



TOWN OF ELIZABETH

COMMUNITY DEVELOPMENT DEPARTMENT

TO: Honorable Mayor and Board of Trustees
FROM: Zach Higgins, AICP Community Development Director
DATE: September 10, 2024
SUBJECT: Greater Elizabeth Parks, Trails, and Open Space Master Plan Contract, Resolution 24R39

SUMMARY

Staff is seeking the approval of Resolution 24R39, the Professional Services Agreement with SCJ Alliance for the Greater Elizabeth Parks, Trails, and Open Space Master Plan. The Town of Elizabeth set aside \$50,000.00 in the 2024 budget to complete a Parks, Trails, and Open Space Master Plan. The Town entered into a collaborative grant process with the Elizabeth Parks and Recreation District and the Elizabeth School District in early 2024. The Greater Elizabeth Parks, Trails, and Open Space Master Plan was awarded \$125,000 from GOCO's Planning and Capacity Grant program in June 2024.

The Town released the RFP seeking a consultant to complete the PTOS Master Plan on July 26th with a closing for August 26th. The RFP received one bidder, SCJ Alliance. SCJ Alliance's proposal met all the requirements outlined in the RFP and provided innovative outreach solutions including the creation of an ambassador program for the community and the high school. The scope includes six (6) phases including:

Phase I – Planning Context, Goals, and Objectives
Phase II – Inventory and Assessment
Phase III – Public Involvement
Phase IV – Demands and Needs Analysis
Phase V – Capital Improvement Program
Phase VI – Final PROST Plan Development and Approval

The schedule for the work would be from September 2024 through final approvals in June 2025. This schedule was created to allow for students in all grade levels to be involved in the full process during the school year to see their input included before summer break and graduation. The project team includes members of SCJ Alliance including former Town of Elizabeth Community Development Director, Rachel Granrath, AICP, and members of sub consultant Catamount Studios. The budget is a Not to Exceed of \$169,959.73. The full Scope of Services, Budget, and Timeline can be found in Exhibit A.

STAFF RECOMMENDATION

Staff recommends the approval of Resolution 24R39, the PSA with SCJ Alliance to complete the Greater Elizabeth Parks, Trails, and Open Space Master Plan.

ATTACHMENT(S)

Resolution 24R39
SCJ PSA and PTOS Master Plan Proposal Exhibit A

▪ PO Box 159, 151 S. Banner Street ▪ Elizabeth, Colorado 80107 ▪ (303) 646-4166 ▪ Fax: (303) 646-9434 ▪
www.townofelizabeth.org

RESOLUTION 24R39

A RESOLUTION APPROVING THE AGREEMENT FOR PROFESSIONAL SERVICES BETWEEN THE TOWN AND SCJ ALLIANCE. FOR THE GREATER ELIZABETH PARKS, TRAILS, AND OPEN SPACE MASTER PLAN

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF ELIZABETH, COLORADO AS FOLLOWS:

Section 1. The Professional Services Agreement between the Town and SCJ Alliance for the execution of the Greater Elizabeth Parks, Trails, and Open Space Master Plan, attached hereto as **Exhibit A**, is hereby approved and the Mayor is authorized to execute same on behalf of the Town.

PASSED, APPROVED, and ADOPTED this ____ day of _____, 2024, by the Board of Trustees of the Town of Elizabeth, Colorado, on first and final reading, by a vote of _____ for and _____ against.

Tammy Payne, Mayor

ATTEST

Michelle M. Oeser, Town Clerk

EXHIBIT A

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT (“Agreement”) is made and entered into the _____ day of _____, 2024, by and between the Town of Elizabeth (hereinafter referred to as “Town”) and SCJ Alliance (hereinafter referred to as the “Consultant”).

RECITALS

- A. The Town requires professional services.
- B. The Consultant has held itself out to the Town as having the requisite expertise and experience to perform the required work for Project.

NOW THEREFORE, it is hereby agreed for the consideration hereinafter set forth, that Consultant shall provide to the Town, professional planning services for the Greater Elizabeth Parks, Trails, and Open Space Master Plan.

I. SCOPE OF SERVICES

The Consultant shall furnish all labor and materials to perform the work and services required for the complete and prompt execution and performance of all duties, obligations, and responsibilities for the Project which are described or reasonably implied from **Exhibit A** which is attached hereto and incorporated herein by this reference.

II. THE TOWN’S OBLIGATIONS/CONFIDENTIALITY

The Town shall provide Consultant with reports and such other data/information as may be available to the Town and reasonably required by Consultant to perform hereunder and Consultant is entitled to rely on that information. No project information shall be disclosed by Consultant to third parties without prior written consent of the Town or pursuant to a lawful court order directing disclosure. All documents provided by the Town to Consultant shall be returned to the Town. Consultant is authorized by the Town to retain copies of such data and materials at Consultants expense.

III. OWNERSHIP OF WORK PRODUCT

The Town acknowledges that Consultant’s work product is an instrument of professional services. Nevertheless, the products prepared under this Agreement shall become the property of the Town upon completion of the work and payment in full of all monies due to Consultant with respect to the work. The Town shall not reuse or make any modifications to any documents without the prior written authorization of the Consultant. Any reuse of work product by the Town for another project shall be without liability to the Consultant.

IV. COMPENSATION

- A. In consideration for the completion of the services specified herein by Consultant, the Town shall pay Consultant in accordance with **Exhibit B**, which is attached hereto and incorporated herein by this reference. Invoice totals shall include all fees and expenses incurred by Consultant in performing all services hereunder. Maximum annual amount billed by Consultant to the Town under this Agreement shall not exceed [\$169,959.73] without prior written approval by the Town Board of Trustees.
- B. Consultant may submit monthly or periodic statements requesting payment. Such request shall be based upon the amount and value of the work and services performed by Consultant under this Agreement except as otherwise supplemented or accompanied by such supporting data as may be required by the Town.
- C. All invoices, including the Consultant's verified payment request, shall be submitted by Consultant to the Town no later than the twenty-fourth (24th) day of each month for payment pursuant to the terms of this Agreement. In the event Consultant fails to submit any invoice on or before the twenty-fourth (24th) day of any given month, Consultant defers its right to payment pursuant to said late invoices until the twenty-fourth (24th) day of the following month.
- D. Progress payments may be claimed on a monthly basis for reimbursable costs actually incurred to date as supported by detailed statements, including hourly breakdowns for all personnel and other charges. The amounts of all such monthly payments shall be paid within thirty (30) days after the timely receipt of invoices as provided by this Agreement.
- E. The Town has the right to ask for clarification on any Consultant invoice after receipt of the invoice by the Town.
- F. In the event payment for services rendered has not been made within forty-five (45) days from the receipt of the invoice for any uncontested billing, interest will accrue at the legal rate of interest. In the event payment has not been made within ninety (90) days from the receipt of the invoice for any uncontested billing, Consultant may, after giving seven (7) days written notice and without penalty or liability of any nature, suspend all work on all authorized services specified herein. In the event payment in full is not received within thirty (30) days of giving the seven (7) days written notice, Consultant may terminate this Agreement. Upon receipt of payment in full for services rendered, Consultant will continue with all authorized services.
- G. Final payment for services shall be made within thirty (30) calendar days after all data and reports (which are suitable for reproduction and distribution by the Town) required by this Agreement have been turned over to and approved by the Town and upon receipt by the Town of Consultant certification that services

required herein by Consultant for the services have been fully completed in accordance with this Agreement.

V. COMMENCEMENT AND COMPLETION OF WORK

Within seven (7) days of receipt from the Town of a Notice to Proceed, Consultant shall commence work on all its obligations as set forth in the Scope of Services or that portion of such obligations as is specified in said Notice. Except as may be changed in writing by the Town, the services shall be complete and the Consultant shall furnish the Town specified deliverables as provided in the Scope of Services.

VI. CHANGES IN SCOPE OF SERVICES

A change in the Scope of Services shall constitute any material change or amendment of services or work which is different from or additional to the Scope of Services specified in **Section I** of this Agreement. No such change, including any additional compensation, shall be effective, or paid unless authorized by written amendment executed by the Town. If Consultant proceeds without such written authorization, the Consultant shall be deemed to have waived any claim for additional compensation, including a claim based on the theory of unjust enrichment, quantum meruit or implied contract. Except as expressly provided herein, no agent, employee, or representative of the Town shall have the authority to enter into any changes or modifications, either directly or implied by a course of action, relating to the terms and scope of this Agreement.

VII. PROFESSIONAL RESPONSIBILITY

- A. Consultant hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.
- B. The work performed by Consultant shall be in accordance with generally accepted professional practices and the level of competency presently maintained by other practicing professional firms in the same or similar type of work in the applicable community.
- C. Consultant shall be responsible for the professional quality, technical accuracy, timely completion and coordination of all items described in **Exhibit A**. Consultant shall, without additional compensation, correct or resolve any errors or deficiencies in its professional services, which fall below the standard of professional services.
- D. Approval by the Town of reports and incidental work or materials furnished hereunder shall not in any way relieve Consultant of responsibility for technical adequacy of the work. Neither the Town's review, approval or

acceptance of, nor payment for, any of the services shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and Consultant shall be and remain liable in accordance with applicable performance of any of the services furnished under this Agreement.

- E. The rights and remedies of the Town provided for under this Agreement are in addition to any other rights and remedies provided by law.

VIII. COMPLIANCE WITH LAW

The work and services to be performed by Consultant hereunder shall be done in compliance with the applicable laws, rules and regulations.

IX. INDEMNIFICATION

Consultant agrees to indemnify and hold harmless the Town, its officers, employees, and insurers, from and against all liability, claims, and demands, on account of injury, loss, or damage, including without limitation claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, if such injury, loss, or damage is caused in whole or in part by, or is claimed to be caused in whole or in part by, the negligent act, omission, error, professional error, mistake, negligence, or other fault of Consultant, any subconsultant of Consultant, or any officer, employee, representative, or agent of Consultant or of any subconsultant of Consultant, or which arise out of any workmen's compensation claim of any employee of Consultant or of any employee of any subconsultant of Consultant.

X. INSURANCE

- A. Consultant agrees to procure and maintain, at its own cost, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by Consultant pursuant to the Section entitled Indemnification above. Such insurance shall be in addition to any other insurance requirements imposed by this Agreement or by law. Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant the provision entitled Indemnification, above, by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.
- B. Consultant shall procure and maintain the minimum insurance coverages listed below. Such coverages shall be procured and maintained with forms and insurers acceptable to the Town. All coverages shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by Consultant pursuant to this Agreement. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

1. Workmen's compensation insurance to cover obligations imposed by applicable laws for any employee engaged in the performance of work under this Agreement, and Employer's Liability insurance with minimum limits of five hundred thousand dollars (\$500,000) each accident, one million dollars (\$1,000,000) disease – policy limit, and one million dollars (\$1,000,000) disease – each employee. Evidence of qualified self-insured status may be substituted for the workmen's compensation requirements of this paragraph.
2. Commercial general liability insurance with minimum combined single limits of six hundred thousand (\$600,000) each occurrence and one million dollars (\$1,000,000) general aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall contain a severability of interests provision.
3. Professional liability insurance with minimum limits of six hundred thousand dollars (\$600,000) each claim and one million dollars (\$1,000,000) general aggregate.
4. The policy required by paragraph 2. above shall be endorsed to include the Town and the Town's officers, employees, and consultants as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the Town, its officers, its employees, or its consultants shall be excess and not contributory insurance to that provided by Consultant. Consultant shall be solely responsible for any deductible losses under any policy required above.
5. The certificate of insurance provided for the Town shall be completed by Consultant's insurance agent as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be reviewed and approved by the Town prior to commencement of the Agreement. No other form of certificate shall be used. The certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be cancelled, terminated or materially changed until at least thirty (30) days prior written notice has been given to the Town. The completed certificate of insurance shall be sent to:

Town of Elizabeth
Box 159
151 S Banner Street
Elizabeth, Colorado 80107
Attn: Town Administrator

6. Failure on the part of Consultant to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of agreement upon which the Town may immediately terminate this Agreement.
7. The Town reserves the right to request and receive a certified copy of any policy and any endorsement thereto.
8. The parties hereto understand and agree that the Town, its officers, and its employees, are relying on, and do not waive or intend to waive by any provision of this Agreement, the monetary limitations (presently three hundred fifty thousand dollars (\$350,000) per person and nine hundred ninety thousand dollars (\$990,000) per occurrence) or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, Colo. Rev. Stat. §24-10-101 *et seq.*, 10 Colo. Rev. Stat., as from time to time amended, or otherwise available to the Town, its officers, or its employees.

XI. ILLEGAL ALIENS.

- a. Certification. By entering into this Agreement, Consultant hereby certifies that, at the time of this certification, it does not knowingly employ or contract with an illegal alien.
- b. Prohibited Acts. Consultant shall not:
 1. Knowingly employ or contract with an illegal alien to perform work under this Agreement; or
 2. Enter into a contract with a subconsultant that fails to certify to Consultant that the subconsultant shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.
- c. Verification.
 1. If Consultant obtains actual knowledge that a subconsultant performing work under this Agreement knowingly employs or contracts with an illegal alien, Consultant shall:
 - i. Notify the subconsultant and the Town within three (3) days that Consultant has actual knowledge that the subconsultant is employing or contracting with an illegal alien; and

ii. Terminate the subcontract with the subconsultant if within three (3) days of receiving the notice required pursuant to subparagraph (i) hereof, the subconsultant does not stop employing or contracting with the illegal alien; except that Consultant shall not terminate the contract with the subconsultant if during such three (3) days the subconsultant provides information to establish that the subconsultant has not knowingly employed or contracted with an illegal alien.

d. Duty to Comply with Investigations. Consultant shall comply with any reasonable request by the Colorado Department of Labor and Employment made in the course of an investigation conducted pursuant to C.R.S. § 8-17.5-102(5)(a) to ensure that Consultant is complying with the terms of this Agreement.

XII. NON-ASSIGNABILITY

Neither this Agreement, nor any of the rights or obligations of the parties hereto, shall be assigned by either party without written consent of the other.

XIII. TERMINATION

The Town may terminate this agreement upon the Town providing Consultant with thirty (30) days advanced written notice. Consultant may terminate this agreement upon the Consultant providing Town with sixty (60) days advance written notice. In the event the Agreement is terminated, the Consultant shall provide the Town all work product developed under this Agreement, all data and materials furnished to Consultant by the Town or others associated with the Project, and a complete accounting of all professional services rendered from the date of receipt of notice to terminate.

XIV. CONFLICT OF INTEREST

The Consultant shall disclose any personal or private interest related to property or business within the Town. Upon disclosure of any such personal or private interest, the Town shall determine if the interest constitutes a conflict of interest. If the Town determines that a conflict of interest exists, the Town may treat such conflict of interest as a default and terminate this Agreement.

XV. VENUE

This Agreement shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions shall be brought in Elbert County, State of Colorado.

XVI. INDEPENDENT CONTRACTOR

CONSULTANT IS AN INDEPENDENT CONTRACTOR. NOTWITHSTANDING ANY PROVISION APPEARING IN THIS AGREEMENT, ALL PERSONNEL ASSIGNED BY CONSULTANT TO PERFORM WORK UNDER THE TERMS OF THIS

AGREEMENT SHALL BE, AND REMAIN AT ALL TIMES, EMPLOYEES OR AGENTS OF CONSULTANT FOR ALL PURPOSES. CONSULTANT SHALL MAKE NO REPRESENTATION THAT IT IS THE EMPLOYEE OF THE TOWN FOR ANY PURPOSE. CONSULTANT IS SOLELY RESPONSIBLE FOR ITS OWN FEDERAL, STATE, AND LOCAL TAXES, WORKER'S COMPENSATION, INSURANCE, OFFICES, HOURS OF WORK, AND MANNER AND METHOD OF WORK.

XVII. CORPORATE PROTECTION

Town agrees that Consultant's services under this Agreement shall not subject Consultant's individual employees, officers or directors to any personal legal exposure for the risks associated with work under this Agreement, so long as said employees, officers or directors are acting within the scope of this Agreement and the scope of any corporate authority. Therefore, and notwithstanding anything to the contrary contained herein, Town agrees that as the Town's sole and exclusive remedy, any claim, demand or suit shall be directed and/or asserted only against Consultant, so long as said employees, officers or directors are acting within the scope of this Agreement and the scope of said corporate authority.

XVIII. NO WAIVER

Delays in enforcement or the waiver of any one or more defaults or breaches of this Agreement by the Town shall not constitute a waiver of any of the other terms or obligations of this Agreement.

XIX. ENTIRE AGREEMENT

This Agreement and the attached exhibits constitute the entire agreement between Consultant and the Town. None of this Agreement may be amended, modified, or changed, except as provided herein.

XX. NOTICE

Any notice or communication between Consultant and the Town which may be required, or which may be given, under the terms of this Agreement, shall be in writing and shall be deemed to have been sufficiently given when directly presented or pre-paid, first class United States Mail, addressed as follows:

SCJ Alliance:

8730 Tallon Lane NE, Suite 200
Lacey, WA 98516

Town of Elizabeth:

Town of Elizabeth
PO Box 159
Elizabeth, CO 80107

IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same in duplicate.

Firm: **SCJ Alliance**

By: 
Rachel Granrath, Principal

State of Washington }
County of Spokane } ss.

The forgoing instrument was subscribed, sworn to, and acknowledged before me this 4 day of September, 2024, by Liam Jeshu Taylor as the Notary Public of SCJ Alliance.

My commission expires: 12-13-2026

(SEAL)


Notary Public



TOWN OF ELIZABETH

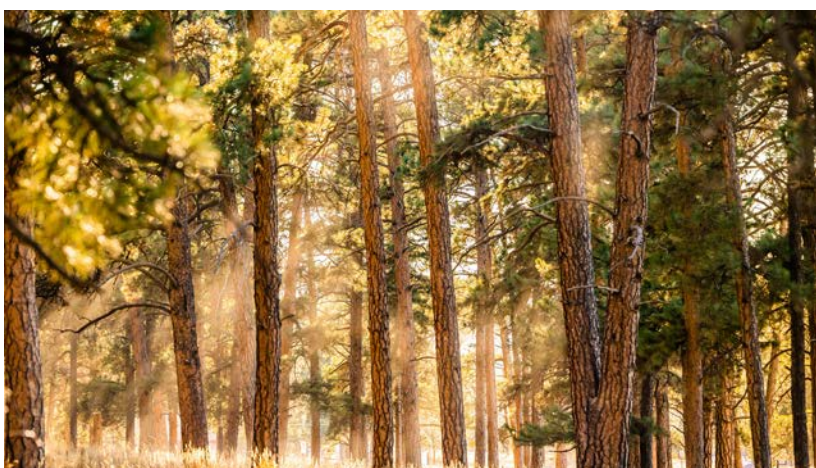
By: _____
Tammy Payne, Mayor

ATTEST

Michelle Oeser, Town Clerk

EXHIBIT A

SCOPE OF SERVICES:



Greater Elizabeth

PARKS, TRAILS, AND OPEN SPACE MASTER PLAN

August 26, 2024



SCJ ALLIANCE
CONSULTING SERVICES

Submittal Letter



August 26, 2024

Attn: Alexandra Cramer
Town of Elizabeth
Elizabeth Park and Recreation District
Elizabeth School District

Re: Greater Elizabeth Parks, Trails and Open Space Master Plan

Dear Members of the Selection Committee,

We are excited to partner with the Town of Elizabeth, Elizabeth Park and Recreation District, and Elizabeth School District to help shape the future of recreation and open space in the Greater Elizabeth area.

At **SCJ Alliance (SCJ)**, we are passionate about crafting parks, recreation, trails, and open space plans that truly reflect community values and access for all. Our team, made up of experts in various planning disciplines, is ready to lead the Elizabeth area through this master planning effort. In addition to a robust planning group, SCJ is a multi-disciplinary firm, with landscape architects, transportation, civil, and urban designers.

Project Manager Jena Biondolilo is a Denver-based landscape architect with public and private experience. She understands how long-range plans link to implementation and the built environment, leading to a feasible plan. Principal-in-Charge Rachel Granrath, a former Elizabeth Community Development Director, was instrumental in many Elizabeth firsts including securing funding for gateway signs, Main Street certification, and initial trail funding from CDOT/GOCO funding. We believe our team, deep knowledge, local presence, and partners bring an approach and understanding that make us an excellent fit for Elizabeth.

We have teamed with **Catamount Studio (Catamount)**, a small, independent, Colorado-based firm specializing in urban and community design, geospatial analysis, and visualization. Catamount offers services in urban and ecological design, community engagement, and strategies for resilient and sustainable communities. They bring a deep understanding of Colorado parks and recreation planning as well as quality and on-target community engagement efforts.

Our approach is tailored to Elizabeth's needs and rooted in inclusive and actionable master planning. We want to highlight a few areas in our proposal:

- ◆ We are committed to providing a user-friendly and accessible plan and planning process.
- ◆ Our team is well-versed in inclusive and targeted community engagement with creative and tailored outreach unique to Elizabeth's needs and community.
- ◆ All our plans result in action-oriented documents with clear implementation measures. Planning is meant to be actionable!
- ◆ Understanding of local issues. Our team has proven experience in Colorado and the Mountain West, drawing from local knowledge and regional best practices.

We are committed to delivering a quality PROST Plan that will set the Elizabeth area up for a successful future and reflect its residents' aspirations. Thank you for considering our team for this important project. We look forward to the opportunity to work with you.

Sincerely,

Handwritten signature of Jena Biondolilo in black ink.

Jena Biondolilo, PLA, ASLA
Project Manager

Handwritten signature of Rachel Granrath in black ink.

Rachel Granrath, AICP
Principal-in-Charge, Authorized Representative

Proposed changes to the draft Professional Services Agreement:

Section III: “Any reuse of work product by the Town for another project shall be without liability to the Consultant.” **is added to end of section**

Section IX: “~~Consultant agrees to investigate, handle, respond to, and to provide defense for and defend against any such liability, claims or demands at the sole expense of Consultant, or at the option of the Town, agrees to pay the Town or reimburse the Town for the defense costs incurred by the Town in connection with, any such liability, claims, or demands. Consultant also agrees to bear all other costs and expenses related thereto, including court costs and attorney fees, whether or not any such liability, claims, or demands alleged are groundless, false, or fraudulent. If it is determined by the final judgment of a court of any competent jurisdiction that such injury, loss, or damage was caused in whole or in part by the act, omission, or other fault of the Town, its officers, or its employees, the Town shall reimburse Consultant for the portion of the judgment attributable to such act, omission, or other fault of the Town, its officers, or employees.~~” **is deleted**

Section XI.a: “~~authorization and that Consultant has participated or attempted to participate in the basic pilot program administered by the U.S. Department of Homeland Security in order to verify that it does not employ any workers without authorization.~~” **is deleted.**

Section XI.c.1-2. is deleted

We are happy to negotiate the contract upon selection to best accommodate both parties



Who is SCJ?

SCJ Alliance (SCJ) is a multi-disciplinary planning and engineering firm specializing in solving complex issues that challenge developing communities. With over 140 employees, we provide a broad range of professional services to public- and private-sector clients, including land use and environmental planning, transportation planning and design, outreach facilitation, urban design, landscape architecture, and civil engineering.



We enjoy being a part of the creative process and seeking effective and efficient solutions to project challenges. Our responsiveness and ability to communicate, work with you side by side, develop creative solutions, and pay attention to the details are attributes that set us apart in consistently delivering successful projects.

Anticipate. Envision. Create.

When approaching projects, we use a three-step strategy that we know serves our clients well: we **anticipate** emerging challenges and opportunities, work with clients to **envision** projects to enhance the livability of their community, and then **create** a plan that achieves the goals and vision identified through this process.



Areas of Expertise

- ◆ Parks, Recreation, Open Space & Trails Planning
- ◆ Landscape Architecture
- ◆ Environmental Engineering & Permitting
- ◆ Land Use Planning & Design
- ◆ Outdoor Recreation Grant Funding
- ◆ Civil Engineering
- ◆ Master Planning
- ◆ Parking & Circulation
- ◆ Public Outreach & Facilitation
- ◆ Specialty Structures
- ◆ Arboriculture
- ◆ Transportation Design
- ◆ Transportation Planning

Our Details

523 Riverland Drive, Suite 3B
Crested Butte, CO 81224

Ph: 970.641.2499
Fax: 360.352.1509
info@scjalliance.com

Entity Type: S-Corporation
Staff: 144

Main Office:
8730 Tallon Lane NE, Suite 200
Lacey, WA 98516

Years in Business: 18

Founded in 2006 as
Shea, Carr & Jewell, Inc.

Renamed SCJ Alliance in 2013

10 office locations in Washington, Colorado, Montana



Catamount Studio is a small, independent, Colorado-based firm specializing in urban and community design, geospatial analysis and visualization, and supporting multidisciplinary design and planning teams working to achieve a more sustainable future. Services include urban and ecological design, geospatial analysis and visualization, community engagement and outreach strategies, and developing strategies to support resilient and livable communities.

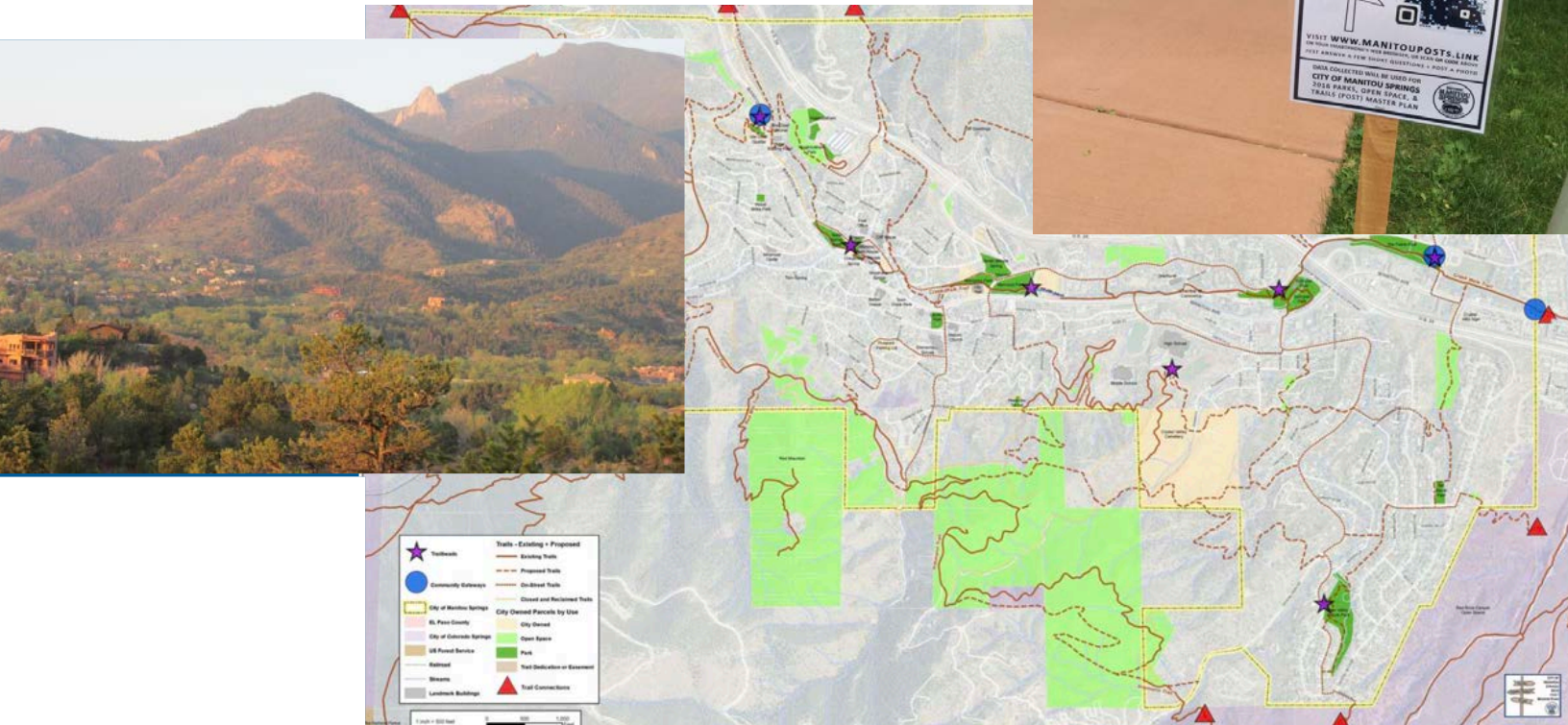
Areas of expertise:

- ◆ Urban and regional planning
- ◆ Geospatial analysis and visualization
- ◆ Integrating ecosystem science into planning and urban design
- ◆ Resilience planning and community placemaking

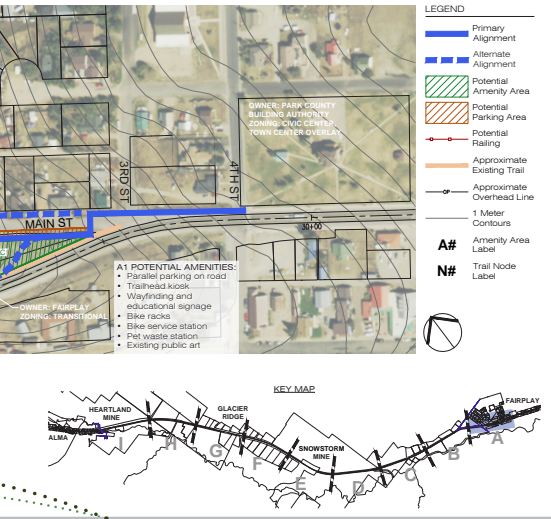
Manitou Springs Parks, Open Space, and Trails (POST) Master Plan

Manitou Springs, CO

Catamount Studio and Critter Thompson were part of a team that developed a comprehensive Parks, Open Space, and Trails Master Plan for the City of Manitou Springs, CO, to help map out the future of their open space and trail system that attracts people from all across the country. One of the key components of Critter Thompson’s involvement with this project was to design and implement an innovative, mobile-based crowdsourcing data capture tool to gather users’ opinions on the current system.



References



Highway 9 Multi-Use Trail Park County, CO

SCJ civil engineers, transportation planners, landscape architects, and graphic designers are collaborating with Park County and CDOT to design a new multi-use trail along Highway 9 between Fairplay and Alma. SCJ started this project by conducting a thorough site evaluation, including an analysis of existing topography and roadway speeds, research into adjacent property owners, and a site visit to observe and understand the natural setting and views from the proposed multi-use trail. The conceptual alignment for the new trail considered future use and environmental sensitivities based on interviews and collaboration with Park County, CDOT, the Town of Fairplay, the Town of Alma, and various user groups identified by the project stakeholders. We are also developing the identity and graphic standards for the trail to reflect the historic and natural character of Park County. SCJ will take this project through the final design, including CDOT approval.

- ◆ Years work took place: January 2024-Present
- ◆ Consultants assigned to this project: Jena Biondolilo
- ◆ Primary point of contact: Nick Bredsnajder, Park County
- ◆ Phone Number: 719.656.0316
- ◆ Email: nbredsnajder@parkco.us



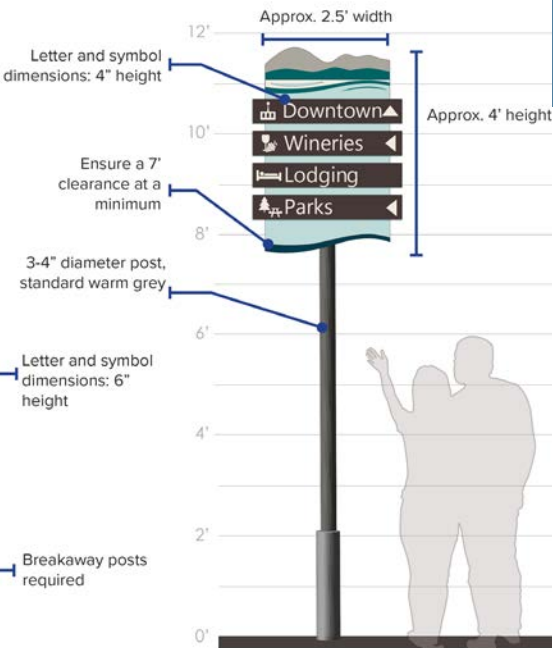
Quincy Parks, Recreation, Open Space, and Trails (PROST) Plan Quincy, CO

Pursuing its first-ever comprehensive parks and recreation plan and eligibility for state outdoor recreation funding, the City of Quincy engaged SCJ to create a vision for the City's system of parks, recreation facilities, programs, and services and integrate this process with a non-motorized trail plan, all while meeting the needs of the community. SCJ reviewed the City's goals, objectives, and policies, assessing each park, trail, open space, and recreation program as valid components that are meaningful and important to the City's desired quality of life. The result was a six and twenty-year set of capital improvement program (CIP) projects, including a detailed concept plan and rendering for a newly funded pump track. The City Council approved the final plan and achieved Growth Management Act (GMA) compliance and RCO certification.

- ◆ Years work took place: 2020-2023
- ◆ Consultants assigned to this project: Rachel Granrath, Lauren Schubring
- ◆ Primary point of contact: Carl Worley, Public Works Director
- ◆ Phone Number: 509.787.3523
- ◆ Email: cworley@quincywashington.us

Chelan Planning Suite

Chelan, Washington



SCJ worked with the City of Chelan and the Chelan Historic Downtown Association on improvements throughout the downtown area and along the waterfront of Lake Chelan. SCJ has been involved in all aspects of the projects, from visioning, traffic analysis, and funding to design and construction management. Improvements include wider sidewalks, landscaping, illumination, pedestrian crossings, improved intersections, multi-use pathways, and on-street parking. For the wayfinding plan, the initial traffic circulation and parking study identified wayfinding as a key element of a successful downtown and waterfront access plan. SCJ recently completed the wayfinding plan, which included extensive public engagement, stakeholder coordination, and several design alternatives. The wayfinding plan also included an implementation strategy, noting where signs were required and what type of sign to use (i.e., pole-mounted, monument, vehicle- or pedestrian-oriented, etc.).

- ◆ Years work took place: 2020-2024
- ◆ Consultants assigned to this project: Rachel Granrath, Lauren Schubring
- ◆ Primary point of contact: Jake Youngren, Public Works Director
- ◆ Phone Number: 509.682.8030
- ◆ Email: jyoungren@cityofchelan.us



Approach

PROST Planning Overview

We seek to address multiple priorities in our parks and recreation master plans, such as:

- ♦ Defining the mission, vision, values, goals, and objectives for parks, recreation facilities, trails, and their use.
- ♦ Providing short, intermediate, and long-range management and development plans for recreation, park, and facility planning.
- ♦ Developing an implementation plan, along with a prioritized project list, including timelines and responsibilities.
- ♦ Establishing priorities and recommendations for existing and future park and facility development, including types and sizes of parks, timing for development and developer-led allocation of park lands.
- ♦ Establishing priorities and recommendations for existing and future park and facility development, including an analysis of park size standards.
- ♦ Developing a systematic plan to maximize parks, recreation, trails, and natural open space opportunities for residents.
- ♦ Identifying any parks/property subject to disposal as surplus property.
- ♦ Identifying appropriate staffing needs to support park maintenance operations based on the master plan.
- ♦ Identifying appropriate staffing needs to support recreation operations based on the master plan.

Innovative Engagement Strategies



Penny Poll



Community Art Projects





Stakeholder Meetings



Community Events

- ◆ Basing recommendations on knowledge of current trends and anticipated future conditions.

Our approach to community and stakeholder engagement is an iterative process focused on generating ideas and refining them by testing them against community priorities, technical feasibility, and political considerations. The strategies below are a sampling that we feel help us achieve the goals of engagement. As the work progresses, the team will revisit and refine specific strategies to meet the project’s needs.

Stakeholder meetings:

- ◆ The steering committee can identify key stakeholders to comprise focus groups that we can consult for input and guidance on key topics throughout the PROST Plan process. Some stakeholders to consider are area organization leaders, senior organization leaders, appropriate elected and appointed officials, students, families, business owners, residents, workers, visitors, utility and service providers, town staff, local developers, non-profit community organizers, etc.

An ambassador approach:

- ◆ In preliminary meetings with town staff, community organizations, high school students, neighborhoods/HOAs, property owners, and local businesses, we can also recruit people who seem excited by the prospect of taking a leadership role to help spread the word and even help lead engagement opportunities for their community. This community ambassador group will receive regular updates. It can serve as a local reference for people with questions about the project, ideally heading off misinformation. This group can provide connection to as broad a cross-section of the community as possible and foster a deeper level of community involvement and investment.
- ◆ Developing high school student ambassadors can be a specific focus through offering Parks + Trails Planning and Design 101 crash courses to introduce them to the key concepts we need to consider as planners and train them to map their observations as they use the parks and trails system. Students who attend the regular ambassador meetings and participate in the “citizen science” mapping effort can receive a certificate. The best case outcome is that the students feel like co-designers in this project, are more likely to participate in future planning processes, or even become future commission members or planners.

Virtual Engagement

Social Media

FACEBOOK

Instagram

Nextdoor

esri

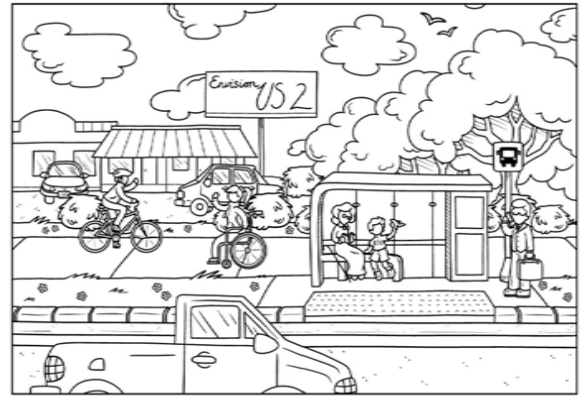


Collector



twitter

Online Communication



Envision Airway Heights US Kids' Activities



Meeting people where they are:

- ◆ Planning engagement around existing public events so that we are where the community will be is an obvious but often missed approach. Although block parties and Friday night markets will have finished for the season, we can orient our strategy around key events where we know the community will gather and tailor engagement activities so that they are compatible with the events that are already happening.
- ◆ Along with planning around events, hosting engagement in local establishments will often bring in larger crowds by providing food for participants and supporting local businesses. Offering food and a family-friendly atmosphere, including engagement activities for children, can make participation possible for more people. Providing opportunities at different times of day and a wide distribution of locations can make engagement more accessible.

Creative involvement:

- ◆ "City as Play" is a creative approach that illuminates the challenges and priorities of the users through storytelling using a found objects approach. It works well for in-person meetings with people of all ages. It helps break down barriers and get ideas flowing.
- ◆ Developing an eye-catching promotional strategy, like painting temporary wayfinding signs that promote the project's branding and provide a survey link, can capture more interest, grow awareness, and increase participation in the project. This strategy can also promote a community event where people paint their own signs to identify key spots throughout the Greater Elizabeth area where they think wayfinding should go and to demonstrate what they would like it to look like. Creative contributions from community members of all ages can be incorporated into the plan graphics or wayfinding signs, providing a unique legacy of community participation to be enjoyed by park-goers for generations.

Data-driven solutions:

- ♦ Artistic QR code signs can be placed at key spots at parks, along the existing trail network, and in town to promote the student-led “citizen science-style” mapping initiative to the broader community. Participation provides geo-tagged data to include in the planning and design process.
- ♦ Well-crafted surveys and resources help people think about how they use the park system, perceived gaps and potential for connectivity, desired improvements, the benefits they derive from the parks, etc. These answers provide data points that give quantitative clarity for determining desired design objectives.

Multiple modes of communication:

- ♦ We recognize that people respond differently to various communication and promotion approaches, from the most practical to the most innovative. For a more practical example, having DOT road signs before and on the days of meetings can significantly impact turnout.
- ♦ Having both online and in-person events and pairing paper and digital surveys is most effective for engaging a full spectrum of the population. Even in providing a breadth of engagement styles, we also know that conversations are the most accessible way for many to give feedback. We intend to make ourselves available in the community to provide those opportunities.
- ♦ We will use social media platforms and flyers placed in strategic locations in town to promote the project website, which will provide thorough updates on the planning process, ongoing engagement results, and informational resources, as well as act as the hub for feedback and community dialogue.

Working in tandem with other planning efforts:

- ♦ Given the opportunity, coordinating engagement with planning for the community and senior center development would be a great way to efficiently gain community insights, particularly from senior-aged residents. These community insights could inform the potential location for the center and the locations for all-persons trails, guiding the potential for proximity or connection to each other.



Scope of Services:

We have based this master plan scope on a methodology linking community needs to recommended investments, understanding the condition of the community’s existing parks and recreation inventory, and comparing it to expected future demand. We structure our work in sequential phases organized to assess conditions, set a planning vision, relate needs to future parks and recreation demand, and identify projects or programs anticipating and informing future investment.



Phase 1: Planning Context, Goals, and Objectives

This phase includes tasks outlining the parks planning effort, reviewing the comprehensive plan for consistency, and setting the stage for developing an achievable financing plan. In the process, we will identify and refine existing parks and recreation goals and objectives, complying with and confirming the community’s parks planning values.

1.1 Project Planning

We will prepare a project management plan to document the elements listed below and produce an overall public engagement program and project schedule. The elements of this work will include a draft recreation and parks vision, a statement of project objectives, the methodology and approach, roles and responsibilities, a project contact list, and a first draft of the public engagement plan schedule.

1.2 Review of Planning Documents

We will review the Town’s current comprehensive plan, parks planning, fee schedules, and development regulations to understand the larger policy context. We will compare existing policy to relevant Colorado statutory guidance and note deficiencies and areas for focus in this process.

1.3 Orientation Interviews

We will conduct up to three days of interviews, with a combination of online video calls and in-person or phone meetings, with individuals identified by Elizabeth to be familiar with topics, issues, and aspirations of the community’s recreation and parks system. We will conduct these interviews to better understand the community’s value set, how the master plan will need to address it, how to invite and engage the widest population, and how to begin communicating the process ahead.

1.4 Vision and Mission Statement

We will review and refine a working vision and mission statement based on existing policy to describe the community’s values, interests, and desires.

1.5 Goals and Objectives

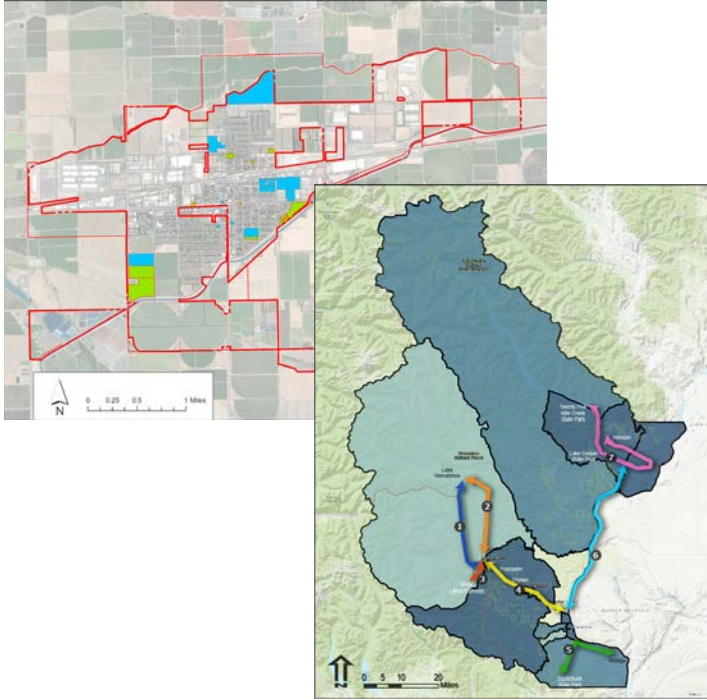
We will review and suggest revisions to the relevant goals and objectives based on our understanding of the community’s planning issues.

Deliverables

- ◆ Full Parks Plan document outline in Word format
- ◆ Three days of orientation interviews (up to 20) with interview summaries
- ◆ Progress reports and billing submitted monthly via email in PDF format
- ◆ Project schedule updates
- ◆ Minutes for meetings submitted via email in PDF format

Phase 2: Inventory and Assessment

We will inventory and assess all parks and recreation assets and programs and review operational and maintenance budgets. We will also investigate the community's demographic profile and recreation service area, gaining a better understanding of demand for the system and the condition of the facilities and resources currently in place to serve it.



2.1 Community Profiles

We will develop descriptive profiles of the community's context, examining its history, recent policy decisions, demographic profile, and physical context.

2.2 Parks and Recreation Services Inventory and Condition

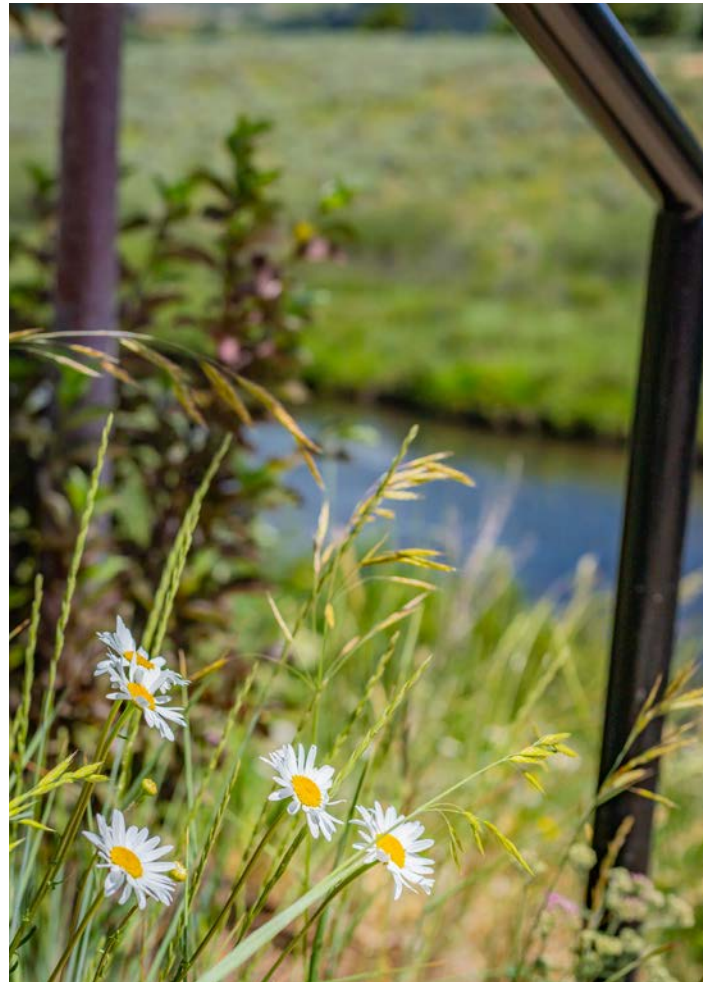
We will inventory every park, trail, and recreation facility and assess their overall composition, quality, safety, structural and site condition, and life cycle expectancy. For a facility, there are several vital attributes to capture. For example, all facilities have roofs, but the roof type, installation date, material, and other characteristics are all important attributes to inventory. These affect the asset's lifespan and maintenance, repair, and replacement costs. Our team will inventory the key elements, including exterior, HVAC, electrical, and plumbing. Once all assets have been inventoried, the next step is to assess those assets' condition at the component (i.e., chiller, transformer, etc.) level. An asset's condition can be assessed in various ways, but the simplest and most easily communicated method is a direct condition rating using a simple table or color-coded matrix.

We will also inventory current recreation programs, including their type, frequency, popularity, and operational and maintenance costs. We will assess:

- ◆ Current park classifications, such as regional parks and trails, community parks, local parks, mini-parks or parklets, natural or passive parks, and special-use facilities
- ◆ Park and recreational amenities for overall condition and cleanliness, including structures, drainage, pathways, play equipment, wayfinding, parking, vegetation, irrigation, and lighting
- ◆ Programmed activities, whether local, regional, or private
- ◆ Operational and maintenance costs
- ◆ Life-cycle status
- ◆ Current funding mechanisms

Deliverables

- ◆ Draft inventory and assessment & conditions sheets in PDF format and Excel file
- ◆ Population forecasts, leisure time trends, and other demographic information
- ◆ User information and participation rates from current facilities and programs
- ◆ Facilities and services provided by other private or public entities



Phase 3: Public Involvement

We will develop and implement an effective public engagement strategy that captures the public’s demands, needs, and wishes for its parks and recreation facilities and programs. We will design engagement strategies to maximize the involvement of the largest number of residents, ensuring the widest distribution of opinions from all demographics. This work will integrate into other work elements as appropriate to achieve a progressive, inclusive, and compelling engagement program throughout the process.



3.1 Public Engagement Plan

We will work with you to develop a public engagement work plan. The plan will involve a wide variety of public engagement techniques, including online surveys, mailed surveys, digital or in-person workshops or studios, phone or virtual interviews, live public meetings, or on-site workshops. The engagement plan will include a communication plan and branding style guide for public announcements, a prototype digital flyer ready for online posting or publication, social media protocols, draft agendas for a kickoff online workshop, and a description of the needs assessment and priority surveys. We will have accessibility woven into the engagement process, such as integrating childcare options, translation services, multiple time windows, and in-person and online participation options.

3.2 Kickoff Workshop

We will conduct a kickoff workshop, a hybrid experience of in-person or online engagement, to initiate a public conversation about the master planning process. This meeting will orient participants to the larger recreation and parks context and vision and describe how they can influence the process. Results from this workshop will establish a foundational understanding of the community’s recreation issues, direction on how the system’s vision may need to adjust, and plant the seeds for a conversation that will last throughout the project’s duration.

3.3 Website and Needs Assessment and Recreation Demand Survey

We will develop a dedicated project website utilizing a variety of software options to engage the Elizabeth area residents. We have tools such as Alchemer, Social Pinpoint, “City as Play,” and Konveio to communicate imagery and inclusive engagement and utilize as an interactive platform. In addition to the project website, we will develop and implement a needs assessment survey to be administered using an online survey. The needs assessment will identify a qualitative snapshot of how the community currently uses its parks and recreation facilities, and programs and what people believe needs to be added. We will develop a set of open- and closed-ended questions, suitable for translation into other languages as appropriate, exploring where respondents live, which facilities they use, what they value most in the recreation, parks, and open spaces system, where they desire better access, and how they would suggest funding or otherwise supporting any proposed improvements. We will analyze the results and prepare a summary for your review and publication online.

3.4 Community Priorities Survey

With a drafted list of project improvements, SCJ will poll the community online or at a public workshop to prioritize recreation, parks, and open space investments for inclusion in the master plan. The online element of this community priorities workshop will again use Alchemer, allowing us to present a report on its findings to the Town.

3.5 Targeted Audience Engagement

This task includes targeted engagement efforts to reach the harder-to-engage populations. We will work with local champions to meet folks where they are and use great tools to integrate and target the engagement. This targeting includes student-oriented engagement, such as coloring competitions, park planning exercises, and working within the schools. We can do demonstration planning, art engagement within community spaces, and other activities to unite folks. In addition to students, we will engage specifically with community organizations, seniors, neighborhoods, and specific property owners along key points of the parks and trail system. We envision a series of pop-up events, workshops, and one-on-one “coffee shop” discussions targeting these specific groups and offering times, dates, locations, and amenities to gather the most involvement and quality feedback.



Phase 4: Demands and Needs Analysis

As appropriate, we will define and explain the priorities for acquisition, development, preservation, enhancement, and management of the overall recreation and park system. We will analyze the results from Phase 3 to summarize the community's desires for parks, recreation, open space, and habitat programs or physical spaces in a manner you deem appropriate. These summarized findings will be used to develop and test a reliable level of service (LOS) methodology that reflects the community's desired quality of life while providing a comparison with local and national trends.

4.1 Level of Service

We will develop a methodology unique to you that analyzes the community's desired level of service and quality of life. This analysis can cover various facility components, such as condition, capacity, life, health, and safety issues. Additional factors will be used for parks, recreation facilities, and trails that focus not only on the assets' condition but also their functionality. There is no single answer when determining levels of service. Still, it is an important, collaborative step in the process that must take place because the product will shape future planning and investment decisions.

4.2 Peer Community Comparison

We will compare the community's desired LOS to three other peer communities to validate whether the LOS is appropriately scaled. We will also review the community's demands and needs against updated National Recreation and Park Association guidance, understanding how the national perspective compares to Elizabeth's emerging service metrics.

4.3 Local, Regional, and National Recreational Trends

We will explore local, regional, and national recreation trends and compare them to the community's existing inventory and demographic assessments. We will also forecast population growth, identifying particular types of recreation facilities or programs that may suit the community's envisioned future.

Deliverables

- ◆ Estimates of park and recreation demand from the year 2024 to 2044
- ◆ Evaluation of facilities, recreation, and special event needs
- ◆ Comprehensive description of parks, tourism, and special event LOS standards
- ◆ Summary of national and local trends in recreational and leisure time demands and services
- ◆ Draft of the Demands and Needs chapter of the report

Phase 5: Capital Improvement Program

SCJ will develop a preliminary list of possible capital improvements, then prioritize them into a final 6-year Capital Improvement Program (CIP) and a long-term 20-year list of projects and investments. The CIP will include capital improvements and facility programs that list possible land acquisitions, development, and renovation projects prioritized by anticipated implementation, with possible funding sources identified. This task will also address the community's potential need to review its parks and recreation fee structure or other fiscal strategy to fund parks system improvements and programs and develop a protocol to monitor the community's recreation needs.

5.1 Parks, Recreation, and Open Space Improvements

Based on feedback from you and the public, we will develop an initial project improvement "wish list" and narrow the CIP project list into a 6-year priority list and a longer-term 20-year list. The projects will be described in concept-level graphic form with accompanying narratives describing the programmed requirements for each park, recreation facility, or trail, along with a budget-level cost estimate. All requirements will be prioritized based on an agreed-upon decision-making process and an execution timeline based on budget constraints provided by the Town and expected funding opportunities. We will create up to nine (9) conceptual designs coinciding with 9 locations identified in the RFP.

5.2 Opinion of Probable Cost

We will develop opinions of probable cost for each project, providing costs in a format to facilitate funding requests or grant preparation.

5.3 CIP Project Summary and Implementation Schedule

We will compile an overview summary table with the capital improvement projects listed by target year of implementation or ranked by priority. A narrative for the implementation strategy will be developed.

Deliverables

- ◆ Up to nine (9) conceptual designs
- ◆ Project draft concept graphics and narratives
- ◆ Weekly progress reports submitted via email in PDF format
- ◆ Progress billings submitted monthly via email in PDF format
- ◆ Project schedule updates submitted via email in PDF format
- ◆ Minutes for meetings submitted via email in PDF format



Phase 6: Final PROST Plan Development and Approval

Our team will assemble all chapters of the PROST plan into a final draft report. We will present the plan overview to Town trustees, the School Board, and the Parks and Recreation Board, providing a summary of the plan’s proposed initiatives with enough detail to inform the final plan’s review and approval.

6.1 Draft PROST Plan

We will compile a draft master plan for review by the Town of Elizabeth, the School District, and the Parks and Recreation Board, presenting the draft plan as appropriate. The plan will include the chapters identified in this scope, with appendices detailing the facility analysis, public engagement process, and potential funding sources.

6.2 Final PROST Plan

We will compile a final master plan for review by the Town of Elizabeth, the School District, the Parks and Recreation Board, and the Council of Commissioners, presenting the draft plan as appropriate.

Deliverables

- ◆ Draft master plan
- ◆ Two meetings with the Parks and Recreation Board
- ◆ Two (meetings with the Town Board of Trustees
- ◆ Two meetings with the School Board
- ◆ Final PROST plan

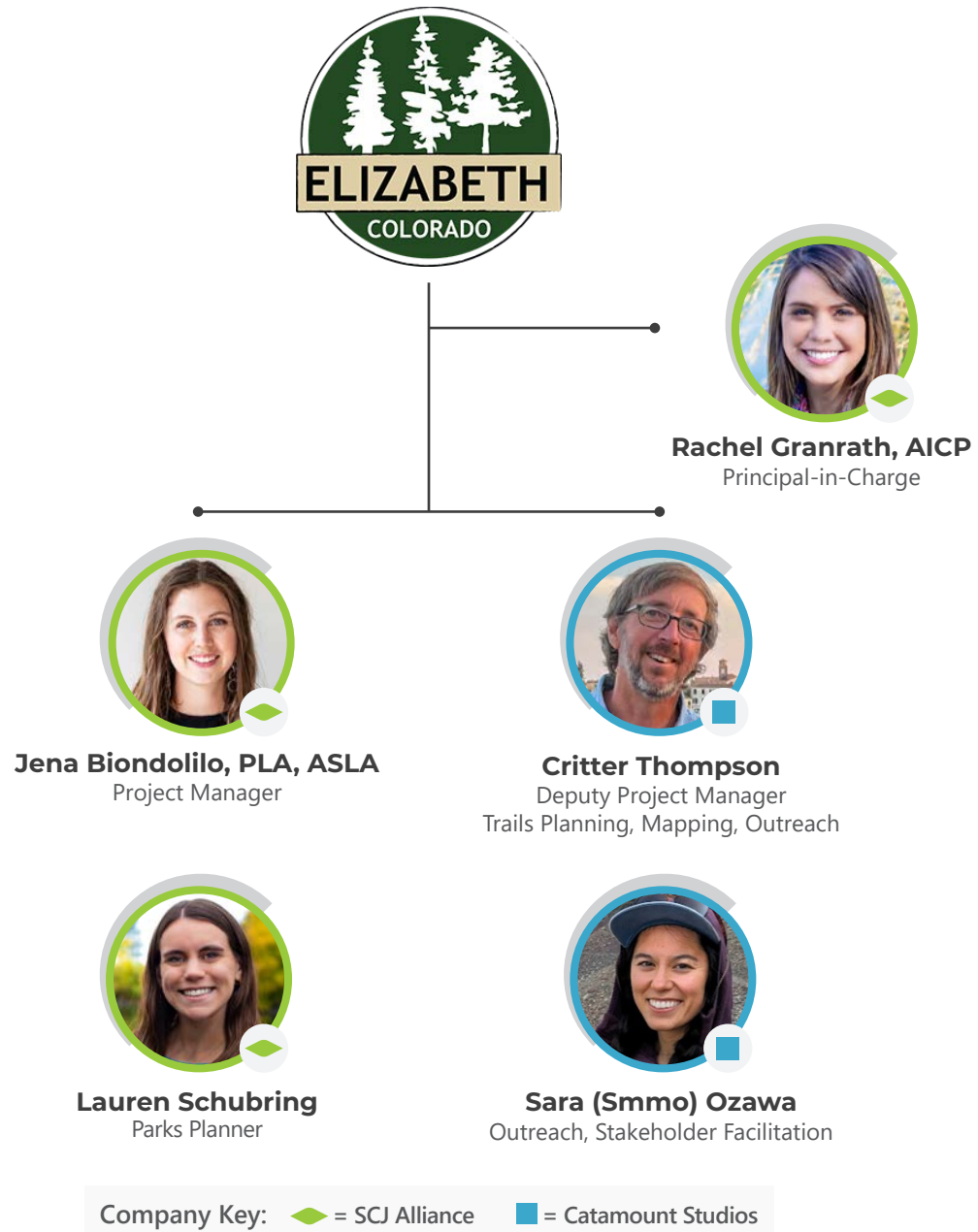


Proposed Project Timeline and Benchmarks

	2024				2025					
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Phase 1: Planning Context, Goals, and Objectives										
1.1 Project Planning	█	█	█	█	█	█	█	█	█	█
1.2 Review of Planning Documents	█	█								
1.3 Orientation Interviews		█								
1.4 Vision and Mission Statement		█								
1.5 Goals and Objectives		█								
Phase 2: Inventory and Assessment										
2.1 Community Profiles			█	█						
2.2 Parks and Recreation Services Inventory and Condition			█	█						
Phase 3: Public Involvement										
3.1 Public Engagement Plan	█	█								
3.2 Kickoff workshop		█								
3.3 Website* & Needs Assessment and Recreation Demand Survey				█						
3.4 Community Priorities Survey				█	█	█				
3.5 Targeted Audience Engagement			█	█	█	█	█			
Phase 4: Demands and Needs Analysis										
4.1 Level of Service		█	█							
4.2 Peer Community Comparison				█						
4.3 Local, Regional, and National Recreational Trends				█	█					
Phase 5: Capital Improvement Program										
5.1 Parks, Recreation and Open Space Improvements				█	█	█	█			
5.2 Opinion of Probable Cost						█	█			
5.3 CIP Project Summary and Implementation Schedule							█			
Phase 6: Final PROST Plan Development and Approval										
6.1 Draft Master Plan						█	█	█		
6.2 Final Master Plan								█	█	█

*Website and online engagement will be present for duration of project

Project Organizational Chart





Jena Biondolilo, PLA, ASLA Project Manager

Jena has a decade of experience in landscape architecture. She has managed public and private planning and design projects throughout Colorado. Jena is a natural problem solver and works with her clients throughout the planning and design process, from conception to implementation. She is passionate about inclusive and educational outdoor recreation environments for people of all ages and abilities. She enjoys shaping the natural environment to create places people use and enjoy daily.

As project manager, Jena will be the main point of contact and proactively facilitate collaboration among the SCJ/Catamount team, the project partners, and the public. She will also manage the scope, schedule, and budget throughout the project’s lifecycle.

Jena’s knack for site-specific, community-driven design and planning will ensure that the Greater Elizabeth Parks, Trails, and Open Space Master Plan is uniquely tailored to meet the community’s needs. Her strong attention to detail makes her the ideal choice for the project team.

Education

Master of Landscape Architecture, Kansas State University

Licenses/ Registrations

PLA, CO
#LA.0001267

Relevant Projects

- ◆ Maryland Creek Park Master Plan – Silverthorne, CO
- ◆ The Aurora Highlands Parks, Trails and Open Space Planning and Design – Aurora, CO
- ◆ Delta Veterans Park – Delta, CO
- ◆ Almont Resort Signage & Wayfinding – Almont, CO
- ◆ Highway 9 Multi-Use Trail – Park County, CO
- ◆ Stocke-Walter Park – Arvada, CO
- ◆ Highway 99 Corridor Plan and Gateway Revitalization – Edmonds, WA



Critter Thompson Deputy Project Manager *Trails Planning, Mapping, Outreach*

With a background in environmental science and urban design and over 15 years of experience integrating science with the built environment, Critter Thompson applies a keen understanding of how human and natural systems interact to shape the places we live and work. As a systems ecologist at Mithun and a leader in sustainable design, Critter was involved in nationally recognized projects aimed at solving issues of energy and climate, water use and waste reduction, local food production, social equity, and ecosystem services. While a research consultant at the University of Washington, Critter co-founded and was the research director of an effort to develop visualization and analysis tools that promote more sustainable development of our cities and regions. Once in Colorado, Critter was part of the team at PlaceMatters, a non-profit organization dedicated to helping communities find creative local solutions for thriving, equitable, and resilient places. As founder of Catamount Studio, Critter is advancing this work to create healthy, resilient, people-focused, ecologically diverse, and resource-efficient communities.

Education

Master of Environmental Science, Yale University

Bachelor of Arts, Biology, Middlebury College

Certificate in Geographic Information Systems (GIS), University of Washington

Licenses/ Registrations

LEED Accredited Professional

Relevant Projects

- ◆ Over the Colfax Clover and Colfax Viaduct Redesign – Denver, CO
- ◆ Montrose County Comprehensive Plan, 2024 – Montrose County
- ◆ Manitou Springs Parks, Open Space and Trails Master Plan – Manitou Springs, CO
- ◆ Multilingual Wayfinding, Lakewood Gulch – Denver, CO
- ◆ Education Land Use and Real Estate Analysis – Denver, CO
- ◆ Green Gulch Farm 100 Year Master Plan – Marin County, CA
- ◆ Silver Plume Strategic Plan and Project Evaluation Strategy – Silver Plume, CO
- ◆ Mariposa-South Lincoln Redevelopment Master Plan – Denver, CO
- ◆ U.S. Coast Guard Facility Mapping Project – Kodiak, AK
- ◆ South Kitsap Land Use and Environmental Analysis – Bremerton, WA
- ◆ Interactive, Online Zoning Code – Bridgeport, CT



Rachel Granrath, AICP Principal-in-Charge

Rachel strongly believes in placemaking and assisting clients to realize their potential and vision through the public planning process. She specializes in facilitating and managing complex groups and interests to achieve a community-driven project. Rachel’s expertise encompasses site selection, scenario planning, and assessing the feasibility of site development to meet community needs. She is skilled in comprehensive planning, development codes, housing, and downtown planning. Additionally, Rachel has experience in economic development, community engagement, and aligning strategic planning with policies and goals. Rachel draws from her experience in rural and urban communities. She thrives in establishing policies that result in action and buildable projects. She loves returning to a community to see plans implemented, projects built, and local visions achieved. As a former planning director in Colorado and now a consultant practicing in the Mountain West, she brings extensive experience from both perspectives. She takes great pride in her work and always strives to meet the needs and goals of the community.

Education

Master of Arts, Urban and Regional Planning, Eastern Washington University

Bachelor of Arts, Architecture, Roger Williams University

Licenses/ Registrations

American Institute of Certified Planners (AICP) #33291

Relevant Projects

- ◆ Port of Pend Oreille Site Feasibility Study – Pend Oreille County, WA
- ◆ Cheney 50-Acre Parks Scenario Planning – Cheney, WA
- ◆ Palouse to Cascades Trail Facilitation and Mediation Project – State of Washington Department of Commerce
- ◆ Bridgeport Revitalization Plan – Bridgeport, WA
- ◆ Imagine Hayden Comprehensive Plan – Hayden, ID

- ◆ Elizabeth Downtown Revitalization Plan – Elizabeth, CO
- ◆ Comprehensive Plan – Montrose County, CO
- ◆ Aurora, Art in Public Places Master Plan – Aurora, CO
- ◆ East Central Council of Local Governments (ECCOG) Comprehensive Economic Development Strategy – Limon, CO
- ◆ John Meade Park Civic Center and Park, Amphitheatre and Playground – Cherry Hills Village, CO
- ◆ Quincy Farm Master Plan, Preservation and Open Space – Cherry Hills Village, CO



Lauren Schubring Parks Planner

Lauren will work as the Parks Planner on this project, which is the planning work she is most invested in. She knows how vital parks, recreation, and open spaces are to the overall well-being of a community—as public and accessible gathering spaces bring people together to truly be a community. A successful park system is inclusive to all residents and provides the uses that those residents are looking for. Lauren has years of experience leading and working alongside various community groups—including neighborhood councils, people with disabilities, people outside of the majority racial group, those experiencing homelessness, multimodal transit advocacy groups, and more. Each of these groups has specific needs that need to be heard and represented within their parks system in order for parks to act as spaces for all people to gather. Lauren brings this community-building experience, site planning expertise, and a passion for parks to guarantee a valuable parks and recreation element.

Education

Master of Public Administration, Eastern Washington University

Master of Urban Planning, Eastern Washington University

Licenses/ Registrations

American Planning Association (APA)

Relevant Projects

- ◆ Chelan Parks, Recreation, and Open Space (PROS) Plan – Chelan, WA
- ◆ City of Normandy Park Parks, Recreation, Open Space, and Trails (PROST) Plan – Normandy Park, WA
- ◆ Mattawa Parks, Recreation, and Open Space (PROS) Plan – Mattawa, WA



Sara (Smmo) Ozawa

Outreach, Stakeholder Facilitation

Education

Bachelor of Arts, Growth and Structure of Cities and Environmental Studies

Master of Arts, Ecological Design

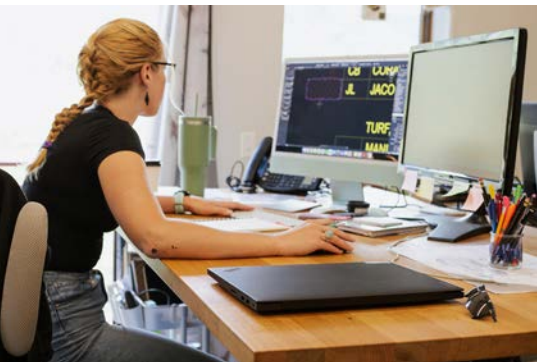
Licenses/ Registrations

APA Member
#422930

Smmo has worn various hats within the community-based development realm for the last seven years, from managing a network of 120 community gardens in Philadelphia to constructing affordable housing in Moab and, most recently, providing planning services for small rural towns in Colorado. Her background in community planning and ecological landscape design results from a lifelong instinct for seeing the potential of places to better support social connection and environmental harmony. She excels at asking the right questions, learning the complicated interconnected webs that make up a community, and developing creative strategies to integrate neighborhood expertise into planning processes. You can expect her to become a familiar face and embody a “good neighbor” ethos in every community she works in. She grew up in Highlands Ranch and is grateful to be able to do environmental and community-oriented work in the landscapes that raised her.

Relevant Projects

- ◆ 2024 Future Development Alignment Assessment – Red Cliff, CO
- ◆ Everett Hall Field Master Plan – Hanover, MA
- ◆ Water Resource Resiliency Plan – Whately, MA



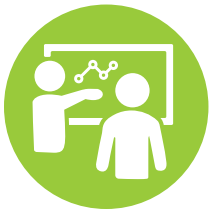
Our team brings a needed set of skills to this project. A few of our key differentiators include:



- ◆ **Multi-disciplinary Team:** Landscape architects, planners, engineers, and urban designers with a proven track record of implementation
- ◆ **Expertise in Small Towns:** Extensive experience in rapidly growing small towns, our specialty
- ◆ **Balanced Approach:** We excel at balancing funding, priorities, and infrastructure needs while maintaining quality of life through effective fund leveraging
- ◆ **Implementation-Based Planning:** From master planning to funding, we focus on actionable plans that attract additional resources
- ◆ **Local Knowledge:** Deep familiarity with Elizabeth and Elbert County, with strong relationships and extensive experience in Colorado and the Mountain West

Our clients continue working with us on multiple planning projects, reflecting the strong, ongoing relationships we've built. Our team is reliable, creative, and enjoyable to work with, consistently prioritizing the community's values and needs. We deliver practical, actionable plans that are ready for implementation, not just ideas that end up collecting dust on a shelf.

We pride ourselves on proving master plans that are on-target for the community. Not one of our plans is the same. We separate ourselves by tailoring the process and product to the community, and focus on the following highlights:

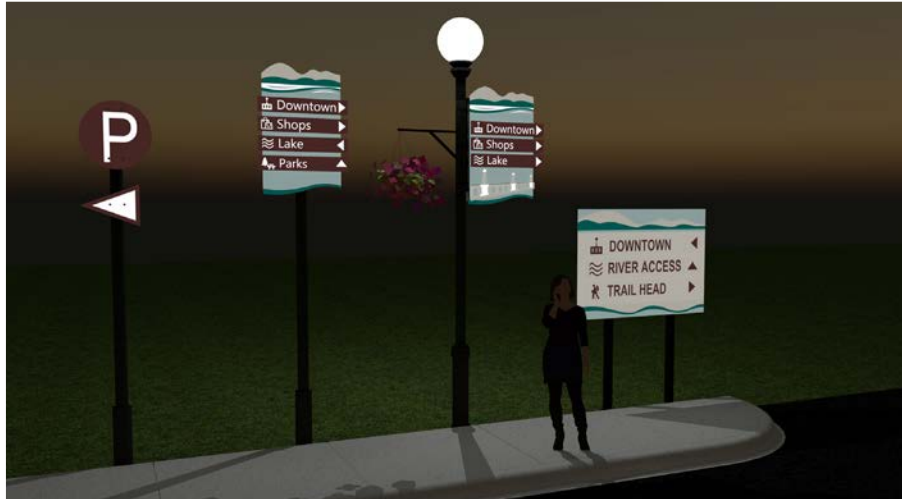
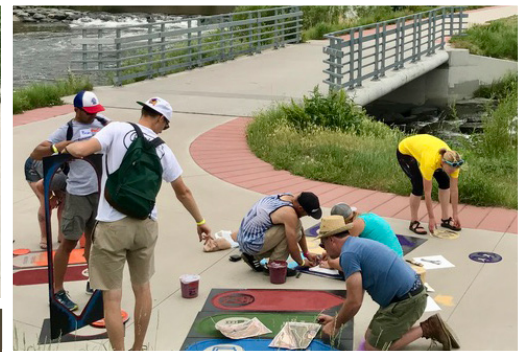


- ◆ **Implementation:** The plan is adopted and put into action
- ◆ **Graphic Design:** Clear and understandable
- ◆ **Accessibility:** Documents are accessible and easy for everyone to grasp
- ◆ **Small Town Focus:** Planning is right-sized for small communities
- ◆ **Community Engagement:** Rooted in community input, ensuring feasibility, financial stability, and alignment with staffing and growth

We've tailored our approach to the unique dynamics of the Greater Elizabeth area by carefully balancing rapid growth, preserving the rural-urban interface, and enhancing connectivity. We focus on right-sized planning that respects the area's rural character while accommodating growth. Our strategies prioritize maintaining the community's identity and fostering strong connections—physically, through improved infrastructure, and socially, through community engagement. By aligning our plans with the area's specific needs, we ensure sustainable development supporting current and future residents. We understand the desire to maintain the rural lifestyle and character while simultaneously growing and adapting to the growth.



Specialized Wayfinding Project Examples





SCJ ALLIANCE
CONSULTING SERVICES

EXHIBIT B

COMPENSATION:

Proposed Total Cost and Fee Schedule

	Rachel Granrath	Jena Biondolilo	Lauren Schubring	Critter Thompson	Smmo Ozawa	Melissa Hodgson	Total Direct Labor Hours and Cost	Total Cost
Hourly Rate	\$227	\$154	\$175	\$150	\$115	\$126		
Phase 1: Planning Context, Goals, and Objectives								
1.1 Project Planning		20		20		12	52	\$7,592
1.2 Review of Planning Documents		2	20	2	20		44	\$5,588
1.3 Orientation Interviews	8	20	12	20	20		80	\$11,804
1.4 Vision and Mission Statement	2	5	15	10	15		47	\$6,459
1.5 Goals and Objectives		15	8	20	20		63	\$8,682
Total Phase Hours	10	62	55	72	75	12	286	286
Total Phase Direct Labor	\$2,270	\$9,548	\$7,370	\$10,800	\$8,625	\$1,512	\$40,125	\$40,125
Phase 2: Inventory and Assessment								
2.1 Community Profiles		8	15	8	15		46	\$6,167
2.2 Parks and Recreation Services Inventory and Condition		30		10	30		70	\$9,570
Total Phase Hours	0	38	15	18	45	0	116	\$116
Total Phase Direct Labor	\$0	\$5,852	\$2,010	\$2,700	\$5,175	\$0	\$15,737	\$15,737
Phase 3: Public Involvement								
3.1 Public Engagement Plan	6	8	0	8	16	0	38	\$5,634
3.2 Kickoff Workshop	8	16	4	16	16	0	60	\$9,056
3.3 Website & Needs Assessment and Recreation Demand Survey	1	12	16	8	20	0	57	\$7,719
3.4 Community Priorities Survey	1	12	16	8	20	0	57	\$7,719
3.5 Targeted Audience Engagement	8	40	8	30	30	0	328	\$16,998
Total Phase Hours	24	88	44	70	102	0	328	\$328
Total Phase Direct Labor	\$5,448	\$13,552	\$5,896	\$10,500	\$11,730	\$0	\$47,126	\$47,126
Phase 4: Demands and Needs Analysis								
4.1 Level of Service	2	16	20	16	20		74	\$10,298
4.2 Peer Community Comparison		2	10	8	8		28	\$3,768
4.3 Local, Regional, and National Recreational Trends		2	12	4	4		22	\$2,976
Total Phase Hours	2	20	42	28	32	0	124	\$124
Total Phase Direct Labor	\$454	\$3,080	\$5,628	\$4,200	\$3,680	\$0	\$17,042	\$17,042
Phase 5: Capital Improvement Program								
5.1 Parks, Recreation and Open Space Improvements	2	20		20	10		52	\$7,684
5.2 Opinion of Probable Cost		32	20				52	\$7,608
5.3 CIP Project Summary and Implementation Schedule		32	5	25	20		82	\$11,648
Total Phase Hours	2	84	25	45	30	0	186	\$186
Total Phase Direct Labor	\$454	\$12,936	\$3,350	\$6,750	\$3,450	\$0	\$26,940	\$26,940
Phase 6: Final PROST Plan Development and Approval								
6.1 Draft Master Plan	6	10	30	10	30	6	92	\$12,628
6.2 Final Master Plan	8	16		16			40	\$6,680
Total Phase Hours	14	26	30	26	30	6	132	\$132
Total Phase Direct Labor	\$3,178	\$4,004	\$4,020	\$3,900	\$3,450	\$756	\$19,308	\$19,308
Total Hours All Phases	52	318	211	259	314	18	1,172	\$1172
Total Direct Labor Estimate All Phases	\$11,804	\$48,972	\$28,274	\$38,850	\$36,110	\$2,268	\$166,278	\$166,278
							Copies, Printing, etc.	\$1,330.22
							Estimated Travel Expenses	\$1,200.00
							Mileage	\$3,030.22
							Expenses Markup:	\$151.51
							Expenses Total:	\$3,811.73
Proposed Not to Exceed Total								\$ 169,959.73