



ALPINE

WYOMING

A PROPOSAL FOR THE

ALPINE WY SAFE STREETS FOR ALL TRANSPORTATION SAFETY ACTION PLAN & HIGHWAY 89 DEMONSTRATION PROJECT

SUBMITTED BY

avenue & Cushing
CONSULTANTS Terrell®

FEBRUARY 3, 2026
TOWN OF ALPINE
ATTN: SELECTION COMMITTEE
ALPINE, WY

**RE: STATEMENT OF QUALIFICATIONS & PROPOSAL FOR SS4A
TRANSPORTATION SAFETY ACTION PLAN & DEMONSTRATION PROJECT**

Selection Committee Members,

Avenue Consultants (Avenue) is excited to support the Town of Alpine (Alpine) through the development a Safety Action Plan and near-term Demonstration Project under the Safe Streets and Roads for All (SS4A) program that moves the town quickly from safety needs to a clear, implementable action plan and a demonstration project that builds confidence for long-term investment. We have helped towns throughout the West achieve their goals, towns just like Alpine with its unique small-town context; regional traffic; seasonal peaks; and a Main Street that serves not only residents, but visitors and freight as well. We look forward to doing the same for you.

Avenue is teaming with Cushing Terrell to unite the providers of the most recent local work. Avenue completed the **Lincoln County Transportation Master Plan**, and Cushing Terrell completed the **Town of Alpine Master Plan**. This combined experience provides the team deep familiarity with Alpine's community goals, local street network, and the practical realities of implementation. There is no learning curve here, just a focused start and a clear path to delivery.

In addition to these connections, **Avenue brings strong working relationships with WYDOT**, including the District 3 Construction Engineer Pete Stinchcomb and District 3 Traffic Engineer Darin Kaufman. We understand how to coordinate effectively and respectfully with WYDOT on safety analysis, data, and the realities of constructing and maintaining improvements on state facilities. Our approach is to keep agency coordination steady and proactive so the plan and demonstration are feasible, aligned, and ready to advance.

We would be honored to partner with Alpine and WYDOT to deliver a strong Safety Action Plan and Demonstration Project that produces real learning and real safety benefits. Please feel free to contact me at any time if you have questions or would like additional information.

Sincerely,



THOMAS MCMURTRY, MBA, AICP, GISP
PROJECT MANAGER | AVENUE CONSULTANTS

*Thomas is an authorized representative for
Avenue Consultants*

**COMMITMENT TO COMPLETE
PROJECT WITH REQUIRED FEDERAL
MILESTONE DATES**

We commit to meet all federal milestones.

AVAILABILITY OF KEY PERSONNEL

We are fully available and committed to this SS4A Transportation Safety Action Plan and Demonstration Project.

**COMPLIANCE WITH ALL FEDERAL
REQUIREMENTS, INCLUDING NEPA
& FHWA AUTHORIZATION STEPS**

We will comply with all federal requirements, including all NEPA and FHWA authorization steps.

PROJECT UNDERSTANDING

LOCAL & REGIONAL INITIATIVES

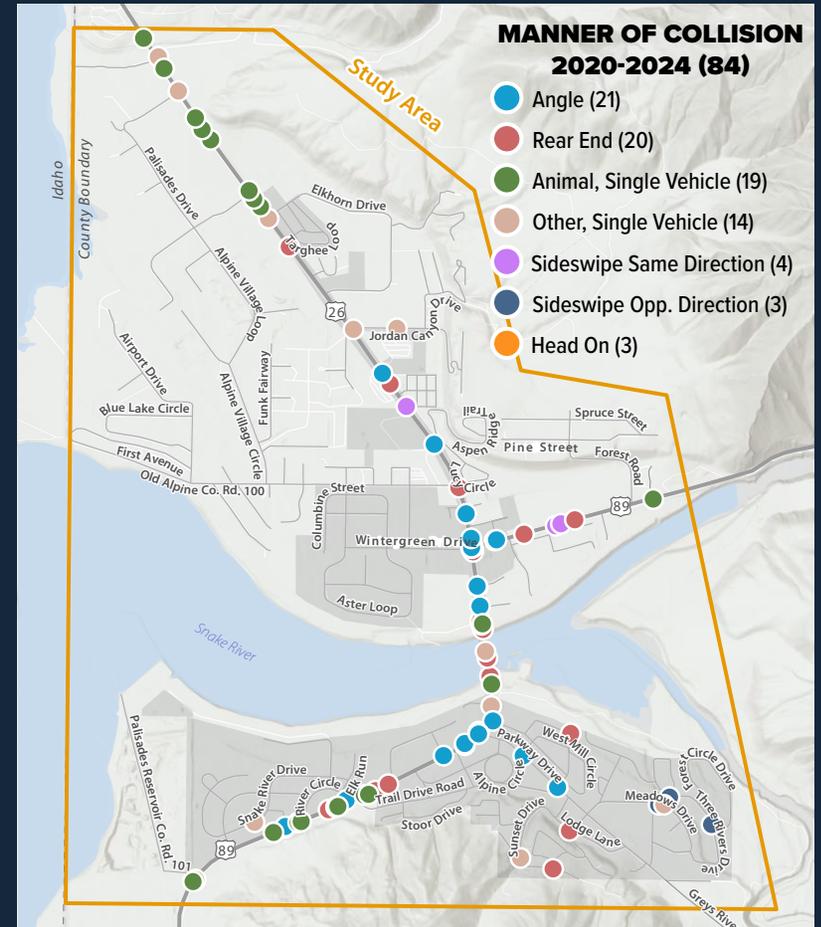
As providers of Alpine’s most recent planning efforts (Avenue recently completed the Lincoln County Transportation Master Plan, and Cushing Terrell is leading the Town’s General Plan update), our team has unique insight into the Town’s priorities, constraints, and near-term opportunities. This insight will enable us to identify better and more community-centric solutions, provide targeted community engagement, and deliver the most comprehensive SS4A Action Plan and Demonstration Project for the Town of Alpine.

WORKING ALONG U.S. HIGHWAY 26/89

The complexity is most evident on US 26/89, which functions as a regional route and Alpine’s main street at the same time. Tourist traffic, local access, turning movements, and seasonal conditions all converge in a constrained corridor where small operational issues can quickly become safety issues. **Even without reported bike or pedestrian crashes, the multimodal challenges are real: crossing the highway comfortably and predictably, connecting neighborhoods to destinations on both sides, and reducing the stress of walking or biking near fast-moving traffic.**

PURPOSE & IMPORTANCE OF THE S4A ACTION PLAN & DEMONSTRATION PROJECT

The SS4A Action Plan and US 26/89 Demonstration Project are important because they translate this context into a practical, fundable strategy. The Action Plan will define priority emphasis areas and implementable countermeasures that fit Alpine’s scale, while the Demonstration Project provides a near-term opportunity to test and refine improvements in visible locations, build shared understanding with WYDOT and FHWA, and set the stage for longer-term investments. In parallel, the Town’s trail and connectivity vision highlights where safe crossings and corridor treatments can unlock everyday mobility, support growth, and strengthen connections across the community.



ALPINE'S MULTIMODAL SAFETY ISSUES

Alpine’s multimodal safety story is defined less by a single crash “problem” and more by the context of a small community anchored by a high-speed, high-importance highway corridor. Within town limits, 84 reported crashes over the last five years resulted in zero fatalities and only a small number of serious injuries. The crash patterns are widely distributed, with similar shares tied to wildlife and single-vehicle run-off-road events, rear-end crashes, and turning or angle conflicts, reinforcing that risk is shaped by a mix of access, speed differences, and driver expectations rather than one clear hotspot. The manner-of-collision and severity maps help communicate both the spread of crash types and the generally low severity, while still underscoring why proactive safety planning matters.

FIRM INFORMATION

AVENUE CONSULTANTS, INC.
CORPORATION est. 2006

BUSINESS ADDRESS
6605 S Redwood Rd, Ste 200
Taylorsville, UT 84123

PRIMARY CONTACT
Thomas McMurtry | 801-897-7650
tmcmurtry@avenueconsultants.com

EXPERIENCE

FIRM BACKGROUND & RELEVANT SS4A EXPERIENCE

Avenue has led four SS4A Action Plans and two other DOT VRU studies to date, with Thomas playing a key role in each. All were FHWA funded, and our work has consistently focused on turning Safe System principles into implementable strategies.

NEPA EXPERIENCE FOR FHWA-FUNDED PROJECTS

Avenue supports communities in advancing from planning to delivery, including guiding FHWA-funded projects through NEPA as needed. Most recently, we provided NEPA-related guidance as part of the Goodyear, Arizona SS4A effort.

ABILITY TO WORK WITH WYDOT & OTHER STATE AGENCIES

We have a strong record of effective coordination with WYDOT and partner agencies regarding planning and implementation. For example, Avenue's recent success on the Lincoln County Transportation Master Plan and Cushing Terrell's work on the Alpine General Plan.

TEMPORARY DEMONSTRATION & PILOT SAFETY PROJECTS

Avenue has helped communities plan and implement temporary demonstration projects that test solutions, document outcomes, and build momentum for long-term investment. Our approach emphasizes quick deployment, measurable results, and public transparency.

RURAL & SMALL-TOWN EXPERIENCE

Cushing Terrell's established, working relationship with Alpine staff will translate into efficient coordination and consistent messaging throughout the SS4A process. They are skilled at working alongside state and local partners and helping small communities move from planning to action with clear, right-sized recommendations. Avenue has tailored engagement and provided local capacity, seasonal conditions, and main-street/highway-context recommendations on countless projects in small towns and rural communities across the Mountain West.

OUR UNIQUE FIT:

EXPERIENCE IN ALL 4 ELEMENTS, 1 TEAM



avenue & **Cushing Terrell**
CONSULTANTS



Focus groups held for the Alpine Master Plan led by Nora Bland.
Photo Credit: Cushing Terrell

PROJECT EXAMPLES

SS4A EXPERIENCE

- 1. MAG SS4A Safety Action Plan

NEPA & DEMONSTRATION PROJECT EXPERIENCE

- 2. Goodyear Safety Action Plan & Demonstration Project

WYDOT & STATE AGENCY EXPERIENCE

- 3. Lincoln County TMP

RURAL & SMALL-TOWN EXPERIENCE

- 4. Alpine General Plan Update

PROJECTS & REFERENCES

Avenue brings multidisciplinary teams together to deliver integrated safety planning, technically sound analysis, and practical implementation support.

We pair community-focused facilitation with a clear path from Action Plan to projects. This commitment to collaboration and implementable solutions has resulted in our being recognized as one of the most trusted transportation planning and safety partners in the Mountain West.

MAP LEGEND

- MAG Planned and Proposed Projects (TPP)
- LAQI Planned and Proposed Projects (TPP)
- High Injury Network (HIN) Based on 2018 to 2022 crash data
- MAG Transportation Disadvantaged Communities
- Unimodal Curly Reservation
- MAG Counties
- Other Utah Counties

Select a County

WASATCH SUMMIT UTAH

Select a Municipality

Alpine



1. SS4A SAFETY ACTION PLAN

MOUNTAINLAND ASSOC. OF GOVERNMENTS, UT

AVENUE CONSULTANTS

Avenue supported Mountainland Association of Governments (MAG) with FHWA-funded SS4A work, leading the safety analysis and public and stakeholder engagement for a geographically diverse region that included rural communities. The work incorporated data-driven crash and risk analysis, identification of emphasis areas and priority locations, and implementation-focused recommendations consistent with SS4A requirements. We aligned several desired projects with regional safety analysis to help validate priorities when pursuing funding.



BENEFIT: Delivering an active transportation demonstration project by completing the NEPA documentation to implement treatments quickly.

REFERENCE: Bob Allen, MAG Transportation Manager 801-229-3813 | rallen@magutah.gov

PROJECT BUDGET: \$1.1 Million

GRAPHICS: Top - Online Project Dashboard
Middle - Public Meeting
Bottom - Community Survey Infographic

MOUNTAINLAND SAFE STREETS

The Mountainland Association of Governments surveyed residents in Wasatch, Summit, and Utah Counties on transportation preferences and safety. The **433 responses** provided input on safety improvements, along with demographic information.

PREFERRED TRAVEL MODES

We asked what modes people usually use when traveling in Wasatch, Summit, and Utah Counties*. This is what they reported:

- CAR 86%
- WALKING 87%
- BIKE 38%
- TRANSIT 21%
- OTHER MODES 12%

*each person could report more than one mode

MAIN REASONS PEOPLE FEEL UNSAFE

include driver behavior and lack of active transportation facilities

TOP LOCATIONS OF CLOSE CALLS

- Highway & Major Roads
- Intersections & Roundabouts
- Specific Locations
- Schools & Local Hubs

CLOSE CALLS*

were reported by **51%** of survey takers

*situation where an incident or collision is narrowly avoided

Speeding and disregarding signage by vehicles lead to numerous near misses, particularly when pedestrian or cyclists are close to large vehicles.

FEELING UNSAFE

44% of respondents reported feeling unsafe on the roads

TOP LOCATIONS PEOPLE FEEL UNSAFE

- While using Active Transportation
- Intersections and Roundabouts
- Highways and Major Roads

*each person could select more than one safety option

HOW TO MAKE PEOPLE FEEL SAFER ON THE ROAD

- 97% - Increase Enforcement
- 60% - Improve Active Transportation Facilities
- 56% - Improve Road Safety Features
- 31% - Increase and Improve Traffic Signals
- 27% - Other Solution



2. SS4A ACTION PLAN & DEMONSTRATION PROJECT CITY OF GOODYEAR, AZ

AVENUE CONSULTANTS

Avenue is leading safety analysis and supporting a temporary demonstration project designed to pilot safety countermeasures and inform longer-term implementation. Thomas has played a key role in guiding the project, including supporting FHWA-funded coordination needs and assisting with NEPA-related documentation to help advance the demonstration work in a federally compliant manner. Avenue is delivering an active transportation demonstration project that completes NEPA documentation to implement treatments quickly.

BENEFIT: Delivering an active transportation demonstration project by completing the NEPA documentation to implement treatments quickly.

REFERENCE: Eric Ceseck, Goodyear Assistant City Traffic Engineer
623-882-7559 | ceseck@goodyearaz.gov

PROJECT BUDGET: \$600,000

GRAPHICS: Top - Example of Demonstration Project
Bottom - Project Website Explaining Demonstration Project



About

The pilot project will test the durability and effectiveness of green paint within the existing bicycle lanes along the two study corridors. Different pavement marking materials as well as applications of the green paint will be tested to develop new bike details and standards for the city. The limits of the pilot project are along McDowell Rd between Pebble Creek Parkway and 145th Avenue and along Indian School Road between Pebble Creek Parkway and Falcon Drive.

Green Paint Examples

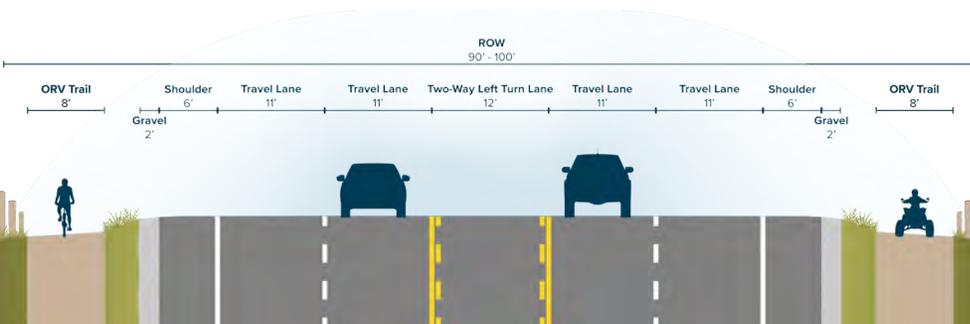
Below are examples of how green paint is used in bike lanes to remind drivers to watch for cyclists as they approach driveways and intersections. Similar temporary green paint will be added during the pilot period along Indian School Road and McDowell Road, as shown on the map.



3. TRANSPORTATION MASTER PLAN LINCOLN COUNTY, WY

AVENUE CONSULTANTS

Avenue led the countywide transportation planning effort that included Alpine and required coordination across a rural context with limited infrastructure and high seasonal variability. The project included close coordination with WYDOT, including WYDOT District 3, to ensure recommendations were realistic, aligned with state system needs, and implementable within existing constraints.



BENEFIT: Our team recently led the Lincoln County Transportation Master Plan, we have already worked directly with Alpine representatives and investigated local crash history, traffic volumes, and future growth, allowing us to launch the SS4A effort with immediate context and momentum.

REFERENCE: Amy Butler, P.E., Lincoln County Engineer
307-877-9056 ext. 2104 | amy.butler@lincolncountywy.gov

PROJECT BUDGET: \$250,000

GRAPHICS: Top - Community Meeting in Afton

Middle - US89 Cross-Section

Bottom - Motorized User on US89 Trail





ECONOMIC VITALITY

When discussing economic vitality, one of the main themes that emerged was maintaining the spirit of Alpine, by highlighting and protecting what makes Alpine special, its natural beauty. The conversation also explored ideas ranging from timber sales to a possible new ski resort.

Some of the largest draws to Alpine are the mountains, scenery, and recreational opportunities. These should be a top priority for making sure the town is an attraction in its own right. There was discussion around the potential for a ski resort and other recreational opportunities for all four seasons.



It is important to look for ways to support families in town. Summer programs, camps, and sports programs were discussed. Sports were considered a good option as there is no school on Fridays. It was also mentioned that a partial subsidy would be required for a daycare facility.

There were concerns around catering everything to tourists only and forgetting about the needs of residents. The conversation centered around how to avoid becoming overflow for Jackson and Afton.



The town's waterfront area is a natural focus point for a future visitor district. As such, there was a desire for some form of locks on reservoir levels to provide more local control and better preserve the town's water resources.

The town's economy could be bolstered through the sale of timber/forest products. There is an opportunity for the development of a chipping plant, as well as the creation of post/pole and composite products.



Infrastructure was named as an important piece to growing Alpine and securing economic vitality. New development will need roads and services and there was concern about strain on existing infrastructure being able to support this.

While many believed that there were plenty of options in town currently, there was also a consensus that a greater variety of businesses were needed in Alpine to meet future needs and create a more complete community. There was interest in looking at comparable towns for lessons.



Beyond recreation and natural beauty, the medical center is a large driver of how Alpine can grow and evolve in the future. It creates employment opportunities as well as demand for goods and services and housing.



4. GENERAL PLAN TOWN OF ALPINE, WY

CUSHING TERRELL

Cushing Terrell is currently leading Alpine's General Plan, providing immediate local context and strong continuity with community priorities and concerns. Through extensive outreach and direct coordination with Town leadership and residents, their work brings a current understanding of local issues that will strengthen SS4A engagement, messaging, and implementation alignment.

BENEFIT: Established trusted local relationships and proven communication channels, enabling high participation and a fast, effective start for new planning efforts.

REFERENCE: Eric Green, Town of Alpine mayor
Phone: 307-654-7757 ext. 1 | mayor@alpinewy.gov

PROJECT BUDGET: \$250,000

GRAPHICS: Top - General Plan Economic Vitality Infographic
Middle - Public Meeting in Alpine
Bottom - Open House Summary Infographic



ALPINE MASTER PLAN OPEN HOUSE #1 SUMMARY

BY THE NUMBERS



COMMUNITY VISION RANKING



WHAT WE CONTINUED TO HEAR



COMMUNITY IDEAS





Greg, our deputy PM, leading stakeholders through existing and future conditions analysis.

Photo Credit: Avenue Consultants

PROJECT TEAM

Avenue and Cushing Terrell have assembled a handpicked team to lead Alpine's SS4A effort, delivering the most recent, relevant experience in the region and a deep understanding of how transportation decisions play out in small-town rural contexts. Our firms have delivered multiple SS4A studies and bring dedicated experts across every major element of this project.



THOMAS M.^A



GREG S.^A



KIRBY S.^A

- COLLIN G.^A**
Planning Support
- NICHOLAS G.^A**
Community Connectivity
- ADRIAN W.^A**
GIS
- BLAIR T.^A**
AT Planning



ROB E.^A

- CAMILLE A.^A**
Safety Analysis
- DAVID B.^A**
Safe Strategies
- ALEX M.^{CT}**
Community Planning



TOBY L.^A

- ETHAN G.^A**
NEPA Planning
- KIM F.^A**
Temporary Demonstration
Project Site Designer



KATIE W.^A

- LEMA S.^A**
Outreach Support
- NORA B.^{CT}**
Agency Coordination
- JESS H.^A**
Graphic & Delivery Specialist

A - AVENUE CONSULTANTS CT - CUSHING TERRELL



THOMAS MCMURTRY MBA, AICP, GISP

PROJECT MANAGER, 22 YRS

Thomas is known for his effective leadership on federally funded projects. He will ensure tight alignment with required SS4A milestones (including NEPA completion and the demonstration installation

and evaluation windows) as he spearheads delivery of Alpine's SS4A Transportation Safety Action Plan and the Highway 89 Demonstration Project, maintaining clear communication, decision tracking, and coordinated review with Town staff and agency partners. Thomas will rely on his established relationships with the area's stakeholders and community members to build input, consensus, and buy-in.

Thomas is skilled at implementing processes essential to the success demonstrable safety action plans. These include:

1. **Managing the SS4A process from kickoff through adoption and implementation readiness**
Thomas will maintain a clear schedule, decision log, and review cycles to move Alpine's plan efficiently from needs identification to a prioritized, implementable program that is ready to support future grant applications.
2. **Data-driven safety planning with GIS-based prioritization**
Thomas converts safety data into implementable actions. He will guide a clear, defensible approach to crash trend analysis, high-injury locations, ADA and connectivity gap identification, and development of a GIS-supported project inventory and prioritized list with cost and phasing that meets SS4A expectations.
3. **Practical facilitation and community-centered engagement**
Thomas's pre-established area connections will serve him as he creates an engagement strategy and translates often-confusing technical findings into plain language and visuals.

BENEFIT TO ALPINE

Steady, accountable project leadership to keep Alpine on track for federal requirements while delivering a clear, community-supported set of safety priorities and a well-documented demonstration project that informs long-term improvements.



GREG SANCHEZ, PE
DEPUTY PROJECT MANAGER, 10 YRS

Greg is a traffic engineer with a comprehensive understanding of SS4A program requirements, common implementation challenges, and potential risks. He will coordinate across technical leads, ensuring alignment between

data analysis, stakeholder engagement, and policy recommendations. Greg will rely on his years of experience analyzing safety data, as he did developing safe routes to school for Lincoln County School District 2, to develop effective and implementable solutions for Alpine.

KEY AREAS OF FOCUS: SS4A | Brainstorming | Safety Solutions | Traffic

BENEFIT TO ALPINE

Support Alpine through effective project management and delivery while maintaining compliance with federal guidance and implementing best practices associated with implementing a demonstration project.

Greg is a skilled engineer and communicator. He understands complex issues and successfully communicates project details between project leads and breaks them down for the public.

Photo Credit: Avenue Consultants



KIRBY SNIDEMAN, AICP
PLANNING LEAD, 18 YRS

Kirby's leads the development of implementable, local and regional transportation plans that address safety, future growth, and transit to develop achievable complete street policies. He has worked with state and local governments in

both public and private positions. As a public servant Kirby has worked as a City Planner, Planning Director, and Metropolitan Planning Organization (MPO) Director.

KEY AREAS OF FOCUS: SS4A | Plan Creation | Recommendations Development | Implementation

BENEFIT TO ALPINE

Implementable solutions, supported by practical recommendations ready for adoption as policy.



Kirby is supported by **Collin Gee**, who specializes in **safety research and will develop planning and policy documentation and transportation-related GIS analysis expertise**. He is also supported by **Nicholas Gayer**, for **Community Connectivity**. Nicholas's skills in GIS and travel demand modeling make him a valuable addition to the Avenue team. **Adrian Welsh** will serve as **GIS Lead**. Adrian translates complex technical data into action insights. **Blair Tomten** will provide additional support in **Active Transportation Planning**. Blair is renowned for her ingenuity when finding solutions that not only lead to greater public safety but deliver design communities are excited about.



ROB ELDREDGE, AICP
SAFE SYSTEMS LEAD, 20 YRS

Rob specializes in applying the Safe System Approach to local and regional projects, including SS4A Safety Action Plans, crash and high-injury network analysis, and vulnerable road user safety assessments. He has led

safety analysis tasks for SS4A projects for rural towns, cities, MPOs, and state DOTs, delivering a practical, collaborative approach that translates complex safety data into clear, implementable solutions that fit local context and capacity.

KEY AREAS OF FOCUS: Safe Systems | SS4A | Safety Action Plans | Crash & High-Injury Network Analysis | Vulnerable Road User Safety

BENEFIT TO ALPINE

Identification of high-risk locations, prioritization of safety investments, and advancement of projects that reduce fatal and serious injury crashes.



Rob is supported **Camille Anderson, for Safety Analysis Support.** Camille specializes in historical crash analysis and predictive safety assessments. **David Bassett, PE, specializes in leading safety analysis for programmatic and project level analysis including Road Safety Audits, Project Safety Assessments, SS4A Data and Safety Analysis, Countermeasure evaluation, and Crash Trends and Hot Spot Identification.** He will act as the team's Safe Strategies Lead. **Alex Modrzecki, AICP, will provide Community Planning expertise.** He specializes in geographic information systems, data visualization, and graphic communication.



TOBY LOWRY
DEMONSTRATION LEAD, 7 YRS

Toby specializes in using GIS, cartography, and graphic design to produce clear, accessible planning materials that support public understanding and informed decision-making. He has led and supported public involvement

efforts on numerous projects, most recently for the Lincoln County Upper Valley Transportation Alternatives Plan. Toby will coordinate the planning, implementation, and evaluation of a low-cost, temporary safety treatment on the Highway 89 Demonstration Project.

Key Areas of Focus: Transportation Safety Planning | GIS & Data Analysis | Demonstration Projects | Public Engagement

BENEFIT TO ALPINE

Transportation planning, GIS analysis, and public engagement expertise to help the Alpine evaluate roadway and multimodal safety needs, test low-cost demonstration treatments, and make informed decisions that reduce risk and support future implementation funding.



Supporting Toby is **Ethan Green for Environmental Review.** Ethan specializes in NEPA document and clearance authorship. **Kim Foster, PE, LSIT, will be Avenue's Temporary Demonstration Project Site Designer.** Kim provides expertise in multimodal roadway design, municipal utility coordination, and large-scale, master-planned developments, including complete streets, traffic control, drainage, and phased infrastructure delivery.

Thomas, Toby, and Katie leading a bike tour in Lincoln County, WY.

Photo Credit: Avenue Consultants



KATIE GAZ-WILLIAMS
OUTREACH LEAD, 15 YRS

Katie specializes in SS4A-aligned public engagement, stakeholder and agency coordination, and translating complex safety analysis, NEPA processes, and demonstration concepts into clear, accessible information for decision-makers and the

public. She has supported projects for small towns, rural communities, and regional agencies by enhancing safety solutions and brings a collaborative, detail-oriented approach that builds trust, supports project progression.

KEY AREAS OF FOCUS: Rural Engagement | Agency and Partner Coordination | Demonstration Project | Stakeholder Facilitation | Implementation Support | Clear Public-Facing Communications | Trust-Based Engagement

BENEFIT TO ALPINE

SS4A-focused engagement expertise to help the Town of Alpine meaningfully involve residents, businesses, and partner agencies.



Nora Bland will support **Stakeholder Coordination**, building on the relationships and momentum she developed over the past year while helping lead outreach for the Town of Alpine General Plan and engaging a wide range of community groups to gather input. **Lemasaniai Save** will support Katie in **Outreach Support**. Lemasaniai specializes in clear persuasive communication, equitable and inclusive outreach, and building meaningful relationships that build consensus and result in community buy in. Providing **Graphic and Delivery Specialist** support is **Jess Hutto**. Her document and rendering work allow clients to visualize what a project might look like after it is complete.





Lincoln County Stakeholder Meeting led by Thomas McMurtry.

Photo Credit: Avenue Consultants

- TASK 1**
Project Management
- TASK 2**
Safety Assessment
- TASK 3**
Existing & Future Conditions
- TASK 4**
Community Connectivity
- TASK 5**
Transportation Inventory, Asset Management, Project Priority List
- TASK 6**
Action Plan Development
- TASK 7**
Stakeholder Involvement & Coordination
- TASK 8**
Demonstration Project

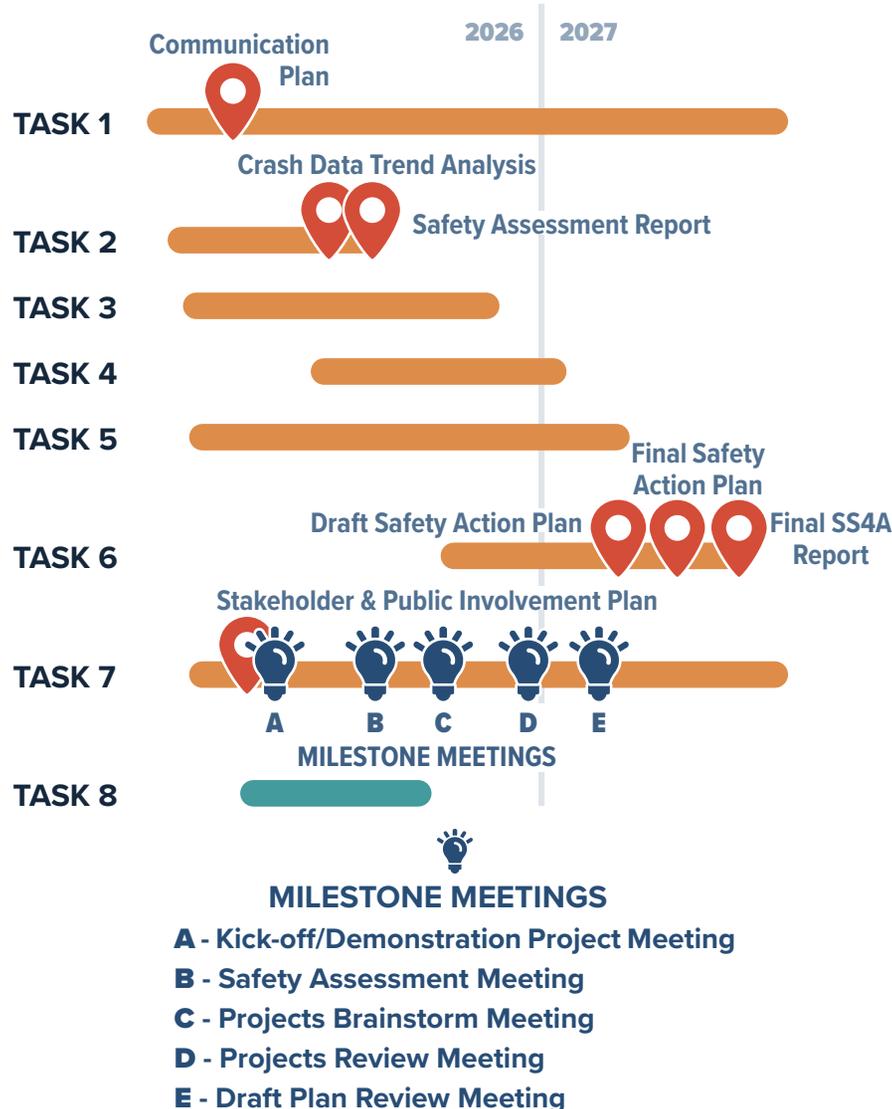
PROJECT APPROACH, SCHEDULE, & PRESENTATIONS

We reviewed the Town’s RFP in detail and developed a clear, task-by-task approach and schedule that align with SS4A requirements and the Town’s project goals. Our approach pairs a data-driven safety assessment with on-the-ground validation, early WYDOT/ FHWA coordination, and meaningful community input to deliver an implementable Safety Action Plan and Highway 89 demonstration that build local trust, reduce project risk, and accelerate real safety improvements.

APPROACH

PROJECT TIMELINE

This timeline illustrates how we will execute this plan and demonstration project. See the full project schedule on page 22.



Thomas has decades of experience leading projects and teams to successful outcomes.

Photo Credit: Avenue Consultants

TASK 1. PROJECT MANAGEMENT

Objective: Establish clear project leadership and communication to establish and maintain alignment between Town, WYDOT, and FHWA regarding decisions, deliverables, and federal milestones for the Action Plan and Highway 89 Demonstration Project.

Approach: We will hold a focused kickoff to confirm project goals, roles, decision-making, file management, and schedule. As part of the initial work we will prepare a Project Management and Communication Plan that sets meeting cadence, reviews protocols, and coordinates expectations.

- » **Project coordination (ongoing):** Manage scope, schedule, and budget; track action items/decisions; maintain a risk and mitigation log (including NEPA and authorization dependencies).
- » **Check-in meetings (bimonthly):** Convene short, structured progress meetings to confirm priorities and resolve issues early.
- » **Town Council meetings (4):** Support four milestone briefings to confirm direction and maintain momentum.
- » **Progress reports (monthly):** Prepare concise status summaries (completed work, next steps, milestones, needed decisions).
- » **Coordination with WYDOT and FHWA:** Build coordination touchpoints into the schedule so permitting/NEPA needs are addressed early and consistently.

Benefit to the Community: A clear, well-managed process builds trust, reduces delays, and increases the likelihood that the Town delivers practical safety improvements that fit local needs, including those of Highway 26/89 Main Street.

CONTINUED

APPROACH

Avenue has collaborated with WYDOT to get the most recent data for safety analysis.

Photo Credit: Avenue Consultants

TASK 2. SAFETY ASSESSMENT

Objective: Develop a shared, evidence-based understanding of Alpine’s key safety risks and contributing factors, with a focus on Highway 26/89 and other conflict areas. This assessment sets the foundation for the project list, prioritization, and strategies in the SS4A Action Plan.

Approach: We will combine available data with targeted field review and local insight, then translate findings into clear, actionable conclusions that directly inform countermeasures and project development.

ANALYSIS OF CRASH DATA, ROADWAY, TRAFFIC OPERATIONS, AT, AND ACCESSES

We will review crash history (severity, type, trends), roadway context, operations and speed environment (as available), and active-transportation conditions. We will focus on patterns tied to turning movements, access density, sight distance, lighting, and crossing exposure. Where crash data is limited, we will supplement with observed conflicts, field-documented risks, and input from Alpine staff, WYDOT, first responders, and residents.

IDENTIFY HIGH-INJURY LOCATIONS, CONFLICT POINTS, ADA DEFICIENCIES, AND GAPS

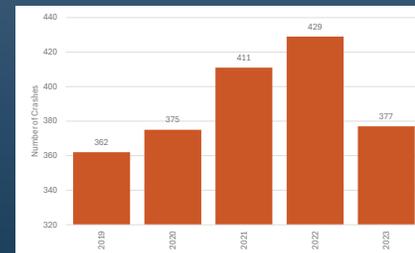
We will identify and map:

- » High-injury locations/corridors (based on severity and concentration, where available)
- » Conflict points (turning-heavy intersections, uncontrolled crossings, school/park access points, commercial driveways, constrained segments)
- » ADA deficiencies and multimodal gaps (missing sidewalks, discontinuous routes, non-compliant curb ramps, limited refuge, uncomfortable crossings)

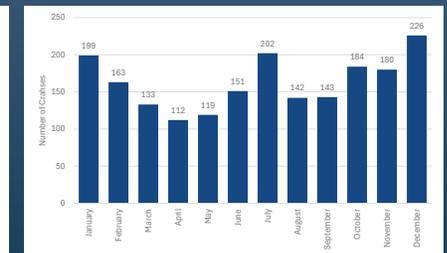
We will present results with maps, photos, and short location notes so priorities are easy to understand and ready to carry into project identification.

Crashes by Year and Month

Crashes per year



Crashes by month



LINCOLN COUNTY
TRANSPORTATION MASTER PLAN

REVIEW EXISTING LAND USE, DEVELOPMENT TRENDS, AND FUTURE GROWTH IMPACTS ON SAFETY

We will review land-use, key destinations, and development trends to anticipate potential increases in safety risk, including likely “desire lines” between neighborhoods, schools, parks, commercial areas, trailheads, and civic destinations. Doing so ensures a forward-looking Action Plan and informs Alpine as the town plans for future crossing and connectivity demand.

Benefit to the Community: A clear Safety Assessment moves the conversation from anecdotes to a focus on shared priorities. It gives Alpine a defensible basis for investing first where safety benefit is highest and for explaining the “why” behind recommended improvements to residents, WYDOT, and funding partners.

CONTINUED

APPROACH

TASK 3: EXISTING & FUTURE CONDITIONS

Objective: Document corridor and intersection conditions that shape safety outcomes today and anticipate how conditions may change over time. This task translates field realities into constraints and opportunities that guide concepts and the SS4A project list.

Approach: We will use targeted operational review, field observations, and will work within the constraints for feasibility along Highway 26/89 and other priority corridors.

OPERATIONAL ANALYSIS OF INTERSECTIONS & CORRIDOR SEGMENTS

We will review key locations for safety-relevant operations such as turning activity, queuing, access friction, speed environment, and exposure at crossings. Methods will be right-sized to Alpine and informed by available data plus field review.

IDENTIFICATION OF MULTIMODAL CONFLICTS & CONSTRAINTS

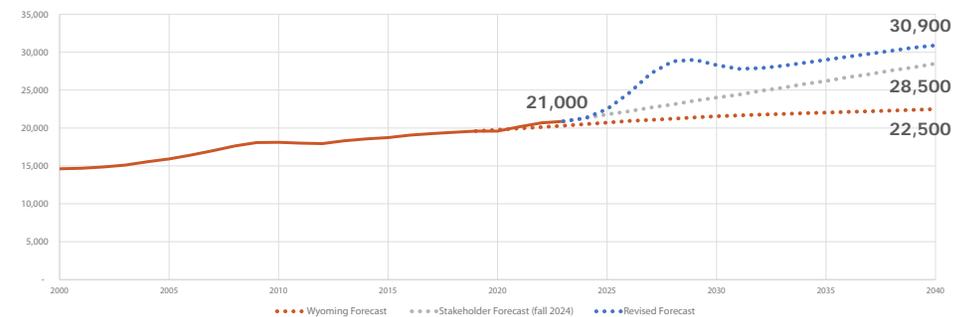
We will identify where people walking and biking face the greatest risk or discomfort, including crossing needs, missing pedestrian space, limited shoulders, driveway density, sight distance, and seasonal/winter constraints. We will also note “small changes with big benefit” opportunities where feasible.

EVALUATION OF ROW, ROADWAY CROSS-SECTIONS, ACCESS, AND TURNING MOVEMENTS

We will document typical cross-sections, ROW constraints, access patterns, and turning characteristics that influence treatment feasibility, including pinch points and context needs (such as snow storage and driveway function).

Countywide Growth Forecasts

LINCOLN COUNTY TRANSPORTATION MASTER PLAN



We will work with Alpine to develop accurate projections for future conditions analysis.

Photo Credit: Avenue Consultants

DEVELOPMENT OF POTENTIAL SAFETY CONCEPTS FOR CROSSINGS, TRAFFIC CALMING, AND MULTIMODAL IMPROVEMENTS

We will develop a set of practical safety concepts (crossings, speed management/traffic calming, access/turning refinements, multimodal improvements). We will prioritize concepts that support prioritization and feed directly into Demonstration Project concept development.

Benefit to the Community: This task ensures recommendations are feasible, context-sensitive, and aligned with WYDOT constraints, reducing surprises later and improving the likelihood of timely, implementable safety improvements.

CONTINUED

APPROACH

TASK 4. COMMUNITY CONNECTIVITY

Objective: Understand how people move around Alpine on foot and by bike; where the network breaks down; and which connections matter most between neighborhoods, schools, parks, civic destinations, and commercial areas. Identify priority corridors and missing links that improve safety, comfort, and everyday mobility.

Approach: We will combine mapping, field verification, and community input to evaluate the network as a system (not just where facilities exist). Findings will translate into practical connectivity priorities that feed the SS4A project list and implementation pathways.

EXISTING SIDEWALKS, PATHWAYS, CROSSINGS, AND MULTIMODAL FACILITIES

We will document existing facilities and key crossings (sidewalks, pathways, shared-use facilities, shoulders, crosswalks, refuge areas) and verify conditions in the field.

CONNECTIONS BETWEEN RESIDENTIAL, COMMERCIAL, SCHOOLS, AMENITIES, AND PARK AREAS

We will map key origins and destinations and assess how well the network supports those trips, including pinpointing where people cross or travel along Highway 26/89 and where gaps limit comfort.

IDENTIFICATION OF PRIORITY CORRIDORS AND MISSING LINKS

We will identify priority corridors and missing links that unlock meaningful connectivity, including short but critical sidewalk gaps, missing crossings, discontinuities, and pinch points.

OPPORTUNITIES TO ENHANCE SAFETY AND COMFORT FOR NON-MOTORIZED USERS

We will identify practical upgrades that reduce exposure and improve comfort (visibility, crossing distance, yielding predictability, separation where feasible, wayfinding), with attention to Alpine's maintenance and winter realities.

Benefit to the Community: A connected walking and biking network supports daily life and improves safety for all ages and abilities. Clear priorities help the Town focus resources where they deliver the greatest benefit and build a safer Main Street environment along Highway 26/89.

We are looking to improve connectivity for pedestrians in Alpine

Photo Credit: Google Street View



CONTINUED

APPROACH

TASK 5. TRANSPORTATION INVENTORY, ASSET MANAGEMENT, AND PROJECT PRIORITY LIST

Objective: Create a GIS-based inventory of safety-related transportation assets and develop a prioritized list of implementable safety improvements across short-, mid-, and long-term horizons. Translate needs into a project pipeline ready for budgeting, phasing, and future grants.

Approach: We will develop a GIS inventory that Alpine can maintain, then convert findings from Tasks 2–4 into a structured project list with planning-level costs, phasing, and implementation guidance.

GIS INVENTORY OF ROADWAY, PEDESTRIAN FACILITIES, CROSSINGS, SIGNAGE, LIGHTING, AND SAFETY-RELATED ASSETS

We will compile Alpine and WYDOT GIS layers and supplement as needed to inventory key assets affecting safety outcomes (roadway context, sidewalks/pathways, crossings and controls, signage, lighting, and related elements). The inventory will support Action Plan mapping and ongoing Town use.

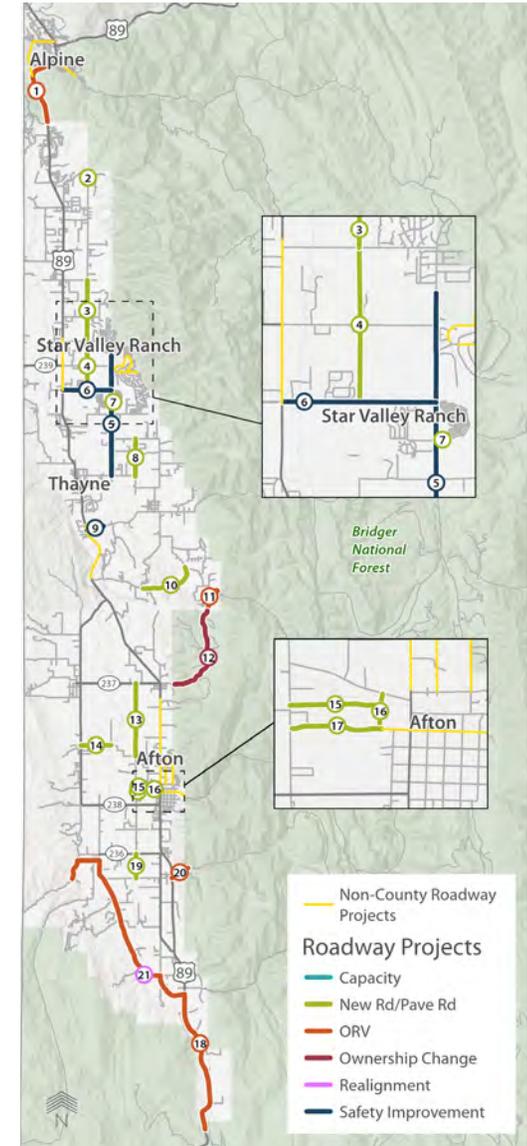
PRIORITIZED LIST OF SHORT-, MID-, AND LONG-TERM SAFETY IMPROVEMENTS

We will define candidate projects and organize them by time horizon and type (spot vs. corridor). We will prioritize projects using transparent criteria such as safety benefit, feasibility within constraints (ROW/drainage/access/permitting), alignment with community input, and readiness.

COST ESTIMATES, PHASING RECOMMENDATIONS, AND IMPLEMENTATION STRATEGIES

We will develop planning-level cost estimates and phasing recommendations, identify logical sequencing and partners, and outline implementation strategies that help move projects from plan to delivery.

Benefit to the Community: Alpine gains an implementable project pipeline with costs and phasing that supports budgeting, WYDOT coordination, and competitive grant applications. The GIS inventory also improves transparency and helps track progress over time.



Our team will provide a prioritized map and list as part of Task 5.

Photo Credit: Avenue Consultants

CONTINUED

APPROACH

TASK 6. ACTION PLAN DEVELOPMENT

Objective: Deliver an SS4A-compliant Transportation Safety Action Plan that documents safety risks; identifies effective strategies; and provides a prioritized, implementable roadmap to reduce serious injuries and fatalities. Integrate Demonstration Project results into long-term recommendations.

Approach: We will develop a practical implementation document grounded in earlier task findings, refined through public and stakeholder input, and organized to support adoption, communication, and future funding.

SUMMARY OF SAFETY FINDINGS, RISKS, AND CONTRIBUTING FACTORS

We will summarize key risk patterns and contributing factors using clear narrative plus maps/graphics, connecting findings directly to recommended actions.

ENGINEERING AND NON-ENGINEERING SAFETY STRATEGIES

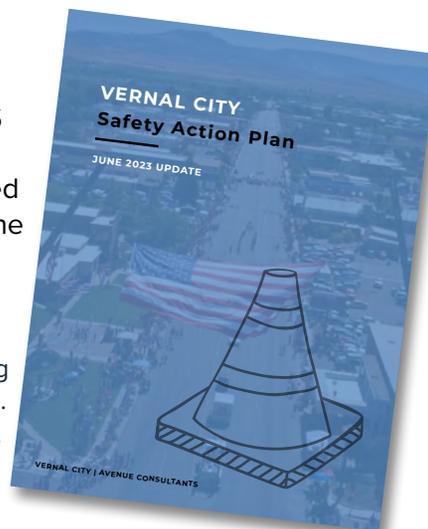
We will develop strategies that fit Alpine’s context and capacity, including engineering countermeasures and support of non-engineering actions that reinforce safety goals.

POLICY, ENFORCEMENT, AND EDUCATION RECOMMENDATIONS

We will identify policy and program recommendations that support sustained safety outcomes, coordinated with Alpine and WYDOT where Highway 26/89 is involved.

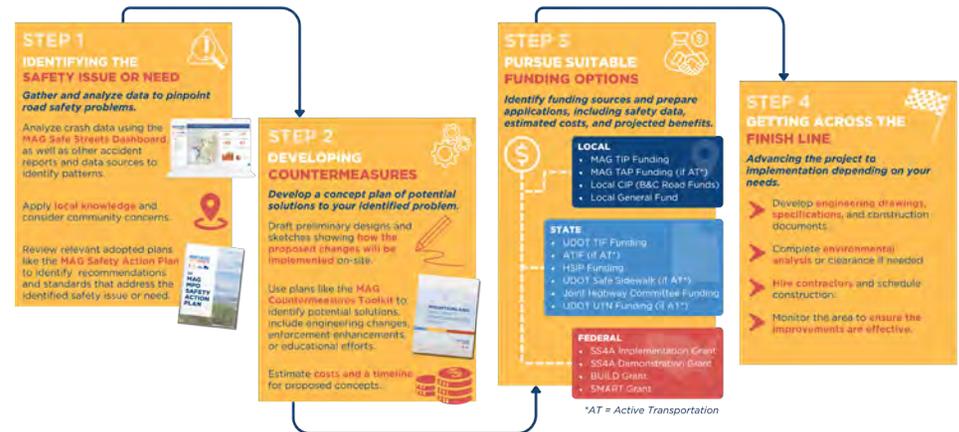
We have experience delivering multiple final safety action plans.

Photo Credit: Avenue Consultants



We developed this infographic to help MAG apply for SS4A Funding after completing their action plan.

Photo Credit: Avenue Consultants



PROJECT PRIORITIZATION AND IMPLEMENTATION PATHWAYS

We will refine and finalize prioritization, confirm time horizons, and define implementation pathways (phasing, partners, funding options, and near-term next steps).

FULL INTEGRATION OF DEMONSTRATION PROJECT LESSONS LEARNED

We will incorporate before-and-after findings and public feedback from the demonstration into final strategy and project recommendations.

Benefit to the Community: Alpine receives a clear, implementable roadmap for safety improvements that supports adoption, funding, and measurable progress, with recommendations strengthened by real local demonstration results.

TASK 7. STAKEHOLDER INVOLVEMENT AND COORDINATION

Objective: Build broad support for the Safety Action Plan and Demonstration Project through transparent, inclusive engagement, and strong partner coordination, including incorporation of WYDOT and FHWA needs.

Approach: We will implement a proactive program that creates meaningful opportunities for input and provides clear, documented outputs that feed directly into the Action Plan and demonstration readiness.

STAKEHOLDER AND PUBLIC INVOLVEMENT PLAN

We will develop an engagement plan that defines audiences, tools, key milestones, and how input will be collected, summarized, and applied.

PROJECT WEBSITE

We will support web-ready project content (purpose, schedule, findings, meeting materials, updates) so residents can stay informed and participate.

AGENCY AND PARTNER COORDINATION

We will coordinate with WYDOT and FHWA at key milestones for demonstration feasibility, permitting expectations, NEPA support needs, and traffic control requirements. We will also coordinate with Lincoln County, emergency services, and other partners as appropriate.

PUBLIC MEETINGS

We will plan and facilitate at least two public workshops/open houses at key milestones (findings and priorities; strategies and draft project list), supported by clear visuals and practical feedback tools.

DEMONSTRATION PROJECT ENGAGEMENT

We will support targeted outreach for the demonstration so residents understand what is being tested, why, and how to provide feedback during and after installation.

Benefit to the Community: Engagement builds trust, improves plan quality, and increases long-term support for implementation. Early WYDOT/FHWA coordination also reduces risk and helps Alpine deliver improvements more efficiently.

300 North booth at UNP Partners in the Park
Photo Credit: Avenue Consultants



Accessibility tour on 300 West
Photo Credit: Avenue Consultants



Business workshop for the 2100 South Corridor Plan
Photo Credit: Avenue Consultants



TASK 8. DEMONSTRATION PROJECT

Objective: Deliver at least one feasible Highway 89 demonstration project that can be permitted, installed, and evaluated within SS4A requirements. Use measurable before-and-after results to strengthen the final Action Plan and support future implementation.

Approach: We will execute a focused effort from concept, design, permit/NEPA, install, and finally evaluation coordinated with Alpine, WYDOT, and FHWA, within the federal construction cap and state highway constraints.

DEVELOP AT LEAST ONE FEASIBLE DEMONSTRATION PROJECT CONCEPT

We will identify candidate concepts from safety findings, screen them with the Town and WYDOT for feasibility and safety benefit, and select a preferred concept that supports long-term implementation.

PREPARE PLANS, MATERIALS, AND SPECIFICATIONS SUITABLE FOR TEMPORARY INSTALLATION

We will prepare a temporary installation package (layout, key details, materials, traffic control considerations, and a planning-level estimate) to confirm constructability within the construction cap.

In the case of Goodyear, we determined the demonstration project would use green paint to improve bike lanes

Photo Credit: Google Maps



COMPLETE NEPA IN COORDINATION WITH FHWA

We will support NEPA documentation and comment responses and maintain clear schedule “gates” so procurement and construction proceed only after FHWA authorization, consistent with federal requirements.

COORDINATION WITH WYDOT FOR NECESSARY PERMITS, APPROVALS, AND TRAFFIC CONTROL PLANS

We will coordinate permits, acceptable materials, installation constraints, and traffic control expectations, and support required submittals and review responses.

SUPPORT INSTALLATION, MONITOR PERFORMANCE, COLLECT DATA, AND COMPLETE BEFORE-AND-AFTER EVALUATION

We will support installation and conduct before-and-after evaluation using feasibility measures (observations, behavior changes where measurable, user feedback, and basic operational indicators). Results will be documented and integrated into the Action Plan.

Benefit to the Community: The demonstration offers a low-risk way to test solutions on Highway 89, deliver near-term safety benefits, and generate local evidence that builds confidence, strengthens the Action Plan, and improves readiness for permanent projects.

Bicyclist on a major road in Goodyear, AZ

Photo Credit: Avenue Consultants



PRESENTATION ABILITY

Avenue is known for clear, confident presentation delivery that helps elected officials, staff, and community members understand complex transportation and safety topics and make informed decisions. We routinely present findings and recommendations to town councils, commissions, technical committees, and stakeholder groups, and we design each presentation to be accessible, action-focused, and grounded in the needs of the community.

Thomas will serve as Project Manager and lead presenter for the Town of Alpine. The Town has already seen his style and approach through the Lincoln County Transportation Master Plan completed last year, where he led five workshops and two public meetings, translating technical information into clear takeaways and guiding productive discussion.

Avenue also excels at the supporting materials that make presentations effective. We produce strong graphics, maps, visualizations, and concise technical summaries that communicate risk, priorities, and tradeoffs quickly, including materials that work well in both meeting settings and online formats.

Cushing Terrell further strengthens our presentation and engagement capacity, bringing current local context from the Alpine General Plan effort and a strong track record of leading workshops and open houses.

We have experience leading engaging presentations, incorporating activities like virtual polling, to facilitate collaboration among stakeholders.

Photo Credit: Avenue Consultants

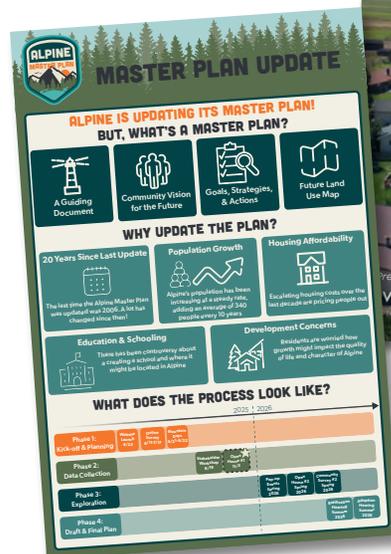
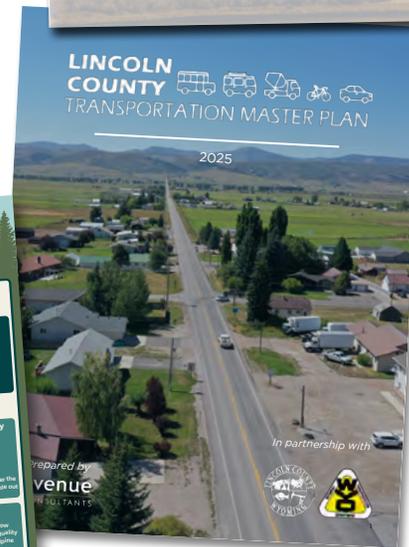
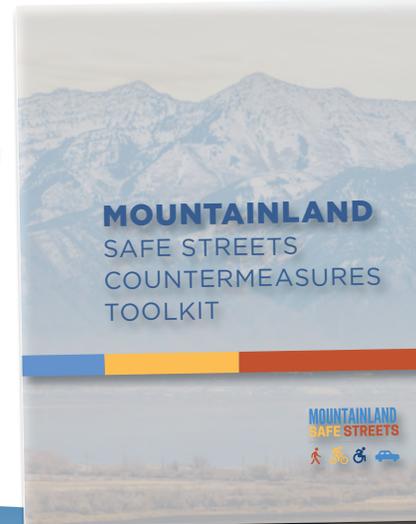


DELIVERABLES

Avenue confirms we will prepare and submit all deliverables required in Section 4 of the RFP, including the safety assessment, crash analysis, demonstration project documentation (including required NEPA documentation), draft and final Safety Action Plan, demonstration evaluation, and the final SS4A report and supporting materials. These deliverables are fully reflected in our project approach and schedule so Alpine can clearly track each required product from kickoff through closeout.

Alpine can have confidence in our ability to deliver because Avenue has led these same deliverables on other SS4A and comparable safety planning efforts. Our team has completed crash trend analyses and safety assessments dozens of times, and we understand what FHWA and USDOT expect in terms of documentation quality, defensible methods, and implementation-ready recommendations.

In addition, Thomas has personally led an SS4A effort that included a temporary demonstration project and supported the NEPA-related documentation needed to implement that pilot safely and in a federally compliant manner. From initial analysis through final reporting and public presentations, our team will deliver the full suite of required products on time, with clear communication and a level of rigor that supports both compliance and real-world implementation.



ALL DELIVERABLES INCLUDED:

- » Crash Data Trend Analysis
- » Safety Assessment Report
- » GIS asset inventory (roadway and safety-related assets)
- » Prioritized project list (short-, mid-, and long-term)
- » Planning-level cost estimates and implementation strategies
- » Draft Transportation Safety Action Plan
- » Final Transportation Safety Action Plan
- » Adoption support materials and required SS4A reporting
- » Stakeholder and Public Involvement Plan
- » Project website content and engagement materials
- » Public workshops/open houses (minimum two) with meeting summaries
- » Agency coordination summaries supporting WYDOT/FHWA review and demonstration readiness
- » Demonstration Project Design Package
- » NEPA documentation support in coordination with FHWA
- » WYDOT permit/approval and traffic control coordination support
- » Demonstration monitoring and before-and-after evaluation, including an evaluation report

REFERENCES

MOUNTAINLAND (MAG) SS4A , UT

BOB ALLEN, MAG TRANSPORTATION PROGRAM MANAGER
801-229-3813 | rallen@magutah.gov

Avenue role: Led the safety analysis and public/stakeholder engagement for an FHWA-funded SS4A effort across a geographically diverse region, including rural communities.

CITY OF GOODYEAR SS4A, AZ

ERIC CESEK, ASSISTANT CITY TRAFFIC ENGINEER
623-882-7559 | Eric.Cesek@goodyearaz.gov

Avenue role: Leading safety analysis and supporting a temporary demonstration/pilot safety project, including NEPA-related documentation support needed to implement the FHWA-funded demonstration effort.

LINCOLN COUNTY TRANSPORTATION MASTER PLAN, WY

AMY BUTLER, P.E., LINCOLN COUNTY ENGINEER
307-877-9056 ext. 2104 | amy.butler@lincolncountywy.gov

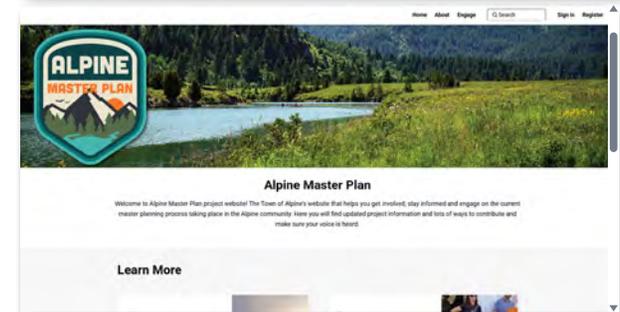
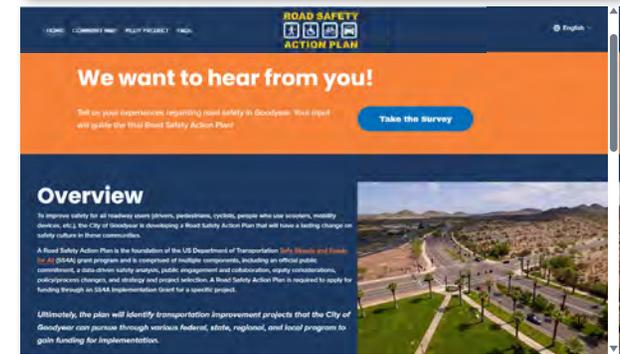
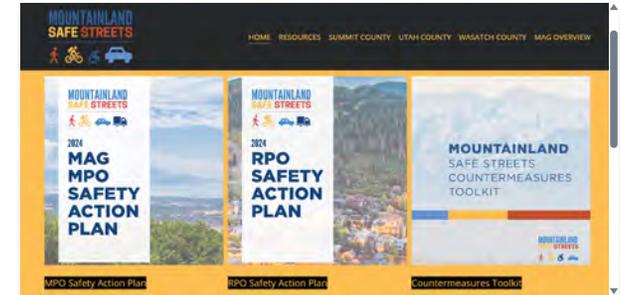
Avenue role: Led the countywide transportation master plan (including the Town of Alpine), with close coordination with WYDOT District 3 and other partners to develop implementable recommendations in a rural context.

TOWN OF ALPINE GENERAL PLAN, WY

ERIC GREEN, TOWN OF ALPINE MAYOR
Phone: 307-654-7757 ext. 1 | mayor@alpinewy.gov

Cushing Terrell role: Lead consultant for the Town's General Plan, including extensive community outreach, issue identification, and coordination with Town leadership and stakeholders.

Click each photo to visit their respective website!



PROJECT COSTS

Avenue and Cushing Terrell are ready to support the Town of Alpine with their SS4A and demonstration project. We are happy to collaborate to find a budget and schedule that works for you.

	AVENUE CONSULTANTS																	CUSHING TERRELL	Total Hours	Total Cost		
	Thomas M.	Greg S.	Kirby S.	Collin G.	Nick G.	Blair T.	Adrian W.	Rob E.	Camille A.	David B.	Toby L.	Ethan G.	Kim F.	Katie W.	Lema S.	Jess H.	Nora B.	Alex M.				
	\$293	\$185	\$221	\$108	\$135	\$285	\$155	\$212	\$155	\$290	\$140	\$178	\$187	\$175	\$95	\$140	\$195	\$140				
1 PROJECT MANAGEMENT	94	78	20	0	0	0	0	20	0	0	20	0	0	44	0	0	28	0	304	\$66,592		
2 SAFETY ASSESSMENT	6	6	0	0	0	0	10	25	42	4	0	0	0	0	0	0	0	5	98	\$18,088		
3 EXISTING & FUTURE CONDITIONS	8	8	18	48	20	16	0	0	0	0	0	0	0	0	0	0	0	0	118	\$20,246		
4 COMMUNITY CONNECTIVITY	8	8	18	32	0	16	0	0	0	0	0	0	0	0	0	0	0	0	82	\$15,818		
5 TRANSPORTATION INVENTORY, ASSET MANAGEMENT, & PROJECT PRIORITY LIST	6	12	6	36	0	6	24	0	6	4	0	0	12	0	0	0	0	0	112	\$18,956		
6 ACTION PLAN DEVELOPMENT	10	30	0	0	0	0	0	28	40	8	4	0	4	0	0	0	0	0	124	\$19,772		
7 STAKEHOLDER INVOLVEMENT & COORDINATION	30	32	8	0	0	0	12	16	0	0	0	0	0	52	70	72	32	40	364	\$59,400		
8 DEMONSTRATION PROJECT	8	4	0	0	0	0	0	0	0	0	40	12	30	0	0	0	0	0	94	\$16,430		
9 DELIVERY	16	0	0	0	0	0	10	26	34	8	18	6	16	16	0	54	0	0	204	\$9,704		
TOTAL HOURS	186	178	70	116	20	38	56	115	122	24	82	18	62	112	70	126	60	45	1793	\$276,054		
																				DEMONSTRATION PROJECT	\$21,000	
																					AVENUE DIRECTS	\$2,815
																					TOTAL DIRECT COSTS	\$23,815
																					TOTAL	\$299,869

PROOF OF INSURANCE

If awarded the contract, Avenue will provide all insurance required as specified in the solicitation.

POTENTIAL OR PERCEIVED CONFLICTS OF INTEREST

Avenue has no potential or perceived conflicts of interest.



ALPINE

WYOMING

RESUMES

avenue & Cushing
CONSULTANTS Terrell®

Thomas is an expert at deadline-driven management and has led the successful development and implementation of dozens of SS4A studies, transportation master plans (TMP), active transportation plans (ATP), community vision and strategic plans, and corridor studies. He is known for his effective leadership on federally funded projects. His undergraduate degree (from BGSU) is in Geography with a special emphasis on GIS, giving him specialized expertise in the technology. He has spent years making maps and working with every level of GIS. As his career progressed into project management, he went back to school at got an MBA with a focus on communication.

He ensures tight alignment with required SS4A milestones (including NEPA completion and the demonstration installation and evaluation windows) milestones (including NEPA completion and the demonstration installation and evaluation windows). He focuses on maintaining clear communication, decision tracking, and coordinated review with agency staff and partners. Thomas will rely on his established relationships with WYDOT and area stakeholders and community members to build input, consensus, and buy-in.

Transportation is Thomas’s primary area of expertise, and he has significant experience in leading community plans. He understands the inner workings of the municipal processes.



EDUCATION

MBA, University of Utah

B.A., Geography, Bowling Green State University

YEARS OF EXPERIENCE

Years with Firm | 9

Total Years | 22

CERTIFICATIONS

American Institute of Certified Planners (AICP) #024567

Geographic Information Systems Professional (GISP) #00064857

MEMBERSHIPS, AFFILIATIONS

American Planning Association (APA)

Utah Geographic Information Council (UGIC)

SOFTWARE

- » MS Office
- » Sharepoint
- » Zoom/Teams/WebEx
- » Google Suite
- » CUBE
- » Synchro/SimTraffic
- » ArcGIS Desktop
- » ArcPro

RELEVANT PROJECT EXPERIENCE

SS4A Studies

- » **Vernal Safety Action Plan**, Vernal, UT, (2023)
- » **MAG MPO Safety Action Plan**, Provo, UT (2024)
- » **Washington County Comprehensive Safety Action Plan**, (2024)
- » **Goodyear Safety Action Plan, Goodyear**, AZ (Ongoing)

Transportation Master Plans

- » **Lincoln County, WY** (2024 – 2025)
- » **Murray Transportation Master Plan**, Murray (2021)
- » **Sandy Transportation Master Plan**, Sandy (2020)
- » **Saratoga Springs Transportation Master Plan**, Saratoga Springs (2020)

Community Vision and Strategic Plans

- » **Modeling and Mapping for 820 North**, Provo (2023)
- » **Saratoga Springs Downtown Master Plan** (2023)
- » **Hurricane Downtown Master Plan** (2022)
- » **Salt Lake County West Area Plan**, West Jordan (2021)
- » **Cedar City/Enoch Area Plan** (2021)
- » **North Lakeshore Vision, MAG**, Lehi (2020)
- » **UVU Area Plan** (2019)

Corridor Studies

- » **600/700 North Concept Study**, Salt Lake City 2021
- » **Main Street SR-130**, Cedar City 2023
- » **2100 South**, Salt Lake City 2022
- » **Highland Drive**, Salt Lake City 2021
- » **3300 South**, Millcreek (2021)
- » **300 West**, Salt Lake City (2020)

Greg Sanchez is a transportation engineer with a decade of experience in various projects and studies. His expertise allows him to understand engineering details and context, and translate this information into Spanish, bridging cultural gaps. Greg is approachable, enabling him to connect across cultures both in writing and conversation.

At Avenue, Greg has expanded his skills beyond traffic analysis programs to include Cube software for traffic forecasting, Adobe Illustrator, and conducting traffic impact, interchange, and corridor analyses across the state. He is proficient in using microsimulation models to compare alternative scenarios, aiding clients in decision-making.

Greg's role often involves field visits and extensive out-of-office work to ensure project completion. His exposure to different transportation systems in other states fuels his passion for delivering the most beneficial outcomes for clients and the affected population.



RELEVANT PROJECT EXPERIENCE

- » **Western Cache Corridor**, Cache County, UDOT (2022-2023)
- » **2100 South Concept Study**, Salt Lake City, Salt Lake City (2022-Present)
- » **Salt Lake City Westside Projects Outreach**, Salt Lake City, Salt Lake City (2021-2022)
- » **Midvalley BRT**, Taylorsville, Taylorsville City (2017-2018)
- » **Salt Lake City Transportation Master Plan**, Salt Lake City, Salt Lake City (2021-Present)
- » **Salt Lake City Westside Projects Outreach**, Salt Lake City, Salt Lake City (2021-2022)
- » **Magna Traffic Calming**, Magna, Salt Lake County (2022-2023)
- » **US-89 & I-84 Interchange Concept Study** (2018-Present)
- » **Heber Bypass Study** (2018-Present)
- » **South Cedar Interchange Concept Study** (2021)
- » **12600 South Corridor Concept Study**, UDOT, (2022- Present)
- » **2100 South Concept Study**, Salt Lake City (2022 – Present)
- » **I-15 24th Street Environmental Assessment**, - (UDOT) 2022
- » **North Lakeshore Study** (2020-2021)
- » **Various Traffic Impact Studies**
- » **Midvalley BRT**, Taylorsville, UT (2017-2018)
- » **West Valley City Northwest Area Transportation Plan Update** (2017)
- » **West Valley City 4100 South Environmental Study** (2017)

EDUCATION

M.S., Civil Engineering, Brigham Young University

B.S., Civil Engineering, Brigham Young University

YEARS OF EXPERIENCE

Years with Firm | 10

Total Years | 10

CERTIFICATIONS

PE WY #21551

PE UT #12690202-2202

PE AZ #80612

PE NV #032167

SOFTWARE

- » Cube
- » Vissim
- » Vistro
- » Synchro/SimTraffic
- » ArcGIS

Kirby has nineteen years of project management experience and an extensive background working with state and local governments in both public and private positions. As a public servant Kirby has worked as a City Planner, Planning Director, and Metropolitan Planning Organization (MPO) Director. His experience includes translating policy recommendations into ordinance and best practices, developing regional transportation plans that address future growth, planning for transit-oriented development, developing corridor plans for major arterials, completing land use and transportation studies to update private development standards, and creating complete street policies that are implementable and achievable.



RELEVANT PROJECT EXPERIENCE

- » **Active Transportation City Projects Concepts and Designs**, Vineyard, Utah (2025)
- » **City-Wide Residential Traffic Calming Plan**, West Jordan, Utah (2024)
- » **Regional Active Transportation Plan (15 Municipalities)**, Davis County, Utah (2024)
- » **County Transportation Master Plan**, Garfield County, Utah (2023)
- » **SS4A Transportation Safety Action Plan Update**, Vernal Utah (2023)
- » **Main Street Transportation Solutions Development**, Cedar City Utah (2023)
- » **Regional Future Thoroughfare Plan**, LWCA MPO Texas (2021-2019)
- » **Active Transportation & Bicycle Master Plan**, LWCA MPO Texas (2020)
- » **Metropolitan Transportation Plan 2020-2045 Update**, LWCA MPO Texas (2020)
- » **Railroad Quiet Zone Study & Recommended Treatments** (2020)
- » **Downtown Parking Study & Strategy**, Laredo Texas (2019)
- » **Parking Study & Ordinance Update Recommendations**, Orem Utah (2019)
- » **State Street Mobility Study**, Orem Utah (2018)
- » **State Street Corridor Street Connectivity Plan**, Orem/UDOT Utah (2017)
- » **T.O.D. Real Estate Development Potential Analysis**, Houston Metrorail (2015-2014)
- » **T.O.D. Housing Alternatives Analysis**, Sugar House/UTA Utah (2012)
- » **Multi-Modal Central Station Cost-Benefit Analysis**, Utah Transit Authority (2011)
- » **3-Gate Trail Economic Impact Study**, Weber County, Utah (2025)
- » **North Temple Economic Action Plan**, Salt Lake City, Utah (2024)
- » **Tax Increment Reinvestment Zone Capital Investment Plan**, Laredo Texas (2020)
- » **City-Wide Moderate-Income Housing Study**, Orem Utah (2018)
- » **Rural Housing Demand Study & Recommendations**, Wharton Texas (2016)
- » **Downtown TIRZ Tax Increment Reinvestment Zone Plan**, Laredo Texas (2016)
- » **Major Metro Homebuyer Assistance Program Study**, Houston Texas (2016)
- » **Parks Impact Fee Facilities Plan & Analysis**, Park City Utah (2016)
- » **Workforce Housing Analysis**, Claremore Oklahoma (2015)
- » **Low-Income Tax Credit Housing Analysis, Harris County Housing Authority** (2015)
- » **Comprehensive Housing Market Analysis**, Enid Oklahoma (2015)
- » **Office Development Potential Study**, Sugarland Texas (2015)
- » **Retail Market Study, Avenue Community Development Corporation Texas** (2014)
- » **Mixed Use Development Ratio Analysis, RED Development Arizona** (2014)
- » **Fire Impact Fee Facilities Plan & Analysis**, Weber Fire District Utah (2013)

EDUCATION

Master of Urban Planning,
University of Utah

BS, Brigham Young University

YEARS OF EXPERIENCE

Years with Firm | 3
Total Years | 18

CERTIFICATIONS

American Institute of Certified
Planners (AICP) #027511

**MEMBERSHIPS,
AFFILIATIONS**

American Planning Association (APA)

Urban Land Institute (ULI)

Association of Metropolitan Planning
Organizations (AMPO)

International Code Council (ICC
"Building Code")

Congress for New Urbanism (CNU)

International Economic Development
Council (IEDC)

SOFTWARE

- » ArcGIS Spatial Analyst
- » Cloud-Based Mapping

Collin's core expertise lies in transportation-related research, GIS analysis and studies, and data analysis and processing. Coming from a background in urban planning, Collin has worked on a wide range of projects as part of safety research, data, agency structure and contracting, and in-the-field safety study projects for several DOTs. Collin has utilized data, interviewed and interfaced with agency and interagency personnel, and coordinated live personnel for these projects. His experience with developing literature reviews and background research, including timelines and subsequent reports, has honed his skills and application of those skills in the fields of research, GIS, and data.

Collin's experience with ArcGIS Pro has centered on working with geospatial data and map generation, and ArcGIS Online, for developing Storymaps. Collin has expansive experience with analytical research methodologies that includes Critical Qualitative research in support of quantitative data analysis principles. His experience with analysis of Streetlight Data supported the robust analysis of pedestrian crossings in St. George, Utah. His interviews with state officials and key personnel for multiple projects has provided efficiency in getting to the meaningful data and has included developing surveys for the NDOT Northern Nevada TMC project, the NDOT Fatal Crash Evaluation Team survey, UDOT Fatal Crash Evaluation Team survey, and many others. Each of these projects established a comparison and review of the national state of the practice and developed National Best Practice Recommendations.

RELEVANT PROJECT EXPERIENCE

- » **Data Inventory, UT Statewide**, UDOT (2022 - 2023)
- » **Northern Nevada TMC Project**, Elko, NV, NDOT (2023 - 2025)
- » **West Jordan Traffic Calming Manual**, West Jordan City (2024-2025)
- » **Fatal Crash Evaluation Team Survey**, UT Statewide, UDOT (2022 - 2023)
- » **GIS-Related Tasks and Activities** (2023-Current)



EDUCATION

M.S., Environmental GIS, Unity Environmental University

B.S., Urban Planning, Weber State University

Certificate of Proficiency, GIS, Weber State University

YEARS OF EXPERIENCE

Years with Firm | 3

Total Years | 4

Nicholas Gayer has over 4 years of experience leading planning projects. Transportation is Nicholas's primary expertise, and he has experience in leading plan development projects, safety analysis, facility workshops, access management, active transportation planning, and public involvement. In the past 4 years, Nicholas has led one \$1,000,000 planning grant study through the Safe Streets and Roads for All discretionary grant program and advised on numerous transportation studies under the banner of the Dixie MPO.

Nicholas has experience working with the Utah Department of Transportation and the Dixie Metropolitan Planning Organization where he advised on a variety of safety projects and planning prioritization strategies. Nicholas also developed many professional relationships with local government agencies both inside Washington County and throughout Utah. He personally managed a variety of transportation related projects both from a planning perspective and an analysis perspective using his background in Civil Engineering, Travel Demand Modeling, and GIS software & techniques.

RELEVANT PROJECT EXPERIENCE

- » **Washington County Safe Steets and Roads for All**, Washington County, UT, Five County Association of Governments (2023-2024)
- » **Vulnerable Road User Assessment**, Utah Department of Transportation (2025)
- » **UDOT I-15 Milepost 15-20 Traffic Operations and Safety Analysis**
- » **UDOT I-15 Milepost 38-43 Traffic Operations and Safety Analysis**



EDUCATION

MS, GIS, Arizona State University
B.S., Urban Planning
Arizona State University

YEARS OF EXPERIENCE

Years with Firm | <1
Total Years | 4.5

SOFTWARE

- » ESRI Suite
- » Bentley Cube
- » Vissim (cd)
- » Synchro (cd)

Adrian has over 23 years of experience applying GIS to transportation, land use, and infrastructure planning projects for local, state, and federal agencies. He has supported numerous transportation master plans across Utah and played a key GIS role in the Dixie MPO's Safe Streets for All (SS4A) Safety Plan. His expertise includes spatial analysis, data integration, and visualization to support traffic modeling, safety analysis, and public engagement.

Adrian is skilled in developing GIS-based tools and dashboards that combine data from diverse sources—such as CAD, survey, and traffic models—to clearly communicate technical information to decision-makers and the public. He regularly automates workflows using Python to streamline data management, quality control, and mapping tasks. Adrian's experience with UDOT, MPOs, and city governments provides him with a strong understanding of local standards, data systems, and transportation planning processes.

RELEVANT PROJECT EXPERIENCE

Custom Web App Development

- » **UDOT Access Management Study** (2025)
- » **West Utah County Growth Application** (2025)
- » **Wellsville, UT – RCUT US-91 and SR-23** (2025)
- » **Northwest Utah County – Pioneer Crossing Operational Improvements** (2024-2025)
- » **US-6 Safety Analysis; I-15 to I-70** (2023-2024)
- » **I-84 Mountain Green Interchange Environmental** (2022-2024)
- » **Farmington – Farmington Bench Study, Davis County, UT** (2017-2019)
- » **US-40; Gusher EB Passing Lane, Uintah County** (2016-2018)
- » **SR-9; I-15 to Southern Pkwy Environmental Study**, Washington County (2018)
- » **SR-68 Redwood Rd; Bangerter Hwy to 12600 S**, Salt Lake County (2015-2018)
- » **SR-10; 3200 South to 1150 South**, Price, Carbon County (2015-2018)
- » **I-70; Richfield South to Richfield North**, Sevier County (2016-2017)
- » **Holladay – Highland Drive; Spring Ln to Fardown Ave**, Salt Lake Co (2017)

Story Map Development

- » **Springville, UT – Transportation Utility Fee (TUF)** (2025)
- » **Lincoln County, WY – Transportation Master Plan (TMP)** (2025)
- » **Five County AOG – Safe-Streets-For-All (SS4A) Safety Action Plan** (2023-2024)
- » **Cedar Valley Highway Study** (2023-2024)
- » **Davis County – Active Transportation Plan** (2023-2024)
- » **Cache County – West Cache Corridor Analysis** (2022-2023)
- » **South Cedar Interchange Study** (2020-2021)

Dashboard Applications

- » **Salt Lake City – Urban Mobility Assessment Study** (2025)
- » **Washington City Canal Trail ROW** (2024-2025)
- » **Sevier County Active Transportation Plan** (2023-2024)
- » **Five County AOG – Safe-Streets-For-All (SS4A) Safety Action Plan** (2023-2024)
- » **MAG – Safe-Streets-For-All (SS4A) Safety Action Plan** (2023-2024)
- » **9000 South – Redwood Rd to I-15** (2018-2023)
- » **Park City – Rail Trail Dashboard** (2022)
- » **FrontRunner North Extension Study**, Box Elder to Weber County (2018-2020)
- » **Vineyard Commuter Rail Station**, Utah County (2019)



EDUCATION

M.S., Human Dimensions of Ecosystem Science and Management, Emphasis in GIS and Remote Sensing, Utah State University

B.S., Engineering Geology, Texas A&M University

YEARS OF EXPERIENCE

Years with Firm | 6

Total Years | 23

CERTIFICATIONS

Graduate Certificate, National Environmental Policy Act (NEPA), Utah State University, 2012

Graduate Certificate, Geographic Information Systems (GIS), Texas A&M University, 2007

SOFTWARE

- » ArcGIS Pro, FME, Esri
- » ArcGIS Online, Portal, Python
- » ArcGIS Enterprise, PostgreSQL

Blair Tomten has over 17 years of experience delivering a wide range of roadway design projects, including an expertise in signing and striping, roadway design, and active transportation. Her in-depth attention to detail makes her the ideal quality review when it comes to signing and striping. Her thorough knowledge of UDOT advertising requirements and vast experience with the PS&E process has proven invaluable here at Avenue Consultants. These skills have assisted her in finding innovative ways to help if project errors occur between the PS&E stage and advertising stage. She is leading the state when it comes to Active Transportation Design. Having designed all the on-road bikeway design standards for UDOT, she is now leading the design of UDOT's new Utah Trails Network (UTN) Trail design standards.

RELEVANT PROJECT EXPERIENCE

- » **Park Avenue Restriping**, Park City, UT
- » **2100 South Reconstruction**, Salt Lake City, UT
- » **Highland Drive Reconstruction**, Salt Lake City, UT
- » **3800 S; Virginia Way and Upland Drive, Skyline HS Roundabout**, Millcreek, UT
- » **1100 East / Highland Drive Reconstruct**, Salt Lake City, UT
- » **300 W; 2100 South to 300 South**, Salt Lake City, UT
- » **400 South; 900 West to 300 West Bikeway Connection Concept Study & Design**, Salt Lake City, UT
- » **Taylorsville Bus Rapid Transit**, Taylorsville, UT
- » **Mid-Valley Active Transportation Plan**, Salt Lake County, UT
- » **Millcreek Neighborhood Byways**, Millcreek, UT
- » **Millcreek Bike Lanes**, Millcreek, UT
- » **5900 South; State St to 700 West**, Murray City, UT
- » **500W/700 W Murray Bike Lanes**, Murray City, UT
- » **SR-145; Pioneer Crossing Operational Improvements**, Utah County, UT
- » **I-15 Program Management**; Davis County, UT
- » **US-189; Wallsburg to Charleston**, Wasatch County, UT
- » **I-15 NB Overhead Sign Replacement**, Salt Lake County, UT
- » **1-15 SB Overhead Sign Replacement**, Salt Lake County, UT
- » **I-215 Overhead Sign Replacement**, Salt Lake County, UT
- » **Mountain View Corridor DB**, Utah County, UT
- » **SR-9; East Zion Roundabout & Improvements**, Kane County, UT
- » **SR-12/SR-63 Roundabout and Rehabilitation**, Moab, UT
- » **Pedestrians in Work Zones UDOT Standard Drawings**
- » **Bikes in Work-Zones UDOT Standard Drawings**
- » **UDOT Design Manual Drawings for Development of Bikeways**
- » **Interchange Ramp Milepost**
- » **Work Zone Variable Speed Limit Implementation (VSL) UT**



EDUCATION

B.S., Civil Engineering,
University of Minnesota

YEARS OF EXPERIENCE

Years with Firm | 9
Total Years | 17

CERTIFICATIONS

UT PE #8847040-2202
AZ PE #79267
NV PE #030615
TX PE #147248

**MEMBERSHIPS,
AFFILIATIONS**

Member of the Bicycle Technical Committee for National Committee on Uniform Traffic Control Devices
APBP Member

SOFTWARE

- » Bentley ORD
- » ProjectWise
- » Excel
- » Word
- » SignCAD
- » AutoTurn
- » MS Project

Rob Eldredge has 17 years of transportation planning experience working on a broad range of transportation planning projects. Rob's primary expertise is transportation planning completing corridor and master plans in Utah and Idaho. Since joining Avenue, he has worked on a variety of studies including active transportation plans, corridor studies, interchange analysis, transit forecasts, and parking studies.

Rob's background also includes modeling for transportation projects. He is experienced in travel demand modeling, forecasting, and traffic simulation. He was also involved in the development of a quantitative risk model for the Utah Department of Transportation and risk management at a previous firm. He uses his experience in transportation analysis to focus team members and his technical expertise to resolve project issues quickly and efficiently.

Rob Eldredge has over 20 years of GIS and transportation planning experience, specializing in travel demand modeling, microsimulation, and geospatial analysis for a broad range of transportation master planning and engineering projects. His primary expertise is in Travel Demand Model (TDM) analysis, Level of Service (LOS) evaluation, and GIS integration of model results to support citywide transportation system planning, safety assessments, and infrastructure prioritization.

Rob has extensive experience with the Dixie MPO (DMPO) Travel Demand Model (CUBE platform), including project model calibration, validation, and scenario forecasting for 10-, 20-, and 30-year planning horizons. His work regularly includes functional classification reviews, roadway cross-section evaluations, and multimodal planning that supports Complete Streets principles based on results from the TDM.

RELEVANT PROJECT EXPERIENCE

- » **Lincoln County Transportation Plan**, Lincoln County Wyoming (2025)
- » **Salt Lake City Urban Mobility Study**, Salt Lake City, Utah, UDOT (2025)
- » **Saratoga Springs Transportation Plan and Utility Fee Analysis**, Saratoga Springs, Utah, (2024-ongoing)
- » **Vulnerable User Assessment**, Utah, UDOT (2024-Ongoing)
- » **I-15 South Cedar Interchange Environmental Assessment**, Cedar City, Utah, UDOT (2023)
- » **Washington County Transportation Master Plan**, Washington Co. Utah (2023)
- » **2100 South Concept Study**, Sugar House Utah, Salt Lake City (2022-Ongoing)
- » **Vernal Safety Action Plan**, Vernal Utah, Vernal City (2022)
- » **Mid-valley Road Feasibility Study**, Eagle Mountain Utah (2025-ongoing)
- » **Spring Creek Feasibility Study**, Provo/Springville Utah (2025-ongoing)
- » **3-Gate Trail Economic Study**, Weber County Utah (2025-ongoing)
- » **Riverton Transportation and Active Transportation Plans** (2025-ongoing)
- » **Lakeview Parkway IACR**, Provo Utah (2025)
- » **West Jordan Residential Traffic Calming Plan**, West Jordan Utah (2025)
- » **600 North Concept Study**, Salt Lake City Utah (2024)
- » **Davis County Active Transportation Plan**, Davis County Utah (2024)
- » **Cedar City Solutions Development**, Cedar City Utah (2023)
- » **Washington County Transportation Master Plan**, Washington Co. Utah (2023)
- » **2100 South Concept Design Study**, Salt Lake City Utah (2023)
- » **West Cache Corridor Study**, Cache Co. Utah (2023)
- » **Hurricane Downtown Master Plan**, Hurricane Utah (2023)
- » **Magna Traffic Calming**, Magna Utah (2023)
- » **Fossil Basin Trails Master Plan**, Kemmerer Wyoming (2018)



EDUCATION

M.A., Urban Planning, University of California Los Angeles

B.S., Economics, The George Washington University

YEARS OF EXPERIENCE

Years with Firm | 7

Total Years | 20

CERTIFICATIONS

Certified Planner AICP - #022859

SOFTWARE

- » Cube
- » Vissim
- » Synchro/SimTraffic
- » ArcMap
- » ArcGIS Pro
- » ArcGIS Online
- » ArcGIS Portal

As a traffic engineer, Camille specializes in traffic safety analyses across a wide range of project scales – from targeted design exceptions to new interchange designs and even to statewide evaluations. Her work spans both historical crash analysis and predictive safety assessments, allowing her to identify existing issues and anticipate future risks. Camille is proficient in the Highway Safety Manual (HSM) and the Safe System Approach, using proven methodologies to help clients make data-driven decisions and identify holistic solutions.

Camille extends her strengths in data-driven analysis into other aspects of traffic engineering, including operations, research, and Automated Traffic Signal Performance Measures (ATSPM). She also assists with Traffic Impact Studies, dashboard development, and standard manual updates.

In whatever she does, Camille brings her experience in safety and data analysis, an ability to learn quickly, and a holistic approach to improve any project outcome.

RELEVANT PROJECT EXPERIENCE

- » **UDOT Statewide VRU Assessment**, Utah (2025)
- » **SCAoG Washington County SS4A Plan**, Utah (2024)
- » **UDOT US-6 Safety Assessment**, Utah (2023)
- » **UDOT Lakeview Parkway OSA**, Utah (2025)
- » **UDOT I-84 Mountain Green Interchange IACR**, Utah (2022)
- » **UDOT South Cedar Interchange IACR**, Utah (2022)
- » **UDOT I-15 MP 6-8 IACR**, Utah (2020-2021)
- » **UDOT Maintenance Facilities Dashboard**, Utah (2025-Present)
- » **UDOT Speed Management Dashboard**, Utah (2024-Present)
- » **UDOT Lane Drop Operations Analysis for Arterials Phase 2**, Utah (2024)
- » **UDOT Fatality Reductions Abroad**, Utah (2023-2024)
- » **UDOT Lane Drop Operations Analysis for Arterials**, Utah (2023)



EDUCATION

M.S., Civil Engineering, Brigham Young University

B.S., Civil Engineering, Brigham Young University

YEARS OF EXPERIENCE

Years with Firm | 5

Total Years | 5

CERTIFICATIONS

PE UT #14193108-2202

SOFTWARE

- » HSM/HSS
- » Access/SQL
- » ArcGIS Pro
- » VBA/C#/Python
- » Power BI/Looker Studio
- » Synchro
- » Vissim
- » Cube

David Bassett a Professional Engineer with over 25 years of engineering experience. David is currently a Senior Project Manager in the Transportation + Planning group at Avenue Consultants with expertise in wide variety of safety related analysis and data. He has worked on a wide variety of safety projects, including before and after studies, safety design analysis, traffic safety improvement studies, and other safety studies. David currently leads Avenue's traffic safety work for the City of St. George, Utah and is known for coupling big data with traffic safety that leads to reliable design and crash analyses.

David is known for his ability to evaluate innovative design solutions, having analyzed innovative intersection designs throughout the state. David is also a leader in design-based safety analysis having led the UDOT project to review and apply safety and target speed management criteria as part of a statewide studies and guidelines, as well as supporting project-based evaluation of arterials and freeways as alternatives such as with I-15 MP 6-8 & S.R. 113 and Mountain Meadows area projects. He has evaluated the safety improvements for over 75 projects using reliable practices from the Highway Safety Manual (HSM) to guide safety-related decisions. David led the safety analysis for the Five County SS4A Action plan that covered the Washington County area in Utah, David also supports DOT operational programs, augmenting staff to manage UDOT programs, such as Open Source ATSPM, Traffic Guidelines, and Data Analytics.



RELEVANT PROJECT EXPERIENCE

Safety Analysis and Studies

- » **UDOT's Traffic Studies Program** (2019-Present)
- » **UDOT Performance Support** (2019-Present)
- » **NDOT Operation and Maintenance** (2020-Present)
- » **UDOT Traffic & Safety Performance Measures and Dashboards** (2022-Present)
- » **UDOT Vulnerable Road User Assessment** (2022-Present)
- » **Five County SS4A Action Plan** (2022-2024)
- » **US-6 Corridor Safety Study** (2022-2024)
- » **UDOT Project Safety Analysis Program** (2026-Present)
- » **UDOT Road Safety Audit Program** (2026-Present)
- » **Arizona MAG North Valley Corridor Study** (2025-Present)

Design Based Safety Projects

- » **I-15 MP 15-20, UDOT**, Washington City, UT (2025-Present)
- » **I-15 MP 38-43, UDOT**, New Harmony, UT (2025-Present)
- » **I-15 MP 43-56, UDOT**, Cedar City, UT (2024-Present)
- » **I-15 MP 6-8 EA, UDOT**, St. George, UT (2021-Present)
- » **Midvalley Highway EA, UDOT**, Tooele Co. UT (2021-Present)
- » **US-89 RCUT Design**, Cache County UT (2023-2025)
- » **East Zion Roundabout**, UDOT, Washington Co., UT (2021-Present)
- » **Mountain Green Roundabout Study Management**, UDOT, Morgan Co., UT (2021)
- » **UDOT Traffic and Safety Statewide Roundabout Study** (2019-2021)
- » **Northeast Tooele County Solutions Development, UDOT** (2019-2022)
- » **I-15; Springville/Spanish Fork Interchange EA, UDOT**, Utah Co. (2018-2020)
- » **Orem State Street Mobility Study, UDOT**, UT (2018-2019)

EDUCATION

M.S., Civil & Environmental Engineering, Brigham Young University

B.S., Civil & Environmental Engineering, Brigham Young University

YEARS OF EXPERIENCE

Years with Firm | 11

Total Years | 25

CERTIFICATIONS

PE WY #19032

PE UT #10960844-2202

PE ID #19426

PE NV #028557

PE TX #146371

MEMBERSHIPS, AFFILIATIONS

American Society of Civil Engineers (ASCE)

Institute of Transportation Engineers (ITE)

SOFTWARE

- » C#, Python, VBA,
- » MySQL, SQLServer, PostgreSQL, Azure, Access
- » Vissim, Synchro, Vistro, Aimsun
- » CUBE, CUBE Voyager
- » HCM, HSM, HCS, HSS
- » ArcGIS, ArcServer, Power BI



Alex Modrzecki

AICP

URBAN PLANNER

Alex's background in economics has informed a holistic and forward-looking approach to planning and design projects. He specializes in geographic information systems, data visualization, and graphic communication. Alex has a passion for using data-driven quantitative analysis to uplift people's voices and lived experiences.

This passion has led to a range of professional experiences in food security, active mobility, environmental design, and urban morphology. Alex's primary objective is to create places that are functional, sustainable, and contextually sensitive to each community's unique character. Alex will provide expertise in GIS base mapping, site analysis, and graphic communication.



Professional Certification

Certified Planner / National Certificate (AICP)



Education

Master of Urban and Regional Planning, University of Colorado Denver



Core Skills

Community Engagement
Urban Planning
Data management
Visualization
Graphic communication
Geospatial analysis

Relevant Experience

Town of Alpine Master Plan; Alpine, WY

Fraser Comprehensive Plan & Downtown Vision Plan; Fraser, CO

Montana Department of Commerce Housing Supply & Land Suitability Analysis; Statewide

Superior Comprehensive Plan; Superior, CO

Parker 2050 Comprehensive Plan; Parker, CO

Lafayette Zoning Code Update; Lafayette, CO

Glenwood Springs Comprehensive Plan; Glenwood Springs, CO

Lochbuie Comprehensive Plan; Lochbuie, CO

Federal Heights Comprehensive Plan; Federal Heights, CO

Carbon County Workforce Housing Study, Red Lodge, MT



Toby has six years of transportation planning and GIS experience. Prior to joining Avenue, he worked in the public sector at Salt Lake County, coordinating regional planning projects, analyzing geospatial data to distribute grant funds, and projecting growth potential using land use scenario planning software. His experience in the public sector along with two years in commercial real estate analysis gives him unique insight into the motivations behind development and planning.

Toby pairs his GIS expertise and planning background with Adobe graphic design products to produce clean and easily understood maps, websites, and reports. His knowledge of commercial real estate motivations and experience working with the general public/regional and municipal stakeholders allows him to easily create content with the end user in mind.

RELEVANT PROJECT EXPERIENCE

- » **Davis County Active Transportation Plan, UT** (Ongoing)
- » **600/700 North Concept Design Study, UT** (Ongoing)
- » **Washington County Transportation Master Plan, UT** (2023)
- » **Cedar City Solutions Development (corridor study), UT** (2023)
- » **Magna Traffic Calming Study, UT** (2023)
- » **Vernal City Safety Action Plan, UT** (2023)
- » **West Side Community Conversations, UT** (2023)
- » **2100 South Concept Design Study, UT** (2022)
- » **US-189 Corridor Study, UT** (2022)
- » **Kearns and Magna Active Transportation Plan, UT** (2021)



EDUCATION

B.S., Urban Ecology, University of Utah

YEARS OF EXPERIENCE

Years with Firm | 4
Total Years | 7

CERTIFICATIONS

Undergraduate Certificate of GIS
(University of Utah)
Aerial Drone Photography
(Commercially Licensed # 4766083)

SOFTWARE

- » ESRI – ArcMap, ArcGIS Pro, and ArcGIS Online
- » Adobe – Illustrator, InDesign, Lightroom and Photoshop
- » UrbanFootprint

Ethan brings semantic precision and careful expression to the written word from his over a decade in secondary and post-secondary English and Communications teaching. This experience gave him his stylistic, communicative, and collaborative strength coupled with discipline in the execution of federal, state, and local processes.

In 2021, Ethan transitioned to the transportation industry, supporting Avenue’s business development efforts – a role in which he coordinated project messaging and strategy, guided proposal drafting, managed proposal schedules, supported a collaborative drafting process, oversaw the editorial and revision process, and drove quality in final deliverables. He also supported overall business development strategy, developing and documenting new processes to guide client outreach and achieve optimal proposal quality.

Ethan has since been applying his writing and process appreciation to NEPA documents, and has begun to write, complete, review, and/or contribute to Categorical Exclusions, State Environmental Studies for the state of Utah, and Environmental Assessments. He is now a member of the National Association of Environmental Professionals.

RELEVANT PROJECT EXPERIENCE

- » **Goodyear Road Safety Plan and Demonstration Project**, Goodyear, AZ, City of Goodyear (October 2025 –Ongoing)
- » **US-191; Moab Canyon Pathway State Environmental Study**, Moab, UT, UDOT (October 2025 – Contract End Year)
- » **I-15; SR-13 to SR-240 State Environmental Study**, Davis County, UT, UDOT (October 2025 - Contract End Year)
- » **I-15; SB Climbing Lane, Milepost 15 to 20.3 State Environmental Study**, Iron County, UT, UDOT (October 2025 – Contract End Year)
- » **US-6 and US-89 Grade Separation Categorical Exclusion**, Thistle, UT, UDOT (August 2025 - Contract End Year)
- » **I-84 Mountain Green Interchange Environmental Assessment**, Morgan Co., UDOT (Nov 2022 – Nov 2024)
- » **Pioneer Crossing Operational Improvements State Environmental Study Reevaluation**, Saratoga Springs, UT, UDOT (October 2025)
- » **Art Dye Trail Categorical Exclusion Reevaluation**, American Fork, UT, UDOT (2025)
- » **US-89/91 at SR-23; Restricted Crossing U-Turn (RCUT) Categorical Exclusion**, Wellsville, UT, UDOT (December 2024 - 2025)
- » **Big Cottonwood Canyon; SR-190 at Fort Union; Merge Lane State Environmental Study**, Cottonwood Heights, UT, UDOT (Oct 2024 - May 2025)
- » **Pioneer Crossing Operational Improvements State Environmental Study**, Northern Utah County, UT, UDOT (September 2024 - May 2025)
- » **Mountain View Corridor (Foothill Boulevard) Southern Extension State Environmental Study**, Saratoga Springs, UT, UDOT (July 2024 - June 2025)
- » **I-80; Eastbound Auxiliary Lane and SR-36 Northbound Lane State Environmental Study and SES Reeval**, Stansbury, UT, UDOT (February 2024-January 2025)



EDUCATION

M.S., Communication Studies, University of Utah
 B.A., English Language and Composition, University of Maryland

YEARS OF EXPERIENCE

Years with Firm | 4.5
 Total Years | 16

SOFTWARE

- » Adobe InDesign
- » Adobe Illustrator
- » Adobe Photoshop
- » Microsoft Office Suite (Word, Excel, PowerPoint)
- » Microsoft Teams, SharePoint
- » Access Database
- » Microsoft Project
- » Google Suite (Docs, Sheets, Sites, Forms)
- » UDOT’s ePM platform

Kim specializes in multimodal roadway design, municipal utility coordination, and large-scale, master-planned developments, including complete streets, traffic control, drainage, and phased infrastructure delivery. She has supported projects for municipal agencies, DOTs, and private developers and brings a practical, collaborative approach to delivering clear, implementable solutions. She has over eight years of civil engineering experience specializing in site development, roadway and utility infrastructure, and complex grading for large-scale projects. She has led the design of numerous multi-phase developments that involve coordination with municipalities, developers, and regulatory agencies. Kim's expertise in civil planning and execution ensures quality and constructability across all project phases.

Her experience includes multiple large-site developments requiring full infrastructure design, including grading, stormwater management, roadway layout, and utility systems. On the 291 Canyon Road project in Lincoln, WY, she worked with District 3 of WYDOT.

RELEVANT PROJECT EXPERIENCE

- » **291 Canyon Road**, Lincoln WY, 18 Squared (2023 - 2024)
- » **Farmington North Station**, Farmington UT, Farmington City (2021 - 2022)
- » **Gatsby Plant RMP Headquarters**, Salt Lake City UT, Rocky Mountain Power (2023)



EDUCATION

B.S., Civil and Environmental Engineering, University of Utah

YEARS OF EXPERIENCE

Years with Firm | 3
Total Years | 8

CERTIFICATIONS

PE WY – 20490
PE UT – 13372170-2202

SOFTWARE

- » Open Roads
- » Civil 3D
- » Storm CAD
- » Water CAD
- » Microsoft Office

Katie is an effective team leader with a background that blends public outreach, community engagement, marketing, and government relations. She has 6 years of Public Involvement experience in a variety of disciplines. Katie brings strong local stakeholder relationships through her work on a variety of UDOT and UTA projects. She is an expert in engaging with a broad spectrum of stakeholders from property owners to elected officials. She is collaborative and creative in navigating difficult public engagement issues to achieve mutually beneficial results for the team and stakeholders. Katie is experienced in successfully overseeing and organizing more than 50 effective outreach campaigns and will employ a variety of tools and tactics to obtain meaningful public feedback.



RELEVANT PROJECT EXPERIENCE

- » **I-15 Environmental Impact Statement (EIS)**, Davis & Salt Lake Counties, UT, UDOT Region 1 (2021-2024)
- » **I-15; SR-232 to I-84 Construction (Express Lanes Project)**, Davis & Weber Counties, UT, UDOT Region 1 (2021-2024)
- » **Utah Broadband Strategic Plan, Statewide, UT Governor’s Office of Economic Opportunity** (2023)
- » **South Valley Transit Study**, Utah County, UT, Utah Transit Authority (2022)
- » **I-70 and I-84 Fiber Optic CARES Project** (2020)
- » **Central Corridor Transit Study**; Utah County, UT, UDOT Region 3/UTA (2022)
- » **Davis-SLC Community Connector**, Davis/Salt Lake Counties, UT UTA (2024)
- » **Point of the Mountain Transit Study Reevaluation**, Draper, UT, UDOT Region 2/UTA (2024)
- » **TechLink Transit Study**, Salt Lake City, UT, UTA (2024)
- » **I-84/US-89 Interchange Environmental Assessment**, Uintah, UT, UDOT Region 1 (2024)
- » **Logan City Transportation Master Plan**, Cache County, UT, Logan City (2023)
- » **South Valley Transit Study**, Utah County, UT, UTA (2022)
- » **Big Cottonwood Canyon Utility Improvement Project**, Cottonwood Heights, UT, Americom/Rocky Mountain Power (2022, 2023)
- » **Diversions Structure; 100 South and 1200 East**, Salt Lake City, UT, Salt Lake Department of Public Utilities (2020)
- » **1300 East Sewer Replacements**, Salt Lake City, UT, Salt Lake Department of Public Utilities (2020)
- » **South Dakota Department of Transportation (SDDOT) PI Consulting**, Chamberlain, SD, SDDOT (2024)
- » **Statewide UDOT Fiber Optic Support, Statewide**, UT UDOT Complex (2021-2024)
- » **Transportation Technology Group, Statewide**, UT UDOT Complex (2022)
- » **Virtual Dixie Transportation Expo**, St. George, UT, Five County Association of Governments (2021)
- » **Autonomous Shuttle Pilot Project, Statewide**, UT UDOT/UTA (2020)

EDUCATION

B.S., Journalism and Communications with an emphasis in Public Relations, Utah State University
 B.S., Sociology, Utah State University

YEARS OF EXPERIENCE

Years with Firm | 1
 Total Years | 20

CERTIFICATIONS

IAP2 Foundations in Public Involvement

MEMBERSHIPS, AFFILIATIONS

IAP2
 Farr West City Councilmember
 Weber/Morgan Mosquito Abatement District Trustee
 Western Weber Communities That Care Coalition Board Member

Lemasaniai is a dedicated public involvement specialist with extensive experience across both the public and private sectors, with a strong focus on community engagement, strategic communication, and equitable outreach. She has contributed to a range of state water and construction projects, bringing valuable expertise in conflict resolution, client service, and community-based participatory planning to interdisciplinary teams.

Lemasaniai is skilled in developing and executing social media strategies, leveraging digital engagement platforms, and communicating complex project information in clear, accessible ways. Her work includes facilitating public meetings, participating in construction coordination meetings, managing and updating digital communication channels, and leading on-site stakeholder conversations to ensure project activities are well understood and community needs are addressed.

Known for her ability to build trust, strengthen relationships, and navigate challenging communication environments, Lemasaniai brings a proactive, solutions-focused approach that supports effective decision-making and successful project outcomes. She is a dynamic contributor committed to fostering meaningful engagement and elevating community voices throughout every phase of a project.

RELEVANT PROJECT EXPERIENCE

- » **SR-106; 1700 South to US-89**, Farmington, UT, UDOT (April 2025 - Nov. 2025)
- » **Urban Mobility Study**, Salt Lake City, UT, UDOT (June 2025 - Oct. 2025)
- » **US-89; SR-126 to Perry**, Willard and Perry, UT, UDOT (2025 - 2026)
- » **SR-106 (Main Street)**; Park Lane to Shepard Lane, Farmington, UT, UDOT (2025 - 2026)



EDUCATION

BS, Communication (Minor in Environmental Sustainability Studies), University of Utah

YEARS OF EXPERIENCE

Years with Firm | < 1
Total Years | 2

SOFTWARE

- » Asana
- » Microsoft
- » Zoho
- » Arc GIS



Nora Bland

AICP

COMMUNITY OUTREACH SPECIALIST | URBAN PLANNER

Nora specializes in designing award-winning community engagement efforts that are inclusive, creative, results-driven, and fun! As a leader of Cushing Terrell's planning team, Nora has expanded the firm's community engagement program, leveraging her creativity and problem-solving skills on projects from housing and land use, to urban design and placemaking.

Nora takes a journalistic approach when engaging community members and stakeholders in each planning effort, working diligently to understand communities and their needs, values, and desires. With a background in hospitality, she understands people and advocates for the public voice to have a strong presence in decision making. With her writing and graphic design skills, she presents and communicates complex concepts and data in an inclusive manner to educate and engage community members.



Professional Certification

Certified Planner / National Certificate (AICP)



Education

Master of Urban and Regional Planning, University of Colorado Denver



Core Skills

Community Engagement
Long-range Planning Policy
Land Use Planning
Urban Design
Technical Plan Writing

Relevant Experience

Town of Alpine Master Plan; Alpine, WY

Parker 2050 Comprehensive Plan; Parker, CO

Fraser Comprehensive Plan & Downtown Vision Plan; Fraser, CO

Routt County Master Plan; Routt County, CO

Together Chaffee County Comprehensive Plan Update; Chaffee County, CO

Superior Comprehensive Plan; Superior, CO

Lochbuie Comprehensive Plan; Lochbuie, CO

Broomfield Comprehensive Plan; Broomfield, CO

Glenwood Springs Comprehensive Plan; Glenwood Springs, CO

Town of Carbondale Comprehensive Plan Update; Carbondale, CO

Belgrade Downtown Design Plan & Urban Renewal Plan; Belgrade, MT



Jessica has 8 years of transportation planning experience. Prior to joining Avenue, she worked in NEPA planning and GIS mapping to support a variety of roadway and transit projects, particularly in socioeconomic, environmental justice, air quality, cultural resources, right-of-way, and noise. She is knowledgeable in ESRI software and skilled in graphic design. She merges these skillsets to provide concise, technical analyses that connect to the public in a way that is easy to understand. Jess has supported the development and delivery of over 10 Transportation and Active Transportation Master Plans, specifically through GIS and other data gathering and analysis, stakeholder and public engagement, and outreach efforts.

Jessica's expertise in graphics and renderings using Adobe Illustrator, InDesign, and Photoshop improves the look and feel of our GIS maps and the incorporation of GIS output into other deliverables and products. Her document and rendering work allow clients to visualize what a project might look like after it is complete. Jessica brings her eye for engaging visual communication to whatever project she is working on, including public involvement and stakeholder engagement. Her skills give our teams engaging and user-friendly websites, flyers, surveys, and infographics.

RELEVANT PROJECT EXPERIENCE

- » **Springville Transportation Utility Fee**, Springville, UT; Springville City (2025-Ongoing)
- » **Millcreek Transportation Utility Fee**, Millcreek, UT; Millcreek City (2024-Present)
- » **Taylorsville CDBG**, Taylorsville UT (2017-Ongoing)
- » **West Utah County Interagency Action Plan**, Utah County, UT; MAG (2024-Present)
- » **Vineyard ATP Update**, Vineyard UT (2024-2025)
- » **Lincoln County Transportation Master Plan**, Lincoln Co WY (2024-2025)
- » **Davis County Active Transportation Plan**, Davis County UT (2023-2024)
- » **600/700 North Concept Design Study**, Salt Lake City UT (2023-2024)
- » **Cedar City Solutions Development (Corridor Study)**, Cedar City UT (2022-2023)
- » **MAG SS4A Safety Action Plan**, Utah County; MAG (2023-2025)
- » **Garfield County TMP & ATP**, Garfield County, UT; Garfield County (2023-2024)
- » **Traffic & Safety Vulnerable User Assessment**, Utah; UDOT (2021-2022)
- » **Provo River Bridge and On-Call Services**; Provo, Utah; Provo City (2023-Ongoing)
- » **2100 South Concept Design Study**, Salt Lake City, UT; Salt Lake City (2021-2022)
- » **Washington County TMP**, Washington County, UT; Washington County (2022-2023)
- » **MAG SS4A Safety Action Plan** (Present)
- » **Taylorsville Active Communities**, UT (2021)
- » **3300 South Corridor Study**, Salt Lake County, UT (2021)
- » **Cedar and Enoch Transportation Master Plan**, UT (2021)
- » **Hurricane City Active Transportation Plan** (2021)
- » **Taylorsville Active Communities**, Taylorsville, UT; Taylorsville City (2020-2021)
- » **3300 South Corridor Study**, Salt Lake County, UT; Millcreek City (2020-2021)
- » **Cedar and Enoch Transportation Master Plan**, UT (2020-2021)
- » **Hurricane City Active Transportation Plan** (2021)
- » **SR-111 Solutions Development**, UT (2021)
- » **Pleasant Grove Capacity/Interchange Improvements**, UT (2021)
- » **300 West; 2100 South to 500 South**, Salt Lake City, UT (2021)
- » **4700 South; 4000 West to 5600 West**, Salt Lake County, UT (2021)



EDUCATION

B.S., Urban Ecology, University of Utah

YEARS OF EXPERIENCE

Years with Firm | 5
Total Years | 9

SOFTWARE

- » ESRI software including AGOL, ArcMap, and ArcGIS Pro
- » Adobe – including Illustrator, InDesign, and Photoshop
- » Online platforms – Canva, Wix, Squarespace