of information, while informing and engaging community members. Our team will help guide this process and build upon your past planning efforts. We will:

- Define a new model plan responsive to future growth.
- Promote the City's image as a leader in sustainable practices.
- Create social, ecological, and financial resiliency through public health, equity, and nature.
- Protect important natural resources and urban wildlife areas in the City.
- Build upon the connections of open spaces.
- Improve community health and well-being and enhance the recreational experience.
- Strengthen community partnerships.
- Meet the need for multi-generational and multi-cultural activities and events.
- Expand the equitable distribution of programs, services, and facilities.
- Empower youth and under-served populations.

PROJECT UNDERSTANDING

The purpose of the PROS Long Range Plan and Trails Master Plan is to update the current 2012 Long Range Plan and to redefine goals, objectives, and key strategies to address community needs and desires. At its core, the PRD seeks to address organizational and operational efficiencies, program opportunities, and fiscal sustainability.

As Louisville continues to grow, and pressures continue to mount in and around the region, changing demographics will influence acceptable levels of service for new park development, recreational facilities, and land acquisitions for open space conservation and trail access. A core objective of the project is to apply Best Management Practices and standards identified by the NRPA's Commission for Accreditation of Park and Recreation Association (CAPRA) and design a plan process that engages the community.

We also acknowledge the City's intent to address the PROS Long Range Plan and Trails Master Plan processes as separate tracks. While these two plan elements have different funding mechanisms, to help minimize any potential confusion of the public and to create efficiencies, we have developed a plan process that combines key milestone tasks where feasible.

We will analyze data provided by the PRD to develop a clear set of recommendations for the City's system of parks, landmark properties, open space, trails, recreation facilities, and program development for the period of the next ten years. **We will complete the Long-Range PROS Plan and Trails Master Plan within 14 months from notice to proceed to Final Plan(s) submittal.**

COMMUNITY OUTREACH

Community outreach and engagement strategies are never the same. Each project requires an individualized approach that considers the unique circumstances of the community and agency needs as part of the planning process. Our strategy prioritizes meaningful dialogue with key stakeholders and ensures inclusivity by engaging all community members, including underrepresented and multi-generational groups, special interest groups, end users, volunteers, and elected officials. Our team will:

- Establish a unified and community-supported vision that will serve as a beacon for the decision-making process.
- Customize communications and engagement activities to unique audiences at key milestones and decision points.
- Work closely with staff to facilitate a collaborative approach to engagement that supports an anticipated process and schedule.
- Create a process that can be adapted for maximum impact as the project evolves.

DTJ applies an integrated, collaborative approach that engages each team member. All team members have a core responsibility and deliverable expectations and will contribute to community engagement events. Our team will emphasize the unique culture of Louisville to engage people, applying multiple communication channels, and blending traditional engagement with social media technology. By combining different techniques and input opportunities, we can cast a wider net, empowering a broader range of participants to get involved based on their needs and desires to engage. The list of approved outreach strategies will be refined as part of the final scope of work.

COALITION BUILDING

Coalition building among diverse groups of residents, local businesses, and end users is vitally important. Each group will live with and benefit from the recommendations of the PROS Long Range Plan and Trails Master Plan. We will encourage early and proactive engagement to help build capacity among local advocacy and organizational networks to maximize outreach and engagement. Partnering with existing and trusted community groups will help us reach a broad group of stakeholders with optimal efficiency. Throughout the plan process, we will collaborate with staff, Parks and Recreation, local foundations and non-profit groups, and the Planning Commission and City Council for a coordinated and integrated outreach approach.

MULTICULTURAL ENGAGEMENT

Louisville is home to a vibrant and diverse population, representing a wide range of interests, cultures, and backgrounds. Our research shows that in 2022, Louisville's population reached 20,900, with a median age of 41.7 and a median household income of approximately \$135,840. While 97% of residents are U.S. citizens, and 80% identify as White (non-Hispanic), the community also includes a rich mix of other ethnic groups, such as Hispanic or Latino (10%), Asian, and various multiracial and non-English speaking populations. Age cohorts are fairly evenly distributed, with households featuring a significant proportion of families. While most households speak English as their primary language, Louisville also serves residents and visitors who speak other languages. We are committed to assisting staff in addressing the needs of alternative-language communities and ensuring that the planning process reflects the diverse needs of all.

HEALTH + EQUITY

Parks and recreation departments across the country have become central players in contributing to the overall health and well-being of individuals and communities. The PRD's role as a healthy lifestyle provider is critically important to the community, and increasing marketing and promotional efforts most certainly lead to positive impacts on community health. We view parks and recreation planning through the lens of health equity and community livability by applying recognized programs developed for the NRPA and National Institutes for Health that reinforce concepts of community livability and equity and an emphasis on the newly expanded definition of health. This approach provides quantifiable metrics for health and wellbeing through an engaged community methodology.

PROGRAMMING + OPERATIONS

Meeting the growing demand for programs and services are challenges facing parks and recreation departments across the State. The PRD is no exception to this phenomenon. Past assessments have highlighted the need to expand staff to effectively manage these demands. Additionally, there is a clear call for more programming opportunities, particularly in relation to the expansion of the trails system, nature play, and a broader range of recreational offerings. Concerns about wildfire risk have also been raised. Feedback regarding special events in Downtown Louisville reflects a desire for increased opportunities for event partnerships, improvements to parking, and the exploration of alternatives beyond the core downtown area.

FISCAL SUSTAINABILITY

The economic benefits of parks, recreation, open spaces, and trails are well-documented. While residents of Louisville strongly support parks and open spaces, it is important to articulate the benefits of these assets, particularly when additional funding is required to maintain the expansion and ongoing operations of these amenities. Having a thorough understanding of community demographics, trends, levels of services, cost recovery, and economic benefits associated with each facility type are foundational to this process.

We will review current funding programs and revenue generated from existing programs, including dedicated parks open space tax, cash-in-lieu payments received in lieu of land dedication (if any), youth foundations, and other funding mechanisms, such as transfers from the general fund or capital improvements funds.

The increasing demand for parks and recreation services calls for creative solutions for financial sustainability including partnerships, sponsorships, and continued cost recovery assessment. **Ballard*King** will review programming, staffing, operations, maintenance needs, and future potential revenue sources that may be required to support current funding mechanisms.

This process will assess facility and asset conditions and create a plan for cost recovery and asset management over the next decade. We will explore potential revenue sources, consider how other Front Range cities have addressed funding, and develop a strategy to meet projected operating, maintenance, capital, and land acquisition needs. The Plan will also outline methods for pursuing strategic open space acquisitions when key properties become available.

NATURAL RESOURCES + WILDFIRE RISK ASSESSMENT

ERO is committed to the sustainable management of natural resources and the protection of property and communities through effective mitigation planning. They will help define goals and objectives in response to land stewardship, habitat conservation, and defining actionable mitigation strategies that respond to potential impacts of proposed activities.

ERO will document existing conditions and identify pertinent land use regulations and recommendations consistent with the PROS Long Range Plan. Areas of focus may include high-level natural resources and special status species assessment, identification of important habitats, wetland areas, and wildfire mitigation strategies.

ERO will meet with PRD staff to confirm the areas of study and level of analysis required for the PROS Long Range Plan. A desktop assessment of pertinent federal and state level resources will be conducted to identify key natural resource areas and known special status species that may be impacted by future parks, open space and trails projects. Existing land use and development codes will be reviewed to identify local compliance requirements.

The U.S. Fish and Wildlife Information, Planning, and Consultation [webpage](#) will be queried to identify federally listed threatened and endangered species with potential to occur on the property. This list will be supplemented with state level information on special status as identified by the Colorado Natural Heritage Program, Conservation Colorado Data Explorer, and Colorado Parks and Wildlife data.

Wildfire Risk Assessment + Mitigation

In 2021, the Marshall Fire destroyed or damaged more than 1,000 homes, dozens of commercial structures, and burned over 6,000 acres in Boulder County. In 2023, the City of Louisville conducted a Wildfire Risk Assessment to identify the level of risk and mitigation measures. Our team will meet with PRD staff to review the findings of the risk assessment and determine how the PROS Long Range Plan will include the previous findings. The risk assessment and mitigation task will include a staff level work session and best practice site design considerations, such as fire-wise landscape and building guidelines and recommendations for community outreach and education.



OPEN SPACE + TRAILS PLANNING

A comprehensive open space and trails plan is much more than an update to maps and policies; it provides clear, concrete, and actionable steps to guide the City through project design and construction. The PROS Long Range Plan and Trails Master Plan will include an analysis of sensitive open spaces, existing and proposed trails, and a detailed overview of how the plan will evolve.

DTJ, ERO and Toole Design Group will develop a series of actionable plan elements focusing on an achievable implementation plan that serve as dynamic, valuable tool for decision-making. The open space and trails components will update the trail network while respecting key open spaces. The process will prioritize projects and outline phasing for both near and long-term initiatives. It will be transparent, allowing staff and stakeholders to review and provide input. Priority projects will include key strategies, design guidance, and actionable implementation objectives.

Relying on existing data and field observations, we will identify barriers as part of our assessment for the open space and trails network. We will jointly develop a comprehensive approach and supportive policy recommendations that respond to various natural, recreational, and cultural needs of Louisville. The analysis will be used to identify:

- High priority open space resources
- Recommendations to protect and enhance open spaces
- Critical network gaps
- Improved connectivity
- Equitable access to the trails network

Developing The Network

We will apply the data and analysis to inform the development of a safe, connected, protected, and accessible trails system. Our team will inventory existing facilities as part of field visits to assess existing conditions and identify gaps, barriers, and high-value connections in the system. The information will be incorporated into working maps to develop the initial draft trails network.

Level of Service Analysis

Understanding trail capacity and needs is critical in determining the appropriate trail design. Wider, hard-surface trails provide a higher level of service and will be considered where:

- Pedestrians are anticipated to be 30% or more of the total trail users
- Higher volumes of children, seniors, or individuals with disabilities are likely to be present
- Faster bicycle speed is desired to serve regionally significant bicycle travel

Our team will apply the FHWA Shared Use Path Level of Service calculator and work with staff to incorporate other local data to help make decisions about trail designs and possible upgrades. We will apply recent experiences with communities such as the City of Austin and the City and County of Broomfield to inform a trail capacity forecasting model.

Trail Design Standards

We will evaluate all aspects of trail and trail system design and management for both recreational and transportation use, considering both passive and active activities. Our approach will focus on human health and safety, while also safeguarding natural resources and promoting economic development. We will consider design standards and guidelines that are based on the best national practices while looking at future trends and innovations that other communities are testing.

Our evaluation will look at existing state, regional, and local guidelines, along with national standards like the AASHTO Guide for the Development of Bicycle Facilities, the MUTCD, and other best guidance. **Toole Design** is the author of both the current (2012) and forthcoming versions the AASHTO Guide, among other nationally utilized design guidance documents. The new guide features an expanded section on trail-crossings that will be relevant to this project and guide our recommendations. This experience will bring the latest thinking and research to this endeavor.

Trail types will be defined and classified, along with user groups and profiles, informing both needs and management strategies for each group. We will identify trail types, accounting for the mix and volume of users, right-of-way scenarios (alongside roadways, in separate rights-of-way, near waterways or sensitive areas), and auxiliary functions like utilities and maintenance.

It is important that overarching design elements be established to ensure that the network functions seamlessly for all users. To this end, we recommend that the following principles guide the facility design:

Continuity: Transitions between specific trail sections should be seamless with no gaps. Users need to know and understand that they are on the trails network no matter where they are located.

Coherence: The network must be visually coherent to minimize the feeling of confusion. Wayfinding and design elements should be used consistently to create cohesion.

Priority: The network should be treated as a priority facility within the transportation system. The trail system should minimize conflicts between roadway users and trail users such as bicyclists, horse back riders, and pedestrians on foot.

Separation: Physical separation between trail users and adjacent roadways will provide safety and comfort. Bicycle, pedestrian, equestrian, wildlife, and vehicle conflicts at intersections and crossings should be separated where possible. Anywhere separation cannot be provided, the speed of vehicles should be controlled through geometric design changes.

Wayfinding + Identity

The successful implementation and maintenance of trail system branding, wayfinding, and signage should reflect the community's values and identity. Trail signage must align with Louisville's brand while also integrating with the regional trails system. Our team will assess the City's current branding, wayfinding, and signage program, collaborating with staff and other agencies to ensure a comprehensive, regional trail design approach. We will facilitate a series of work sessions with planning, resource, and operations teams to address wayfinding elements, operational concerns, sign installation standards, and other pertinent topics.

Maintenance and Operations Strategies

Louisville deserves a world-class trails system; to achieve this objective, the planning process requires a comprehensive understanding of the role and functionality that trail facilities play within Louisville's transportation and recreation systems as well as exemplary systems elsewhere. Local and regional trail systems have operational needs that differ from the systems and structures in place at most municipalities for maintaining streets and parks. An effective plan

strategy for management and maintenance—that identifies implementation strategies, staffing, and activity needs—is foundational to the success of the system. Our team will review national studies, management plans, and maintenance plans from cities such as the City of Austin's Urban Trails Plan, and we will work with staff to refine the following list of topics:

Maintenance topics:

- Trail surface maintenance
- Tree and brush management, including invasive species removal/restoration
- Drainage and storm channel maintenance
- Trailhead maintenance

Operations/Management topics:

- Trail stewards
- Litter control
- Graffiti control
- Educational programming
- Natural resource monitoring

Policy and Program Recommendations

Our team will develop recommendations to support and enhance the multimodal and recreational trail system based on previous research, stakeholder interviews, and consultation with staff and nonprofit organizations. The policy and program considerations will respond to a range of topics such as trail and open space interface, land stewardship, habitats and ecosystems, wildfire mitigation strategies, and trails etiquette, while balancing land acquisitions, costs and maintenance and operations.

The Trails Master Plan will incorporate maintenance considerations that influence trail design, management, public safety, user experience, financial responsibility, community partnerships, promotions, and programming for a publicly owned trails system. Each topic will be addressed with careful thought and purpose.

RRC SURVEYING

RRC will design a research program to meet the City's objectives with complete, accurate, and actionable data and analysis. For this effort, RRC anticipates two components: a statistically valid survey mailed survey and an "open link" survey that is open to all residents in and around Louisville who are users of open space and trails. Both surveys will be available in English and in Spanish (if desired).

Statistically Valid Survey

The statistically valid survey will be mailed by RRC to all residential addresses in Louisville. Respondents can complete the paper survey or submit it online via a password-protected website to ensure one survey per household. This statistically valid survey will form the foundation for a data-driven, equitable Plan that reflects community needs and desires. The printed survey will be in English, with an online version available in both English and Spanish, along with instructions for accessing the online survey in the selected language.

Benefits Of A Statistically Valid Survey

- **Credible and Reliable Data:** Ensures the data is representative of the entire community, including diverse demographics, not just vocal stakeholders or self-selected participants.
- **Identifying Community Needs and Priorities:** Accurately captures public preferences for trail enhancements, open space conservation, recreational activities, and desired amenities and highlights gaps in service and opportunities for improvement.
- **Supporting Equitable Planning:** Ensures underrepresented groups have their voices heard, while identifying barriers to access and potential disparities in usage or satisfaction
- **Facilitating Informed Decision-Making:** Provides actionable insights to help prioritize investments and allocate resources effectively, ensuring the plan aligns with community preferences. The process reduces reliance on anecdotal evidence or assumptions, leading to more strategic and justifiable decisions.
- **Establishing Accountability and Transparency:** Demonstrates a commitment to engaging the public in a fair and systematic way and builds public trust by showing decisions are guided by robust, community-driven data.

- **Strengthening Funding and Grant**

Applications: Provides quantitative evidence of community support and needs and serves as a valuable asset when applying for grants or justifying funding requests while demonstrating a clear alignment between public demand and planned investments.

- **Enabling Benchmarking and Trend Analysis:**

Allows comparisons with past surveys or future updates to track changes in community needs and satisfaction over time while providing data for measuring the success of implemented initiatives and programs.

- **Open Link Survey:** The second component is an online "open link" survey available to the public, typically launched two weeks after the invitation surveys are mailed to maximize participation. The City of Louisville will promote the survey through its communication channels (website, social media, press releases, etc.). The open link survey can also be available in Spanish. Results from both surveys will be reported separately, as only the mailed survey to a random sample is statistically valid.

Benefits To A Blended Methodology:

- Allows residents flexibility to participate in ways most convenient for them.
- Offering a variety of ways to participate leads to higher response rates.
- Comparison of resident opinions from both the invite and the open link respondents allows deeper insights from a wider variety of residents and households.
- Ensures a statistically valid sample is collected for segmentation and comparisons across geographic and demographic groups in the community.

Analysis + Deliverables

Data analysis techniques will include a comparison of varying segments within Louisville such as by demographics, neighborhood, and park usage, among others. This customizable analysis will provide staff with an array of information and segmentation for a deeper dive into the feedback from residents.

RRC will tabulate results and develop a written report describing findings and making data available in a user-friendly, PowerPoint format. The primary delivery will be a final report suitable to serve the needs of all stakeholders. The report would include a description of methodology and response rates, summary interpretation of the results with emphasis placed on graphs illustrating the major findings, comparisons of segments, and an executive summary highlighting the key takeaways. The report will include graphs summarizing statistical findings including selected cross-tabulations (to be determined by staff), the verbatim comments in response to open-ended questions, and a copy of the survey questionnaire.

Survey Project Timeline

The timing and schedule of the research is flexible. Our team can start at any time upon authorization to proceed. From start to finish, the project survey tool will take approximately 14 weeks.

SCOPE OF SERVICES

The City of Louisville Professional Services Agreement, Exhibit A Scope of Services, defines each Phase, Task, and required meeting, event and deliverables. Refer to Exhibit A: Scope of Work dates - March, 18, 2025.

The project Scope of Work includes four Phases as follows:

PHASE I: Project Initiation

PHASE II: Assessment Exploration + Ideas

PHASE III: Synthesis + Analysis + Plan Formation

PHASE IV: Plan Approval

3. PROJECT APPROACH

FEE TABLE

LINE	SERVICE ITEM	SERVICE FEE	NOTES
1	PROS Long Range Plan	\$275,500	Labor +Direct Reimbursables
2	Trails Master Plan	\$100,000	Labor +Direct Reimbursables. Budget limit: \$100,000
3	Add Services	\$0	To be determined
TOTAL		\$375,500	

COMMUNITY ENGAGEMENT

Project Management / Engagement Meetings

Meeting Type	No. Meetings	Team Participants
Project Kick-off Mtg. / Site Tour	1	All
Project Website / Survey Team Mtg.	3	DTJ / RRC / Studio 6
Project Management Mtg.	As needed	DTJ / PRD staff
Client Project Management Team Mtg.	6	As required
Staff Work Sessions (Parks, OS, Trails)	4	As required
Golf Course Management Mtg.	2	DTJ / B*K
Recreational Staff Work Session	1	B*K / DTJ
Advisory Board Updates	8	As required
Joint Advisory Board Updates	1	As required
Open Space Advisory Board Update	1	DTJ / ERO / Toole
City Council Update	1	DTJ
City Council Plan Approval Mtgs.	2	DTJ
TOTAL	30	

PROS / TRAILS MASTER PLAN COMBINED EVENTS

Event Type	No. Meetings
Community Open House Event	2
Stakeholder Interviews (3-5 individuals - 1-1.5 hrs. ea.)	5
Focus Group Sessions (7-9 individuals - 1.5 hrs. ea.)	3
Pop-up Events	3
TOTAL	13

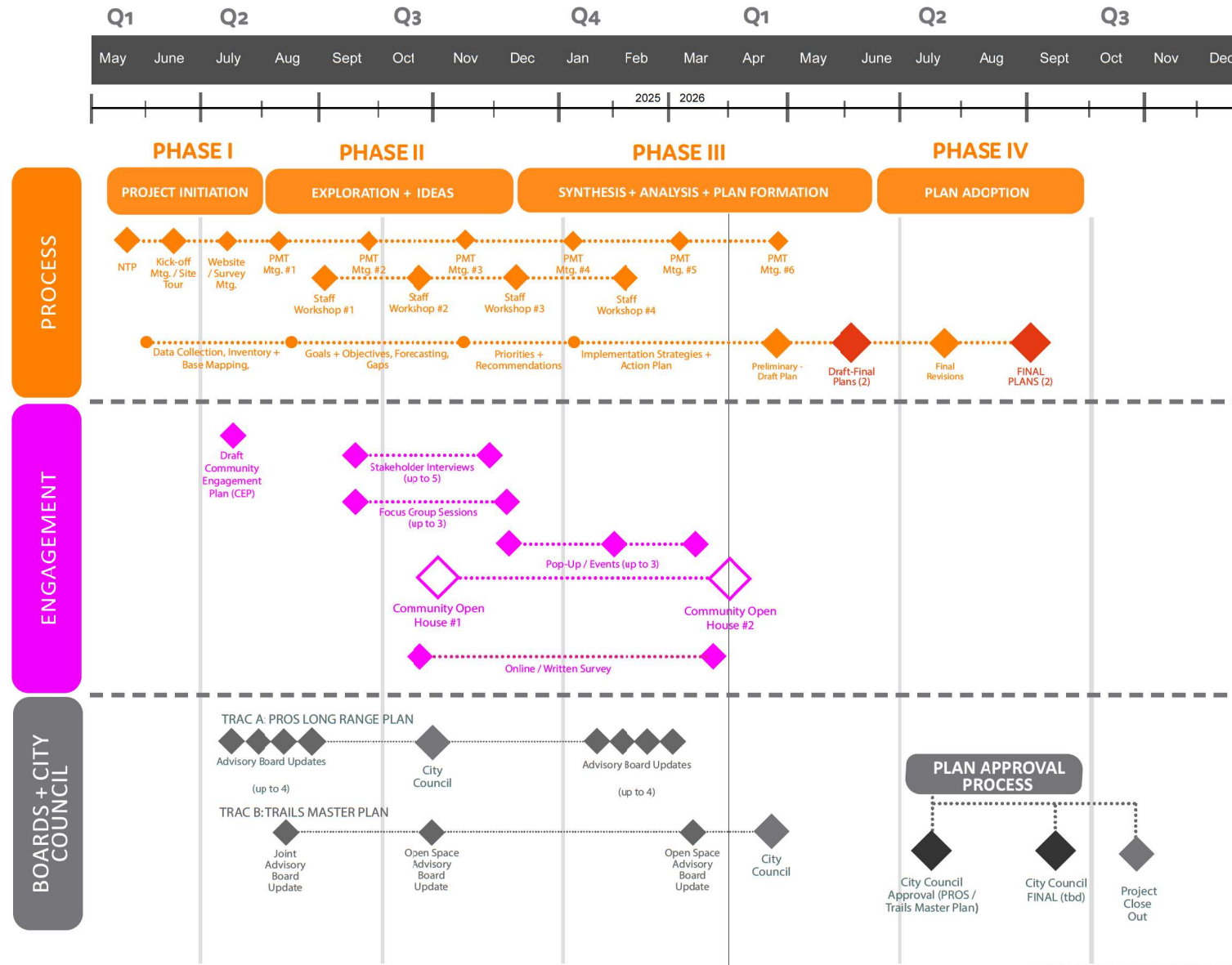
PROJECT DELIVERABLES

ITEM	No.
Draft-Final Project Work Plan (PWP) + CEP*	2
Draft Interim Needs Assessment Report	1
Draft PROS Long Range Plan**	1
Draft Trails Master Plan	1
Final PROS Long Range Plan	1
Final Trails Master Plan	1
TOTAL	7

*The PWP to be updated throughout the project and shall address Parks, Recreation / Senior Center, Open Space, Trails and Golf Services elements.

4. PROJECT TIMELINE

The Project Timeline represents a 14 month process from Notice-to-Proceed to Draft-Final PROS Plan and Trails Master Plan Submittal. The Plan Approval process may vary. The actual project start date, task durations, milestones and final plan approval shall be determined.



PROS DEPARTMENT LONG RANGE PLAN + TRAILS MASTER PLAN

5. PROJECT TEAM

The DTJ DESIGN team brings the expertise and a proven track record in delivering innovative, client-focused solutions for parks, recreation, and open space projects. Our in-house team of parks planners and landscape architects are supported by a select group of subconsultants that will support us in creating a collaborative experience. Each team brings extensive knowledge in parks, sustainable design, natural resources, recreation, and trails system planning. Our proven methods and advanced statistical analysis capabilities will provide actionable insights, informing an Open Space and Trails Master Plan that aligns with the city's goals and serves its community effectively.

SUBCONSULTANTS

RRC ASSOCIATES RRC Associates, based in Boulder, Colorado, has been a trusted leader in consumer insights and community research since 1983. With a team of 19 skilled professionals from diverse disciplines, RRC specializes in providing innovative and cost-effective research tailored to the unique needs of local governments, urban districts, DMOs, and chambers of commerce. Our extensive experience includes conducting community surveys across the U.S. for recreational planning, parks and recreation needs assessments, and housing studies. For the City of Louisville, RRC's deep expertise in community surveys and local knowledge ensures a precise understanding of resident priorities.

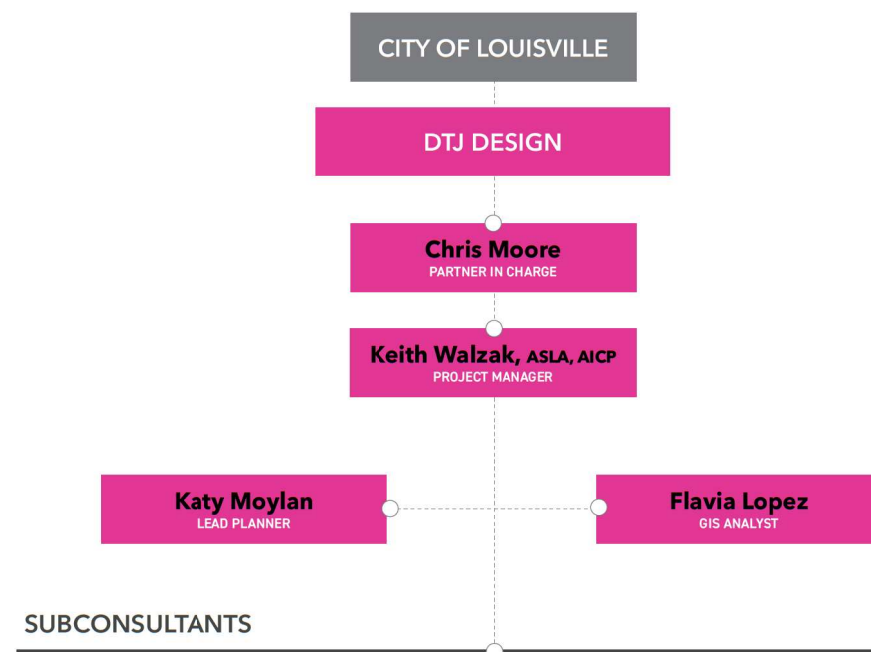
ENVIRONMENTAL RESOURCES CORPORATION (ERO) ERO brings over 40 years of expertise in environmental consulting, specializing in natural resource management, ecological restoration, and regulatory compliance. Their services include ecological assessment, cultural resource management, and environmental planning, ensuring projects align with environmental characteristics and regulations. ERO has extensive experience throughout the Rocky Mountain West, providing tailored solutions for landowners, municipalities, and agencies. Their expertise will support sustainable solutions that enhance the plan's parks, trails, and open spaces.

STUDIO SIX Studio Six is a branding agency with over 30 years of experience creating dynamic, modern identities for transit systems, municipalities, and communities. Their expertise includes logos, signage, wayfinding systems, and comprehensive campaigns that inspire behavior change, drive tourism, and boost economic development. Studio Six's innovative designs leave lasting impressions and elevate the perception of their clients.

BALLARD*KING B*K Associates, established in 1992, is a leading recreation consulting firm specializing in feasibility studies, operational audits, and master planning. The firm provides market-driven and practical solutions, offering services such as needs assessments, revenue projections, and maintenance cost estimates to support the planning, design, and operation of recreation centers and parks. For Louisville, B*K's expertise in recreation planning will support the creation of actionable, data-driven strategies for parks and recreation facilities that address community needs and operational goals.

TOOLE DESIGN GROUP Toole Design Group is a nationally recognized leader in multimodal transportation and trail system planning. With a team of planners, engineers, and landscape architects, they specialize in creating safe, accessible, and sustainable active transportation networks. Their approach emphasizes community connectivity and innovative design solutions tailored to local needs. Toole's expertise in trail system development and multimodal infrastructure will ensure a thoughtful, comprehensive approach to enhance connectivity and aligns with the plan's trail network.

ORGANIZATIONAL CHART



SUBCONSULTANTS



TEAM MATRIX

	DTJ DESIGN				Studio Six		ERO		RRC	Ballard* King		Toole Design Group	
													
Core Team/Task Lead	Chris Moore Principal in Charge	Keith Walzak Project Manager	Katy Moylan Parks, Trails, and Open Space Planner	Flavia Lopez GIS Analyst	Traci Jones Creative Director	Sheri Amass Project Manager + Marketing Strategist	Bill Mangle Natural Resource Specialist	Carrie Tanner Natural Resource Specialist	Kailyn Haskovec Research Manager	Darin Barr Recreational Facilities Specialist	Jenise Jensen Recreational Facilities Specialist	Jeff Ciabotti Trails Practice Lead	Emily Lauderdale Trails and Greenway Designer
Anticipated Participation	10%	50%	60%	40%	5%	30%	20%	25%	20%	10%	20%	10%	15%
Project Management, Administration + Progress Reporting	●	●	●			●					●		
Kick-off Meeting + Study Area Tour		●	●			●	●	●	●	●	●		●
Community Engagement Plan		●	●	●		●							
Research, Data Collection, Trends + Needs Assessment		●	●	●			●	●		●	●	●	●
Community Engagement Activities		●	●		●	●	●	●	●		●		●
Advisory Boards + City Council Updates		●	●				●	●					
Community Engagement Findings Report		●	●	●		●							
Staff Work Session, Implementation Strategies/Recommendations	●	●	●				●	●		●	●		●
Draft PROS Long Range Plan + Trail Master Plan	●	●	●	●			●	●		●	●		
Preliminary-Final PROS Long Range Plan/ Trail Master Plan		●	●	●				●					
Boards, Commission, and City Council Plan Adoption		●	●										
Final Plan, Reporting + Close Out		●	●	●									



CHRIS MOORE
PRINCIPAL + OWNER
CHIEF EXECUTIVE OFFICER
CMOORE@DTJDESIGN.COM



experience

Chris Moore, CEO, has been with DTJ since 1998, and is instrumental in the growth of DTJ's national and international design practice. He specializes in concept visioning, master planning, site specific planning and landscape architecture with a unique ability to blend architecture and landscape architecture into a complete, liveable environment. Chris is committed to designing quality public, residential, resort, and mixed-use places that are strategically positioned within the market.

Bachelor of Landscape Architecture, Ball State; Muncie, IN

awards

Merit Award - APA Colorado | *Gilpin County Comprehensive Plan*

Merit Award - ASLA Colorado | *Pronghorn*

Project of the Year Award - Sustainable Land Development | *Tallyn's Reach*

professional activities

INDUSTRY PRESENTATIONS:

- Poland Golf Conference
- Urban Land Institute
- International Building Show
- NAHB Design Institute
- 50+ Boomers and Beyond Conference
- Pacific Coast Builders Conference (PCBC)
- APA Texas Annual Conference
- Zonda Future Place
- Colorado HBA Events

INDUSTRY PUBLICATIONS:

- Sales and Marketing Ideas Magazine
- Builder/Architect Magazine



CHRIS MOORE
PRINCIPAL + OWNER
CHIEF EXECUTIVE OFFICER
CMOORE@DTJDESIGN.COM



selected projects

PUBLIC PLANNING:

- Gilpin County Comprehensive Plan | Gilpin County, CO
- Copper Canyon Downtown Master Plan | Copper Canyon, CO
- Broomfield Open Space Master Plan | Broomfield, CO
- Downtown Master Plan, Comprehensive Plan, Corridor Plan | Nacodogoches, TX

OPEN SPACE, PARKS, RECREATION + TRAILS MASTER PLANS:

- Ennis Parks Master Plan | Ennis, TX
- Summerlin Open Space, Parks, Recreation + Trails Master Plan | Las Vegas, NV
- The Hollows Open Space, Parks, Recreation + Trails Master Plan | Lake Travis, TX
- Centerra Trails Master Plan | Loveland, CO
- Haimen Riverfront Park | Haimen, China
- Tai Hu Agricultural District Recreation Master Plan | Shanghai, China

COMMUNITIES + NEIGHBORHOODS:

- Amara | Colorado Springs, CO
- Pole Canyon | Eagle Mountain, UT
- Beacon Hill | Spokane, WA
- Coral Canyon | St. George, UT
- Summerlin West | Las Vegas, NV
- Parkland Square at Bridgeland | Cypress, TX
- The Addie | Austin, TX
- The Grove | Austin, TX
- Westside Landing at Rough Hollow | Austin, TX
- Riley Park | Bend, OR
- Backcountry | Highlands Ranch, CO
- Centerra | Loveland, CO
- Tallyn's Reach | Aurora, CO
- Pabst Farms | Oconomowoc, WI
- Rural Lands West | Naples, FL
- Kalaeloa | Oahu, HI

MIXED-USED:

- Mandalay Gardens | Westminster, CO
- The Highlands at Stonegate | Douglas County, CO
- Un on | Longmont, CO
- Lohman's Square | Lakeway, TX
- Summerlin Urban Core | Las Vegas, NV
- Garland Town Center | Garland, TX
- Copper Canyon Downtown Master Plan | Copper Canyon, TX



KEITH WALZAK, AICP, ASLA
SENIOR ASSOCIATE
DIRECTOR OF URBAN DESIGN + PLANNING
KWALZAK@DTJDESIGN.COM



■ experience

Keith brings passion and commitment to placemaking design for every project. For over 35 years, Keith has actively engaged with public and private sector clients, agencies, and community stakeholders to help build healthy, resilient, thriving communities. Inspired by people and places, Keith strives to improve the livability of communities, focusing attention on social equity, sustainable urbanism, cultural arts, multi-modal and green infrastructure, and urban redevelopment/regeneration strategies. Keeping design at the forefront of his collaborative approach, Keith engages community members throughout the visioning and implementation process to promote community attributes and placemaking opportunities for neighborhoods, campus environments, business districts, and cities.

CO Registered Landscape Architect #652

Master of Urban Design, University of Colorado; Denver, CO

Master of Landscape Architecture, University of Arizona; Tucson, AZ

Bachelor of Science in Community Planning Policy, Land-Use + Geography, Northern Arizona University; Flagstaff, AZ

Pilot Fitwell Health Wellness Project | *The Heights District Plan*; Vancouver, WA

Washington ASLA Award | *The Heights District Plan*; Vancouver, WA

Washington APA Award | *Wilburton Commercial Area*; Bellevue, WA

■ professional activities

- American Institute of Certified Planners (AICP)
- American Planning Association (APA) Colorado Chapter
- American Society of Landscape Architects (ASLA) Washington + Colorado Chapters
- Urban Land Institute (ULI), Full Member
- Congress for New Urbanism (CNU), Past Member



KEITH WALZAK, AICP, ASLA
SENIOR ASSOCIATE
DIRECTOR OF URBAN DESIGN + PLANNING
KWALZAK@DTJDESIGN.COM



■ selected projects

COMPREHENSIVE + SPECIFIC AREA PLANS:

- Comprehensive + Downtown Plan | Nacogdoches, TX
- Comprehensive Plan | Glenwood Springs, CO
- Comprehensive Plan | Carbondale, CO
- Land Use Development Code 3D Visualizations | Boise, ID
- The Heights District Subarea + Conceptual Development Plan | Washington, WA
- Shoreline District Urban Framework + Urban Renewal District Plan | Boise, ID
- Comprehensive Plan | Durango, CO
- Tempe General Plan | Tempe, AZ

TRANSIT-ORIENTED DEVELOPMENT:

- Norte-Sur Equitable TOD Strategic Plan | Tucson, AZ
- Wilburton Commercial Area Framework Plan | Bellevue, WA
- The Heights District Subarea + Conceptual Development Plan | Washington, WA
- Tacoma Downtown Neighborhood Dome District | Tacoma, WA

DEVELOPMENT MASTER PLANS:

- Summerlin West Urban Core Framework | Las Vegas, NV
- Urban + Farm Development Master Plan | Bozeman, MT
- Eastlake Life Science Master Plan (*Confidential*) | Seattle, WA
- Port of Vancouver Terminal 1 Concept Plan | Vancouver, WA
- Three Springs Neighborhood | Durango, CO
- Cayman | Cayman Island

PARKS, RECREATION, OPEN SPACE + TRAILS:

- Broomfield Open Space Parks, Recreation + Trails Master Plan | Broomfield, CO
- Hoosier Pass Recreational Pathway Feasibility Study | Summit County, CO
- East Community Park | Boulder, CO
- Valmont Bike Park | Boulder, CO
- Elks Neighborhood Park | Boulder, CO
- ADA Accessibility Needs Assessment | Boulder, CO
- Parks + Recreation Facilities Retrofit Program, Governor's Energy Performance Grant | Boulder, CO
- Three Springs Neighborhood Parks Master Plan | Durango, CO
- Three Springs Arts + Culture Master Plan | Durango, CO



KATY MOYLAN
PROJECT COORDINATOR
KMOYLAN@DTJDESIGN.COM

■ experience

With over three years of experience in urban design, landscape architecture, and neighborhood planning for a variety of projects at different scales and locations, Katy has developed an extensive design portfolio. Proficient in large-scale community planning, resort visioning, and landscape design, Katy has participated in numerous stages of the design process, from initial conceptual visioning to construction documentation. Her multi-disciplinary background enables her to envision places that meet community goals while integrating seamlessly with the natural environment. Katy aims to honor and enhance each unique site and considers community input a vital aspect of the design process. She is dedicated to employing equitable and sustainable design strategies to create public spaces that are both aesthetically pleasing and functionally effective.

Bachelor of Environmental Science, University of Colorado Boulder; Boulder, CO

■ selected projects

RESORTS + HOSPITALITY:

- Kane Creek | Moab, UT
- Sandals Beaches St. Vincent | St. Vincent + The Grenadines
- ULUM Moab | Moab, UT
- Under Canvas North Yellowstone - Paradise Valley | Livingston, MT
- Under Canvas Acadia | Sunnyside, ME
- Under Canvas Bryce Canyon | Big Water, UT

MIXED-USE + URBAN:

- 4th Street Crossing | Silverthorne, CO
- Summerlin West | Las Vegas, NV
- Dubai Oasis Phase 2 | Dubai, UAE
- The Heights CC + Wellness Master Planning | Dubai, UAE
- Amarillo Property Master Planning | Amarillo, TX

RESIDENTIAL:

- Northpoint Workforce Housing | Hilton Head Island, SC
- 4th Street North | Silverthorne, CO
- Brush Housing Services | Brush, CO
- Firefly at Eagle Mountain | Eagle Mountain, UT
- Belle Vie | West Cairo, Egypt
- Brookfield Mesa Top | Lone Tree, CO
- RP Communities General Planning | Chattanooga, TN

CIVIC:

- Dacono City Center Vision Plan | Dacono, CO
- Avon Sub Area Plan | Avon, CO



FLAVIA LOPEZ
DESIGNER
FLOPEZ@DTJDESIGN.COM

■ experience

Flavia is a dedicated urban planner, with 2 years of professional experience infusing her work with a deep-seated passion for creating vibrant, resilient communities. With a strong foundation from her architecture and urban planning education, Flavia approaches placemaking with a unique blend of technical skill and creative vision. She excels in engaging with a diverse range of clients and stakeholders, including public and private sector entities and community groups.

Master of Urban Planning, Texas A&M University; College Station, TX
Bachelor of Architecture, University of Houston; Houston, TX

■ professional activities

■ selected projects

- Member of the Texas Chapter of the American Planning Association (APA)

CIVIC PLANNING:

- Parks Master Plan | Ennis, TX
- Comprehensive Plan | Nacogdoches, TX
- Comprehensive Plan | Dripping Springs, TX
- Comprehensive Plan | Caldwell, TX*

URBAN DESIGN:

- Palmilla Town Center | Corpus Christi, TX
- Downtown Master Plan | Nacogdoches, TX

*Experience prior to joining DTJ.



William J. Mangle

NATURAL RESOURCE PLANNER | PRINCIPAL



Bill has a broad background in natural resources, public land planning, trail planning, National Environmental Policy Act (NEPA) analysis, and water resource studies throughout Colorado and the intermountain West. He has a strong interdisciplinary background that balances biological sciences, trail and recreation management, resource stewardship, and stakeholder involvement. He specializes in planning that balances natural resource protection with trail and outdoor recreation opportunities. These technical and professional skills have enabled Bill to effectively coordinate and manage diverse project teams and develop creative and strategic solutions to natural resource problems.

Town of Breckenridge Open Space and Trails Master Plan | Summit County, CO

Project Manager — Conservation and stewardship lead for a comprehensive process to update the Town's open space and trails master plan. This has included development of a landscape-scale habitat sensitivity analysis, a management zone framework, strategic guidance for land conservation, trail development and management principles, and natural resource stewardship recommendations. This community-driven process was completed in mid-2022.

Brush Creek Valley Ranch and Open Space Management Plan | Eagle County, CO

Project Manager and Planning Lead — Completed a long-range management plan for the 1,540-acre property near Eagle. Through a comprehensive public engagement process, developed recommendations for agricultural stewardship, wildlife habitat protection, vegetation and habitat restoration, and public trail access. This project was recognized by Colorado Parks and Wildlife (CPW) as a "prototype" for balancing recreation and wildlife needs.

Outside 285 Master Plan | Jefferson, Park, Douglas, and Clear Creek Counties, CO

Project Manager and Lead Planner — Supported a collaborative, multi-stakeholder effort to identify long-term trail and recreation opportunities on balance with wildlife habitat conservation. Efforts have included a robust wildlife habitat analysis, facilitation of a 38-member Steering Committee, and the evaluation of proposals for recreation, trail, and habitat improvements in the region. After a successful master plan in 2021, this effort received a grant in 2022 under CPW's Regional Partnerships Initiative.

Fishers Peak State Park Master Plan | Las Animas County, CO

Environmental Planning Lead — Supported planning efforts through coordination with CPW and project partners to incorporate scientific data, extensive site reconnaissance to understand the complex dynamics of the property, habitat evaluation, and mapping to guide planning decisions, and development of a proactive trail system that balances world-class recreation and habitat conservation.

Redstone to McClure Pass Trail Environmental Assessment | Pitkin County, CO

Project Manager — Completed NEPA analysis for the proposed trail connection within the White River National Forest. This NEPA process has substantial public interest and includes a thorough analysis of potential effects on key resources including wildlife, cultural resources, recreation, and community character.

KEY STRENGTHS

- Public Land Planning
- Conservation and Recreation Planning
- NEPA Documentation
- Stakeholder Engagement

EDUCATION

2001 | M.S. Natural Resource Policy and Planning | University of Michigan

1996 | B.A. History/Political Science | Colorado College

Years with ERO: 24 | Years' Experience: 27



Carrie Tanner

STAFF ENVIRONMENTAL PLANNER



Carrie's background is in rural planning with an emphasis on community and economic development. A solid foundation in environmental science, land use planning, and public lands management allows Carrie to successfully balance the relationship between a community's values and new strategies for success. Carrie's areas of expertise include technical writing, editing, and community engagement.

Westminster Hills Open Space Conditions Assessment | Adams County, Colorado

Project Lead — The comprehensive evaluation of Westminster Hills Open Space for the City of Westminster involved assessing the conditions of trails, vegetation, wildlife, and user impacts, including a detailed examination of the area's dog park. Responsibilities encompassed project organization, report compilation, internal team coordination, and social trails mapping. Significant findings highlighted issues with off-trail travel and the presence of social trails in critical habitats, laying the groundwork for future management and sustainability efforts in the open space.

Breckenridge Open Space and Trails Master Plan | Summit County, Colorado

Project Assistant — Assisting the Town of Breckenridge with their Open Space and Trails Master Plan by identifying recreation and conservation areas for protection of additional public places. Efforts have included community engagement support, management zone mapping, and criteria analysis. This planning effort is led by DTJ Design and CivicBrand in partnership with the Town of Breckenridge.

Outside 285 Master Plan | Jefferson, Park, Douglas, and Clear Creek Counties, Colorado

Project Assistant — Assisting with a collaborative, multi-stakeholder effort to identify long-term trail and recreation opportunities balanced with wildlife habitat conservation in the US Highway 285 region southwest of Denver. Efforts have included technical editing and organizing final plan documents. This planning effort is led by a partnership of Colorado Parks and Wildlife, the US Forest Service, and the Colorado Mountain Bike Association.

Broomfield Open Space, Recreation, and Trails Master Plan | City and County of Broomfield, Colorado

Project Assistant — Efforts focused on updating the master plan to reflect contemporary environmental and recreational needs. This included revising natural resource sections, leading project coordination, and mapping efforts, writing critical sections of the master plan, and crafting a Natural Resource Challenges Memo. A significant focus was also placed on stakeholder engagement, conducting meetings with the Open Space Advisory Board to ensure community involvement and feedback were integral to sustainable planning practices.

KEY STRENGTHS

- Public Engagement
- Outdoor Recreation Planning
- Economic Development

EDUCATION

2017 | B.S. Environmental Protection | West Virginia University

2020 | M.S. Masters of the Environment-Sustainability Planning and Management | University of Colorado Boulder

CERTIFICATIONS

NWETC NEPA Certification

Years with ERO: 2 | Years' Experience: 5



Presenter

- *University of Colorado's Architecture Department (Guest Lecturer on Design)*
- *Colorado Assoc. of Transit Agencies (CASTA)*
- *National Conference on Rural Public and Intercity Bus Transportation (RIBTC)*
- *Transit Agencies of South Carolina Conference*
- *Presenter at CTAA Virtual Conference*
- *Launch Longmont*
- *Ontario Transportation Expo Speaker, Toronto, Canada*

Awards and Published By:

- *INC. Magazine, World's Coolest Offices*
- *Corporate Identity USA*
- *Princeton Press*
- *Boulder Daily Camera*
- *Post-Typography*
- *Logo Lounge 3 & 4*
- *Silver Summit Award*
- *Denver AIGA, Silver Medal*



Traci Jones

Principal, Creative Director

Branding Specialist

Traci Jones is the Principal and Creative Director of Studio Six, a creative agency specializing in transit, city and community branding. With more than 25 years of experience developing brands for transit and place-based organizations, Traci is an expert at analyzing complex challenges and bringing entire communities to consensus on branding-related projects. These projects include transit systems, large-scale wayfinding systems and city-wide branding. Focused on helping organizations tell their story, she guides communities in developing a vision for their brand and leads the creative team to create solutions that are built on a foundation of stakeholder engagement and in-depth research. The hallmark of Studio Six is delivering strategic creative solutions authentic to each community.

Stakeholder Facilitation Expertise

After working with municipalities and civic organizations much of her career, Traci has extensive expertise in conducting stakeholder engagement and community facilitation. As a part of this process, the Studio Six team develops communication tools, surveys and materials that distill complex problems into exciting visioning opportunities. As a result of the expert facilitation, attendees leave feeling heard, valued and a part of the solution. Studio Six has designed brands for cities, large retail centers, parks and open space wayfinding programs, transit systems around the country, large high visibility advertising campaigns, etc.

Education

MFA Graphic Design, University of Arizona; BFA Graphic Design, Drake University

Project Experience

City of Louisville

Parks and city signage

The City of Dacono

Brand development, signage, photography, video, social media management, marketing collateral

The City of Trinidad

Brand development, travel magazine, city fleet, city templates

The Town of Winter Park

Transit system design, brand development, advertising campaigns, stakeholder facilitation

Salt Lake City Frequent Transit Network Launch Campaign

Strategic plan, advertising campaign, social media campaign, stakeholder facilitation

City of Boulder & Boulder County

Advertising campaigns for environmental-related projects, brand development



About Sheri

Sheri's combination of strategic oversight, attention to detail, and a results-oriented approach ensures projects are managed efficiently and deliver maximum value to clients.



Sheri Amass

Project Coordinator

Digital Marketing & Project Management Specialist

Sheri Amass is the Founder and Principal of Creative Links, a digital marketing consultancy based in Longmont, Colorado, with over 15 years of experience in project management and digital strategy. Sheri specializes in delivering creative, data-driven solutions that enhance visibility, drive lead generation, and deliver measurable results.

Project Management Expertise

As a Project Coordinator, Sheri excels in managing complex, multi-phase projects across diverse industries. She oversees all aspects of project execution, including timeline development, resource allocation, budget management, and team coordination. Sheri's strengths lie in clear communication, proactive problem-solving, and ensuring alignment with client objectives at every project stage. She has a proven track record of delivering projects on time, within budget, and to the highest standards of quality.

Digital Marketing & Strategy

Sheri's expertise includes developing and executing integrated marketing strategies that combine web, social media, mobile, email, and print. She is skilled in creating high-converting landing pages and automated marketing workflows designed to optimize ROI. Her ability to blend creativity with analytics ensures campaigns are both innovative and effective.

AI Integration & Automation

Sheri leverages AI tools to streamline operations and enhance marketing performance for clients. From workflow automation to predictive analytics, she helps businesses achieve greater efficiency and smarter decision-making.

SEO & Content Development

Sheri is experienced in implementing tailored SEO strategies that improve search engine rankings and drive organic traffic. She also develops engaging, high-value content that resonates with target audiences and boosts campaign performance.

Project Experience

Durango Business Improvement District

Website design, weekly email newsletter, and social media management

La Plata County

Website design, and marketing consultation

Durango Tourism Board

Website design, email marketing, and marketing consultation



Kailyn Haskovec

Research Manager

ABOUT

Kailyn brings a unique perspective to the RRC Associates team with a background in state and local government, parks and recreation, transportation, and social research. Kailyn can interpret qualitative and quantitative data to provide strategic recommendations and policy direction. She has managed a variety of parks and recreation studies, community surveys, market analyses, and tourism sentiment research.

At RRC, Kailyn is the project manager for the parks and recreation research sector. She guides each stage of the process from project kick-off to questionnaire design and analysis and reporting. As a prior public servant in a parks and recreation department, she is passionate about assisting parks and recreation agencies utilize community feedback to draft strategic plans and goals.

EDUCATION

Master of Environment, Sustainable Planning and Management: University of Colorado 2018

Bachelor of Arts, Sociology & Minors in Environmental Studies and Public Policy, Planning & Management: University of Oregon 2014

PROFESSIONAL EXPERIENCE

2023 to present	Associate, RRC Associates – Boulder, CO
2021 to 2023	Research Analyst, RRC Associates – Boulder, CO
2019 to 2021	Program Coordinator, RRC Associates – Boulder, CO
2019 to 2020	Process Improvement Intern, Colorado Department of Transportation – Denver, CO
2017 to 2018	Graduate Research Assistant, National Parks Conservation Association – Boulder, CO

RELEVANT WORK EXPERIENCE

Parks, Recreation & Community Needs Assessments

Willamalane Park and Recreation District
Evergreen Park and Recreation District
Owensboro, KY
Menifee, CA
Scarborough, ME
Mebane, NC
Ada County, ID
Nampa, ID
Mesa, AZ
Deltona, FL
Brunswick, ME
Charles County, MD
Calvert County, MD
Chelan, WA
Boca Raton, FL

Tourism, Visitor, Special Event and Economic Research

Minnesota Dept. of Natural Resources
Travel Oregon
Beaver Creek Mountain Resort, CO
Visit Walla Walla, WA
Town of Vail, CO

Ski Area Market Assessments

Mt. Garibaldi, BC
The Balsams, NH
Quarry Road, ME
Saddleback, ME

Outdoor Recreation Research

Quandary Peak, CO
Jefferson County Open Space, CO
Upper Colorado Wild and Scenic Stakeholder Group, CO

CONTACT

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kailyn@rrcassociates.com

www.rrcassociates.com



Ethan Adams

Research Manager

ABOUT

Based in Kaysville, Utah, Ethan is an accomplished data analyst and social scientist with a passion for leveraging academic theory and statistical research methodology to empower leaders with valuable data-driven decision-making. Throughout his career at RRC Associates Ethan has honed his expertise in online survey design platforms and data management software, enhancing existing procedures and spearheading the development of tailored data collection methods that widen the organization's capabilities. Ethan's commitment to data accuracy and validity ensures RRC's research provides the comprehensive understanding needed to facilitate strategic, informed actions in his client's communities and organizations.

EDUCATION

Master of Arts, Applied Sociology: University of Northern Colorado 2018

Bachelor of Arts, Sociology & Minor in Psychology: University of Northern Colorado 2016

PROFESSIONAL EXPERIENCE

2023 to present	Associate, RRC Associates – Boulder, CO
2021 to 2023	Senior Data Analyst, RRC Associates – Boulder, CO
2018 to 2021	Data Analyst, RRC Associates – Boulder, CO
2017 to 2018	Social Research Associate, UNC Social Research Lab – Greeley, CO
2016 to 2018	Research Assistant, University of Northern Colorado – Greeley, CO
2014 to 2017	Asset and Profit Protection Manager, Sears Holdings – Greeley, CO

RELEVANT WORK EXPERIENCE

Parks & Recreation Needs Assessments

Bend, OR
Boca Raton, FL
Canon City, CO
Coconino County, AZ
Desert Recreation District, CA
Evergreen Park and Recreation District, CO
Fairbanks, AK
Frisco, CO
Groton, CT
Hampton, VA
Mesa, AZ
Mebane, NC
Orlando, FL
PenMet Parks, WA
Scarborough, ME
Willamalane Park and Recreation Dist., OR

Citizen/Comprehensive Plan Surveys

Grand Junction, CO
Gunnison, CO
Lafayette, CO
Meeker, CO
Vail, CO

Tourism/ Visitor Research

Aspen Skiing Company, CO
Beaver Creek Tourism and Event, CO
Breckenridge Tourism Office, CO
Golden Isles Convention & Visitors, GA
Holiday Valley, NY
Sierra-at-Tahoe, CA
Town of Vail, CO

Affordable Housing Surveys

Roaring Fork Valley, CO
Boulder, CO
San Miguel County, CO



JEFF CIABOTTI

TRAILS PRACTICE LEAD

PROFESSIONAL HIGHLIGHTS

Years of Experience: 29

Toole Design: 2012-Present

Save the Children - U.S. Programs: 2011-2012

Rails-to-Trails Conservancy: 1995-2011

EDUCATION / CERTIFICATION

Bachelor of Arts, Psychology, Rollins College: 1987

APPOINTMENTS / AFFILIATIONS

Transportation for America, Equity Caucus

Coalition for Regional Trail Initiatives, Advisor

dbTilde CORE, Inc., Board Member

Jeff is Toole Design's Trails and Greenways Practice Lead. He has spent 29 years in planning, education, and advocacy, focusing on creating healthy, sustainable communities through developing networks of trails, greenways, and connected corridors. Jeff has led numerous trail and greenway projects for a variety of cities, regional agencies, and state-level clients around the United States. He was formerly the Vice President for Trail Development at Rails-to-Trails Conservancy, and he is a nationally recognized expert on trail and greenway development who has presented numerous workshops, trainings, and keynote addresses. Jeff understands all aspects of a project's evolution, including policy development, planning, design, prioritization, funding, and management. This makes Jeff's projects successful, whether he is working on large scale regional trail system plans or detailed construction design.

SELECTED PROJECT EXPERIENCE

FHWA Trails as Resilient Infrastructure Guidebook

Jeff was the Project Manager for this groundbreaking project to develop a guidebook on trails as resilient infrastructure, focused on addressing climate resiliency and emergency response and preparedness. The guidebook includes sections on how to assess the vulnerability of trails to climate change and extreme weather; how to design, plan for, and manage and maintain trails to be resilient to climate change and extreme weather; and associated design and maintenance costs and benefits, and innovative finance strategies.

Trails Plan for Prince George's County, Prince George's County, MD

Jeff was the Project Manager for this plan, which provides an ambitious road map for completing 500 miles of trails by 2040. Toole Design's work will help the county fulfill its vision to serve all types of trail users and interests, and create a network of trails connected within the county and regionally.

Adirondack Park Economic Development Strategy and Priority Project Implementation Program, Hamilton County - Adirondack Park, NY

The major focus of this work is to develop a strategic business plan that implements the Adirondack Trail Towns Initiative. Toole Design's work includes: I) developing a strategic business plan, II) community outreach and education, III) coordination on current economic development efforts and asset mapping. Jeff led a practical and tactical approach to implementing Trail Town strategies parkwide.

Virginia Statewide Trails Plan

Jeff is the Project Manager for this project, supporting the development of a legislative report recommending instituting a new state trails office to reside within VDOT. Our team worked with agency experts and trail advocates and conducted peer state DOT best practice reviews to inform, guide and strengthen the working group recommendations.

OTHER RELEVANT EXPERIENCE

Austin Walk Bike Roll (Urban Trails Plan), Austin, TX
Frederick East Street Rail-with-Trail, Frederick, MD



EMILY LAUDERDALE, PLA

TRAILS AND GREENWAYS DESIGNER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 10

Toole Design: 2022-Present

Blackhawk Hills Regional Council: 2021-2022

U.S. Forest Service: 2015-2020

Hoffman Planning, Design, & Construction: 2014-2015

EDUCATION / CERTIFICATION

Master in Landscape Architecture, University of Michigan: 2014

Bachelor of Arts, Environmental Policy and Culture, Northwestern University: 2010

Professional Landscape Architect: VT

LEED® Green Associate

Emily is a greenways and trails designer and landscape architect with experience working on trail design and planning projects. Her experience includes trail planning, design, and management, regional trails plans, recreation and sidewalk accessibility analyses, walkability studies, and partnership and public engagement. Emily uses her experience in landscape architecture and recreation to plan inclusive spaces and corridors that facilitate safe and fun transportation and recreation opportunities.

SELECTED PROJECT EXPERIENCE

FHWA Trails as Resilient Infrastructure Guidebooks

Emily was a primary content writer and planner for the FHWA guidebook on Trails as Resilient Infrastructure. The guidebook covers how trails can be planned, designed, and managed to be resilient to climate change and contribute to emergency response and preparedness. Emily played a leadership role in developing content on climate risk factors and trail management for resiliency.

Albuquerque Rail Trail Phase 3 Concept Plan, Albuquerque, NM

Emily provided project-wide support for the planned seven-mile loop trail around downtown Albuquerque. The project included alignment feasibility as well as concept development for various sections of the loop trail. Emily provided input on concept exhibits and helped synthesize materials developed for the project in a segment readiness assessment to inform project team members, city staff, and elected officials on the status of the project.

Lowell Park Wayfinding and Trail Kiosks, Dixon, IL

Emily served as the Project Manager and cartographer for the creation of four trail map kiosk panels and a wayfinding plan for a regional trail in Dixon. The trail maps and wayfinding signage will provide navigation information for trail users as well as information about trail etiquette and allowed uses. Emily has provided valuable GIS mapping skills in the development of the trail maps.

Austin Urban Trails Design Guidance, Austin, TX

Emily was a content developer for the Austin Urban Trails Design Guidance. She consolidated standards and best practices for trail design and amenities into the guidance document to provide City staff with a single-resource reference. The guidance accounted for complex considerations including separation of user types and forecasting trail capacity. Emily provided strong research and writing skills in the compilation of these standards, recommendations, and best practices.

OTHER RELEVANT EXPERIENCE

Arlington Boulevard Trail, Arlington County, VA

Tabor to Platte Rail to Trail Study, Bon Homme and Charles Mix Counties, SD

DCR Neponset River Greenway to Blue Hills, Boston Region, MA



KEN BALLARD

FOUNDING PARTNER



As a founding partner of Ballard*King & Associates, Ken has over 40 years of experience in parks and recreation services. Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation agencies.

In his years of work with B*K, Ken has provided assessment and master planning consulting services to more than 75 communities across the country. Ken is well known for his vast knowledge of recreation programming, park development and operations, as well as organizational planning and parks maintenance. His expertise has been developed over the years from a wide breadth of experiences within the parks and recreation field.

From public recreation to the collegiate and university section to private recreation, Ken collaborates, listens and responds to staff, key stakeholders and decision makers. Ken's extensive knowledge in parks and recreation has resulted in successful projects in all contiguous states across the country. Ken has 40 years of experience within the recreation industry and 31 years of experience with B*K. Ken's comprehensive operational and programming background contributes to understanding the intricacies of varying agencies and organizations while meeting the needs of their constituents. Ken routinely presents and speaks to local government agencies, boards and commissions. His ability to provide meaningful analysis and feedback allows each organization to make decisions that best meet their needs.

SELECT RELEVANT EXPERIENCE

- Clear Creek Metropolitan District Master Plan, Idaho Springs, CO
- Grand Junction Parks and Recreation Master Plan, Grand Junction, CO
- Gunnison Parks and Recreation Master Plan, Gunnison, CO
- Longmont Parks and Recreation Master Plan, Longmont, CO
- North Fork Pool, Park & Recreation District Master Plan, Hotchkiss, CO
- Timnath Parks and Recreation Master Plan, Timnath, CO
- Castle Pines Parks & Recreation Master Plan, Castle Pines, CO
- Arapahoe County Open Spaces Master Plan, Arapahoe, County, CO
- Boulder Parks and Recreation Master Plan, Boulder, CO

EDUCATION

BACHELOR OF SCIENCE - RECREATION
BACHELOR OF ARTS - HISTORY
• University of Colorado

CERTIFIED PARKS & RECREATION
PROFESSIONAL

PROFESSIONAL AFFILIATIONS

Athletic Business Conference
Colorado Parks & Recreation
Association
National Recreation & Park
Association
Metropolitan State College of
Denver – Former Adjunct Faculty

EXPERTISE

MASTER PLANS
FEASIBILITY STUDIES
OPERATIONAL AUDITS
PROGRAM ASSESSMENTS
SHORT TERM MANAGEMENT
SOLUTIONS

CONTACT



Phone:
(303) 470-8661



Email:
ken@ballardking.com



Web:
www.BallardKing.com



JENISE JENSEN

ASSOCIATE



Jenise began working with Ballard*King & Associates in 2015 and brings over 30 years of experience in parks and recreation. During her time with B*K, Jenise has utilized a robust recreation background combined with data and analysis to guide clients through their projects. Her involvement with projects includes feasibility studies and operational assessments.

Prior to joining B*K, Jenise held a variety of positions with both public and private recreation agencies. She served as Assistant Director of Parks, Recreation & Art for the City of Chaska, MN; Ice Arena Manager, Recreation Center Manager and Administrative Manager for the Town of Breckenridge Recreation Department, CO; and Recreation Coordinator for the City of St. Peters, MO. In addition, she worked for private recreation facilities in Texas and Georgia and has served on a number of recreation related non-profit boards.

Jenise has experience with a variety of operational and leadership models, from subsidized recreation to enterprise models to for-profit facilities. She has experience with operations, programming, marketing and administrative practices for recreation facilities and multi-facility departments. Jenise has helped lead the approval, design, and renovation of projects in excess of \$17 million, and managed both indoor and outdoor facilities. One of Jenise's strengths is creativity and marketing, combined with the ability to create new, interesting and successful revenue-generating programs.

Jenise has spoken and presented to Town/City Councils, Citizen Advisory Boards, and recreation organizations, such as the National Recreation and Parks Association, Athletic Business, Colorado Parks and Recreation Association, and the Ice Sports Industry. She served as an Assistant Media Supervisor for the 2002 Olympic Winter Games. All of these varying roles have shaped her appreciation for the challenges of successfully navigating within a variety of leadership and organizations to reach common goals.

SELECT RELEVANT EXPERIENCE

- Upper Macungie Community Center Operations Plan and Feasibility Study, Upper Macungie Township, PA
- Pembroke Pines Master Plan, Pembroke Pines, FL
- Plymouth Aquatic Market Assessment, Plymouth, MN
- Pueblo, CO Market Analysis, Pueblo, CO
- Johnstown Market Analysis, Johnstown, CO

EDUCATION

ASSOCIATE OF ARTS
• Colorado Mountain College
CERTIFIED POOL OPERATOR
• National Swimming Pool Foundation

PROFESSIONAL AFFILIATIONS

- COLORADO PARKS & RECREATION
ASSOCIATION
- MISSOURI PARKS & RECREATION
ASSOCIATION
- NATIONAL RECREATION & PARK
ASSOCIATION
- ATHLETIC BUSINESS
- ICE SPORTS INDUSTRY

EXPERTISE

MARKET ASSESSMENTS/DATA
ANALYSIS
OPERATIONS PLANS
MARKETING
RECREATION PROGRAMMING

CONTACT



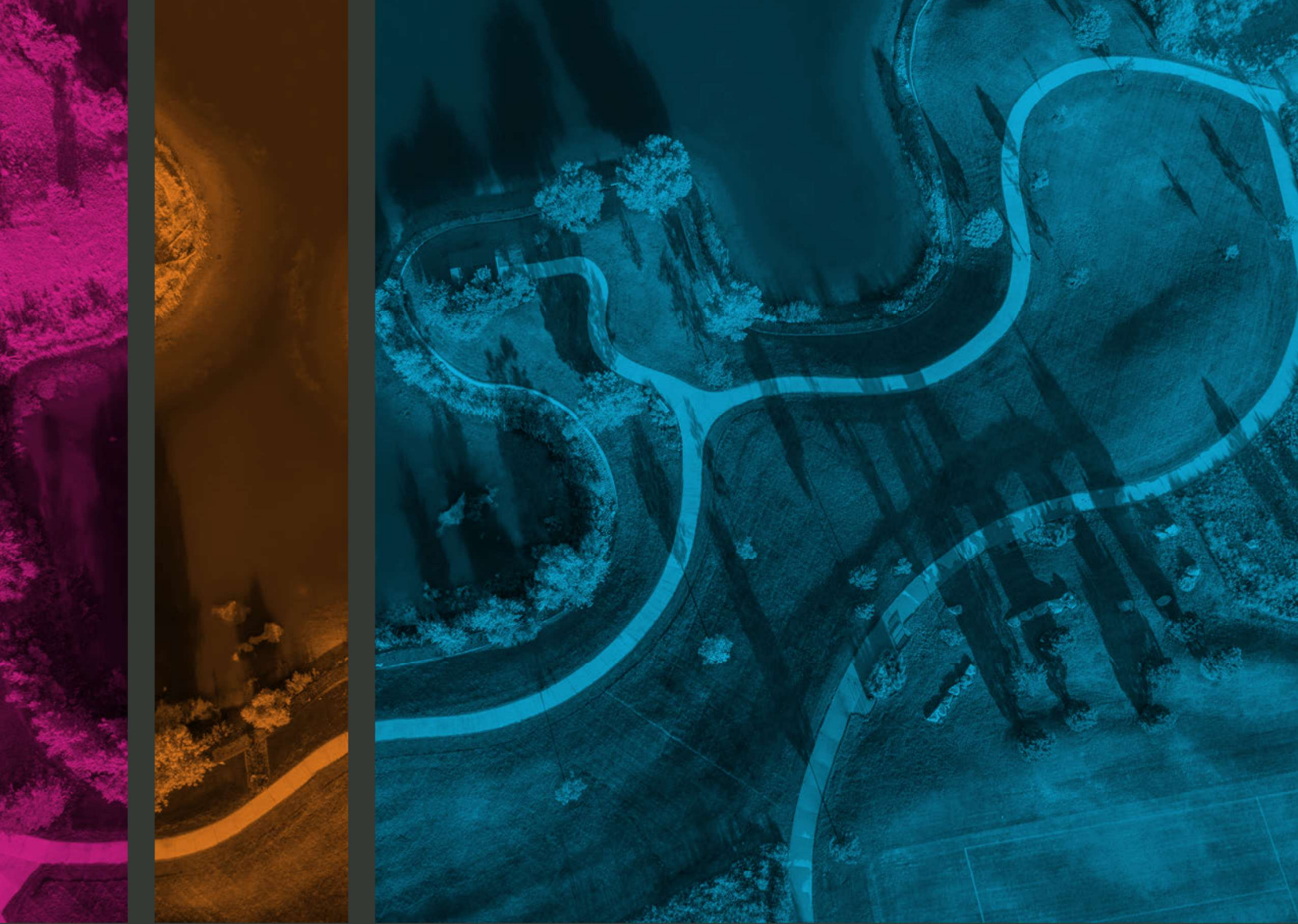
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architecture ■ planning ■ landscape architecture

SUBJECT: STAFF REPORT SUPPORTING AWARD OF PROS LONG-RANGE PLAN & TRAILS MASTER PLAN

DATE: MAY 6, 2025

**PREPARED BY: BRYON WEBER, PROS PROJECT MANAGER
ADAM BLACKMORE, PROS DIRECTOR**

STAFF REPORT:

Note: This contract award recommendation was previously submitted as part of the March 18, 2025 Council packet, where it was removed from the consent agenda for further discussion as part of the regular meeting. Per City Council's request, this resubmission now includes an updated consultant proposal and this staff report with further clarification on additional questions which arose from the previous submittal.

Staff requests Council approve a consulting contract with DTJ Design Inc. (DTJ) for the purpose of developing an updated Long-Range Plan and a Trails Master Plan, respectively, for the Parks, Recreation and Open Space (PROS) Department and its divisions – Parks, Recreation & Senior Services, Open Space and the Coal Creek Golf Course.

Both plans are vital to the success of the PROS Department, and its divisions, as they will establish guiding documents to inform resource investments and aspects of planning, operations and department management for the next decade. The previous PROS Department plan was completed in 2012 and is therefore overdue for its typical 10-year update – particularly in light of the significant events that have occurred since its completion including the 2013 flood, 2021 Marshall Fire, COVID pandemic and significant transitions in both City and Department leadership. Furthermore, as outlined in Title 4 of the Louisville Municipal Code, the Open Space Advisory Board is tasked with overseeing the adopted Trails Master Plan, however such plan has not been previously completed as a standalone resource, and this will serve as the opportunity to complete this particular planning process for the first time.

The goal of the Long-Range Plan is to complete a high-level analysis of each of the PROS division's existing facilities, amenities and services, developed parks and open space properties. This plan will be informed by robust public engagement strategies to capture the community's needs, desires and priorities for each PROS division going forward. Similarly, the Trails Master Plan will include analysis and public input specific to the City's trail system and result in prioritized needs and desires for the on-going planning, development and management of the trail network and related topics.

Enclosed in Exhibit A is a detailed statement of work which delineates the intended project approach and scope. As outlined, the consulting team will partner with staff to develop, organize and execute the overall planning process from initial research through final recommendations. Beginning with documentation and review of the Department's existing assets, the consulting team will provide a benchmarking analysis, develop and complete a statistically valid community survey and lead public input opportunities to confirm the community's needs and desires.

Further exploration and development will continue across the proposed series of up to 30 meetings, most with further public input components. This process will allow future management recommendations to be vetted, refined and incorporated into a series of written and graphic reports developed by the consulting team. While leading the City through this process is a significant deliverable in and of itself, Exhibit B includes an updated proposal from DTJ outlining team responsibilities, community engagements, deliverables and associated fee allocations for each plan component.

While the specific topics to be explored for each division will ultimately be determined by early public engagement, some subjects might be anticipated based on past discussion and known concerns. Representative topics which may arise include:

Open Space – fire mitigation, restoration of vegetation, balancing resource conservation and recreation uses such as trails

Parks - expansion of outdoor recreation amenities, including preliminary use recommendations for Cottonwood Park, Redtail Ridge and the Recreation Campus near the Louisville Police Department

Recreation & Senior Center – facility and program level of service, meeting use demands, expansion of outdoor recreation amenities

Golf Course – enhancing the guest experience, opportunities for community programming through a new clubhouse

Trails – connectivity enhancements at the local and regional levels, safe road crossings, opportunities for new corridors

Another item that will likely be identified for each division will be recommendations for future plans and studies to explore topics at a more in-depth level than can be accomplished by the Long-Range Plan and/or Trails Master Plan. Examples could include property management plans, design plans for specific park amenities or civil engineering of trail connections. As important as the topics themselves will be obtaining the collective community's values and desires for the prioritization of various elements relative to one another. Capturing and documenting priorities will be critical for developing the timeframe and level of investment in the years to come.

The planning contract is to be primarily facilitated by DTJ who will then oversee a team of five subconsultants with varied expertise. DTJ is a multi-disciplined planning, architecture, landscape architecture and urban design firm whose consulting practice

ranges from community planning, amenity design (including golf) to parks and open space.

Supporting the DTJ team will be:

- ERO Resources – local experts in the environmental and natural resources topics that will direct many aspects of both plans
- Ballard*King – specialists in recreation planning and administration
- Toole Design Group – offering technical assistance on the trails master plan
- RRC Associates – providing community research and a statistically valid survey
- Studio 6 – supporting implementation of the public outreach and community engagement essential for successful completion of both plans

Staff believe the DTJ-led team is positioned for success for multiple reasons. First, the team has documented success delivering similar full-department Parks, Recreation and Open Space plans while also completing parallel trail planning services for other Colorado communities including Breckenridge, Broomfield and Erie (on-going). Second, the assembled sub-consultant team has both local experience and knowledge on numerous critical topics including natural resource management, trail design and policy, recreation administration, public engagement and community surveying. Finally, staff have confidence that the project leadership brings the appropriate expertise and eagerness to partner with our community and pursue their diverse desires and needs throughout the process.

As further background on the history leading to this award recommendation, Staff began planning for the project by submitting a \$200,000 funding request through the City's Capital Improvements Program (CIP) for the fiscal year 2023. Given cost escalation and the broad nature of the plan, funding was increased to \$300,000 and shifted to 2024, as reflected in the 2023-2028 CIP plan incorporated in the 2023 budget. The \$300,000 was included in the 2024 budget as approved in November of 2023.

At the desire of open space and trail advocates an additional \$100,000 was requested for the purpose of completing the dedicated Trails Master Plan. This was allocated as part of a larger City-wide budget amendment approved in May of 2024. Discussions were also held regarding the inclusion of a site-specific concept plan for the Cottonwood and Lake Park properties, which has been considered for many years following the City's acquisition of a parcel formerly home to First Baptist Church that is contiguous to Cottonwood Park.

Staff hold the philosophy that planning efforts should be sequenced so that broad, big-picture topics are considered before narrowing focus to more detailed matters. Therefore, staff believe the PROS Department plan should be completed *after* higher level city plans such as the Comprehensive Plan being conducted by Community Development but *before* division level plans such as property specific site studies. As

such, staff delayed pursuit of the PROS planning efforts as the Comprehensive Plan evolved over the course of 2024. Staff are now eager to complete the Department plan so that other division level plans (such as an updated open space specific master plan) can be completed in coming fiscal years.

During 2024, while waiting for the comprehensive plan to take shape, PROS staff developed a draft Request for Proposal (RFP) through review of the 2012 PROS Plan, precedent research from other municipalities and input from division staff and Advisory Boards. Through these discussions feedback was received that the 2012 PROS plan didn't adequately represent all divisions, so the current planning approach was intentionally crafted to ensure each division will receive fair attention and deliverables. A draft RFP which included the Long-Range Plan, Trails Master Plan and Cottonwood/Lake Park Concept Plan was presented to the Open Space Advisory Board, Parks & Public Landscape Advisory Board and Recreation Advisory Board for review and feedback. Following modifications to incorporate Board input, an updated draft RFP, with an outlined funding total of \$400,000, was submitted to Council on October 15, 2024 prior to public solicitation of consulting proposals.

Following Council approval of the RFP, PROS staff began a competitive bidding process to obtain fee proposals from qualified consulting teams. The department received 8 complete proposals and developed a short-list of 4 respondent teams for formal interviews. An interview panel was assembled with a representative from each PROS Division, along with a staff member from each of the Community Development, Public Works, and City Communications Departments. Based on the panel's aggregate interview scoring staff held follow-up conversations with two finalist teams to further explore their team dynamics and engage in supplementary discussion with sub-consultants.

In particular, staff met with an environmental consultant being proposed by DTJ due to their experience on fire mitigation in open space settings. Despite this relevant expertise, staff requested DTJ move away from that consultant and instead retain ERO Resources, who staff believe hold a broader range of environmental proficiency, as proven by the open space staff's past experience working with them and ERO's success supporting DTJ on the Broomfield PROS Department's plan in recent years. Despite the strain this request placed on their professional relationships, DTJ agreed to pursue the change for the City's benefit.

With ERO on board and the overall consulting team finalized, staff then engaged in detailed scope negotiations with DTJ to refine the proposed work plan and confirm the project approach and deliverables would meet the City's needs and those of each PROS division. This included refining the fee delineation between sub-consultants to ensure appropriate team members would be engaged throughout each plan's various phases – specifically that ERO would have sufficient fee to inform discussions throughout both plans and ensure environmental and natural resource topics be at the

forefront of conversations regarding Open Space and pertinent impacts to/from other divisions. It's important to note that scope conversations resulted in the list of exclusions shown which are essential for identifying (using industry-specific terminology) planning tasks which are *not* feasible to be included in the current proposal due to their more detailed nature.

As staff worked with DTJ to refine the scope of all three requested planning processes, the Long-Range Plan warranted a higher degree of attention and associated fee allocation than what was accounted for DTJ's original proposal. The decision was therefore made to remove the Cottonwood Park / Lake Park concept plan from this award and allocate all of the available \$300,000 towards the Long-Range Plan for two primary reasons. First was ensuring that sub-consultants (particularly the community survey and natural resources experts) had a sufficient fee for involvement throughout both plans. Second was to preserve a robust public input process with multiple open houses, advisory board meetings, stakeholder and focus groups, etc. Staff believe this approach will maintain the integrity of the planning process and result in quality deliverables for each PROS division. Focusing on the Long-Range Plan also allows a portion of available funds to remain unallocated for contingency needs and/or be used for additional services such as videography and digital marketing to enhance the public engagement efforts. Note that the dedicated funding for the Trails Master Plan remains at \$100,000 as originally designated.

As result of this process, Staff recommend that Council award the combined Long-Range Plan and Trails Master Plan projects to the consulting team led by DTJ.

SCHEDULE:

Staff intend to work with the consulting team on project planning tasks beginning in the late-spring and summer of 2025, with community engagement ideally beginning in late-summer. Based on the timeline identified in Exhibit B, anticipated plan adoption would take place in 2026 following the approximate 14-18 month process.

While that may seem like a long time, given the extent of community input desired (up to 30 public meetings including multiple engagements with Advisory Boards that only meet once per month) it may prove to be an aggressive projection.