

Huerfano County Solicitation #2022-07

COOPERATIVE PLANNING PROJECTS

- (1) Innovative Housing Strategies
- (2) Hazard Mitigation Plan
- (3) Joint Comprehensive Plan



 **SE GROUP**

Contact:
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TABLE OF CONTENTS

| | |
|--|----|
| FIRM DESCRIPTIONS..... | 2 |
| KEY PROFESSIONALS..... | 3 |
| STATEMENT OF QUALIFICATIONS | 11 |
| RELEVANT EXPERIENCE & REFERENCES | 11 |
| SCOPE/METHODOLOGY..... | 22 |
| PROJECT SCHEDULE | 26 |
| PROJECT BUDGET..... | 27 |
| SE GROUP STORYMAPS | 28 |
| COMMUNICATING IDEAS | 29 |



We were impressed with the SE Group’s ability to continuously move the Pilot Hill land use planning process forward to meet critical deadlines while adjusting to unexpected challenges. SE Group was professional, responsive and positive in their interactions with multiple local partners and stakeholders, and demonstrated a high level of respect for different perspectives when challenging issues were discussed. We look forward to future opportunities to work with SE Group.

*Sarah Brown Mathews
Executive Director/Pilot Hill Project*



November 16, 2022

Huerfano County Solicitation #2022-07

Huerfano County
Board of County Commissioners
401 Main Street
Walsenburg, CO 81089

Dear Carl Young and the Selection Committee,

We are delighted to provide you with our submittal for the Huerfano County Cooperative Planning Projects. As a firm with sixty years' experience working in and with rural communities influenced by recreation and tourism, SE Group is uniquely qualified to help Huerfano County address the multiple challenges this set of projects requires. This proposal both showcases our qualifications as well as outlines a process by which all three projects can be completed in 2023 in a coordinated way, with efficiencies gained from key overlapping steps.

Our firm first got to know the Huerfano County community through our work on the Cuchara Mountain Master Plan in 2017-2018. We have been revisiting that work this year, helping the County strategize on what to do next with the park to leverage its assets. At the end of our Master Plan work in 2018, we were supposed to arrive for a final site visit. However, the Spring Fire devastated the community and our project ended abruptly. That summer, visitation and tourism was down, and it was a devastating economic blow to the community. Although things have recovered somewhat since then, we understand the ties between economic development, hazard mitigation, and recreation planning.

In this effort we are teaming up Michael Baker International. They will be leading the Hazard Mitigation portion of the project and collaborating on the Comprehensive Plan pieces that are related to public safety, natural resources, sustainability and transportation. Their award-winning work across the state, and particularly in rural communities, makes them an excellent partner for this effort.

Over the last year we have also worked intimately with the Colorado Department of Local Affairs (DOLA) to evaluate communities submitting for grant funding through their process. Congratulations on getting that funding! We know the strategies in HB21-1271 intimately and would be thrilled to help your community implement them in a meaningful way.

We have included a community engagement and project organization strategy for this project that will be at the foundation of both great plans and an enriching planning process. Plans are only as good as the people that work together on them. We hope our strategy will be both broad and deep - getting input from long-time residents as well as newcomers, from full-time and part-time residents, and from those that depend on natural resources, tourism and recreation for their livelihoods. We also want to remain nimble and flexible, working with the County on a strategy that will work best for you. What we have included is a starting point and combines parts of approaches that have been successful in past work.

To the best of our knowledge, all information in this statement of qualifications is complete and accurate. With this submittal we are providing you authorization to contact any previous client of ours for the purposes of ascertaining an independent evaluation of any of our team members' performance. We hope the project profiles of previous work showcase that we would be a good fit to work with your community. We look forward to speaking with you and welcome the opportunity to review our qualifications and proposed scope of work at any time.

Sincerely,

The Community Planning Team of SE Group

A handwritten signature in black ink that reads "Mark Kane".

Mark Kane | Director of Community Planning
mkane@segroup.com

A handwritten signature in black ink that reads "Gabby Voeller".

Gabby Voeller | Senior Community Planner
gvoeller@segroup.com

FIRM DESCRIPTIONS



323 West Main Street | Suite 202 | Frisco, CO | 80443

AREAS OF EXPERTISE

SE Group works with communities to envision their future and plan accordingly, unlocking their potential and staying true to their values. We are an integrated team of seasoned professionals that includes community planners, landscape architects, open space and recreation specialists, environmental planners, and engagement specialists. Our work includes:

- **Comprehensive Master Planning**
- **Site & Land Use Planning**
- **Environmental Planning**
- **Project Management**
- **Community Engagement & Visioning**
- **Landscape Design & Architecture**
- **Connectivity & Mobility Planning**

FIRM HISTORY

Founded in 1958, our team benefits from over 60 years of company experience working in places—including many right here in Colorado—where “quality of life” is often the defining community objective. Our company focus is in communities influenced by a strong commitment to sustaining the natural environment, that are shaped by visitation and tourism, that promote and encourage access to the outdoors, and that value planning to establish a strong economic framework for the future. Through the years, we’ve become leading experts in working with communities in fragile environments where short-term choices have profound long-term effects.

Our experience has taught us that:

Great communities know who they are. They have a vibe and character that defines why people live there. Their uniqueness and authenticity are essential to their being. We know that great long-term plans are built by focusing on what brings a community together.

Just as no two communities are alike, no two community planning projects are alike. We listen and work closely with clients to tailor the approach that makes the best sense for their community, customizing our processes and public engagement efforts, accordingly.

The best processes balance the interests of people, property, place, and profitability. Doing this takes deep listening, experience, and a highly thoughtful approach that examines multiple scales of decision-making: long and short term, fine and large grain, local as well as regional.

Planning is about pragmatism wrapped around a clear vision. We work with communities to develop and communicate that vision in a clear, inspiring way. Compelling graphics, clear maps, succinct policies, and easy-to-use documents are hallmarks of SE Group’s work.



165 South Union Boulevard | Suite 1000 | Lakewood, Colorado | 80228

For over 18 years, our local office in Lakewood, CO has delivered a wide variety of planning and engineering services for across Colorado and the nation. We pride ourselves on our ability to create and maintain strong professional relationships through the delivery of high-quality, cost-effective, and timely professional services. With over 80 of our Colorado clients coming back to seek additional services, our high-quality work product and positive client relationships drive our mutual success.

We commit to providing long range planning, hazard mitigation, resilience and climate change planning services for which we have proven abilities based on our similar experience with multiple Colorado projects.

Our in-house, licensed staff will contribute their expertise, creativity, and dedication to a process and products that organizations and key stakeholders within the county and local jurisdictions will support. We understand the goals and intent of this project and will bring excellent technical expertise and innovative ideas to address the unique challenges, needs, and opportunities for Huerfano County, CO.

KEY PROFESSIONALS

All consultant team members included in this project proposal have years of master planning experience. This includes expertise in project management, subject areas included in the plan, and excellent writing, graphic design and mapping skills. All team members are available to work on this project during the timeline indicated in the RFP.

| Team Member | Project Role | EXPERTISE/QUALIFICATIONS | | | | | | | |
|--|---|--------------------------|------------------------------|-----------------------------|----------------------|------------------------------|-------------------------|-------------------|----------------------------|
| | | Master Planning | Land Use Analysis & Planning | Housing Analysis & Planning | Economic Development | Recreation & Trails Planning | Sustainability Analysis | Public Engagement | Hazard Mitigation Planning |
| SE Group | | | | | | | | | |
| Mark Kane Dir. of Community Planning | Principal In Charge | ● | ● | ● | ● | ● | ● | ● | ● |
| Gabby Voeller, AICP Senior Associate Planner | PROJECT MANAGER | ● | ● | ● | ● | ● | ● | ● | ● |
| Julia Randall Analyst & Planner | Assistant Project Manager | ● | ● | ● | ● | ● | ● | ● | ● |
| Ayden Eickhoff Analyst & Planner | Engagement, Writing, Graphics & Mapping | ● | ● | ● | ● | ● | ● | ● | ● |
| Michael Baker International | | | | | | | | | |
| Ted Heyd Senior Associate Planner | Long Range Planning & Transportation Planning | ● | ● | ● | ● | ● | ● | ● | ● |
| Anne Kuechenmeister, AICP Senior Planner | Long Range & Hazard Mitigation Planning | ● | ● | ● | ● | ● | ● | ● | ● |
| Laura Weinstein Hazard Mitigation Planner | Hazard Mitigation Planning | ● | ● | ● | ● | ● | ● | ● | ● |

MARK D. KANE, APA
DIRECTOR OF COMMUNITY PLANNING



Mark helps communities defined by outdoor recreation, the rural lifestyle, and tourism unlock and maximize economic, environmental, aesthetic, and recreational character—and potential—through community and land use planning, permitting, and entitlement. Mark brings together deep community planning expertise; an intuitive and informed understanding of how to bring together diverse communities for long-term consensus and gain; and a profound commitment to helping small communities find, articulate, tap into, and retain what makes them special.

Areas of Expertise

- Regional and Land Use Planning
- Aesthetics and Environmental Impact Analysis
- Permitting & Entitlement

Affiliations/Memberships

- American Planning Association/Vermont Planners Association, Past-President
- American Planning Association, Northern New England Chapter
- American Planning Association, Colorado Chapter
- American Society of Landscape Architects, Affiliate

Awards

- Merit Award for Outstanding Project, APA Colorado, Town of Ridgway Land Use Plan Update, 2012
- Honor Award for Sustainability and Environmental Planning, APA Colorado, Town of Nederland Comprehensive Plan Update, 2014.
- Merit Award for Innovation/Creative Partnerships, Colorado APA, Emerald Mountain Park Master Plan, 2014

Presentations

- Sun Valley Economic Development (SVED) - Future of Mountain Towns

Experience

Mark has been with SE Group since 2000 and has over 20 years of experience in environmental and land use planning and analysis.

Mark frequently provides expert witness testimony on aesthetics and development projects from a perspective of careful analysis and throughout consideration of the facts. Mark uses this approach through his engagement work and speaking engagements and takes advantage of technology where needed, but always with an eye towards making the planning process more understandable.

Mark has a Bachelor of Science, School of Natural Resources - Environmental Studies from the University of Vermont.

Projects

- City of Lebanon Master Plan, New Hampshire
- City of South Burlington Underwood Park Vision Framework and Master Plan, Vermont
- Clear Creek County Master Plan 2020, Colorado
- Cumberland Plateau Outdoor Recreation Plan, Virginia
- Emerald Mountain Park Master Plan, Colorado
- Essex Town Center Master Plan, Vermont
- Estes Valley Recreation and Parks District Master Trails Plan, Colorado
- GIS-Based Regional Open Space Study, Northwest Vermont
- Glacier-Winner Creek Land Use Plan - Girdwood 2020, Alaska
- Lake Chelan Multi-Season Recreation Destination Feasibility Study, Washington
- Mad River Valley Active Transportation Plan, Vermont
- Mad River Valley Economic Study, Vermont
- Maidstone State Park Master Plan, Vermont
- Milton Town Core Master Plan, Milton, Vermont
- Pagosa Springs 2018 Comprehensive Plan, Colorado
- Quechee Lakes - Long-Range Community Plan, Vermont
- Red Lodge Alternative Transportation Study, Montana
- Town of Chester Village Center Master Plan, Vermont
- Town of Frisco Development Code, Colorado
- Town of Nederland Comprehensive Plan, Colorado
- Town of Ridgway Land Use Plan 2011 Update, Colorado

GABBY VOELLER, AICP
SENIOR COMMUNITY PLANNER



Gabby is a multi-faceted planner with a passion for helping clients solve the most complex problems facing their communities. She applies both technical and analytical skills to all aspects of community planning. Gabby approaches projects with a mind geared toward seeking out innovative and engaging solutions that move communities closer towards their vision and goals.

Experience

Working in both private and public sectors, Gabby has widespread knowledge and experience managing multi-modal transportation planning, recreation and trails planning, and community planning and development projects. She excels at crafting and facilitating creative public engagement processes and making compelling maps and infographics for plan documents. She has authored environmental analyses and impact studies. Gabby joined the SE Group team in 2016.

Gabby has a Master of Regional Planning from Cornell University and a Bachelor of Science in Chemistry from Bates College.

Projects

- City of Cañon City Arkansas River Corridor Master Plan, Colorado
- City of Fort Morgan Trails Master Plan, Colorado
- City of Fruita Comprehensive Plan Update, Colorado
- City of Fruita Land Use Code Update, Colorado
- Clear Creek County 2017 Community Master Plan, Colorado
- Cuchara Mountain Park Master Plan, Colorado
- City of Aspen Uphill Economy Recreation Plan, Colorado
- Dillon Reservoir Recreation Area and Summit County RecPath System Capacity Analysis, Summit County, Colorado
- Eldorado Canyon State Park Visitor Use Management Plan, Colorado
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, Colorado
- Pagosa Springs 2018 Comprehensive Plan, Colorado
- Pilot Hill Land Use Plan, Laramie Wyoming
- Town of Breckenridge Gondola Feasibility Study, Colorado
- Town of Frisco Community Plan Assistance, Colorado
- Town of Frisco Three Mile Plan, Colorado
- Town of Frisco Trails Master Plan, Colorado
- West Vail Master Plan, Colorado
- City of Chisholm Comprehensive Plan, Minnesota
- Lake County Parks, Recreation and Open Space Plan, Colorado
- Minturn Community Plan & Downtown Design Guidelines, Colorado
- Town of Eagle Open Space and Trails Plan, Colorado
- DOLA Affordable Housing Strategies Analysis, Colorado
- Leadville/Lake County Affordable Housing Site Analysis, Colorado
- Telluride/San Miguel County Community Housing Rezoning, Colorado

Areas of Expertise

- Community Planning
- Affordable Housing
- Transportation Planning / Land Use + Transportation Modeling
- Community Engagement

Affiliations/Memberships

- American Planning Association, Colorado Chapter, Northern New England Chapter

Appointments

- City of Leadville Planning + Zoning Commission

Presentations

- “UrbanSim,” APA Colorado conference, 2014
- “Creating Connections between Recreation and Transportation” APA Colorado conference 2016
- “Partnering with Colorado’s Public Land Managers,” APA Colorado Conference, 2017
- “Progressive Planning on the Western Slope” APA Colorado Conference 2020

JULIA RANDALL PLANNER



Areas of Expertise

- Technical Writing & Research
- Community Engagement & Visioning
- Policy Analysis
- Permitting

Full of curiosity, Julia loves getting to know the communities she works in and enjoys the challenge of building consensus among stakeholder groups. With every project, Julia seeks to develop innovative land use and policy solutions that reflect a community's values, build resiliency, and improve overall quality of life. Julia's considerable skill as a writer and passion for sustainable, inclusive recreation make her an asset to any project team.

Experience

Julia specializes in land use and policy analysis, public engagement, and environmental permitting. Julia is a member of the Community Planning and Design team and also supports all practice areas at SE Group.

Prior to joining SE Group, Julia studied recreation and tourism internationally and close to home – she completed a research fellowship on ecotourism in Thailand, and she has produced two reports analyzing visitor use management in the Adirondack High Peaks.

Julia holds a Bachelor of Arts in English from Williams College.

Projects

- West Vail Master Plan, Colorado
- City of Chisholm Comprehensive Plan Update, Minnesota
- Grant County Comprehensive Outdoor Recreation and Trails Master Plan, New Mexico
- Minturn Community Plan Update, Colorado
- Norwood Trails Assessment, Colorado
- Leddy Park Comprehensive Plan, Vermont
- Colorado Department of Local Affairs Affordable Housing Qualifying Strategy Evaluation, Colorado
- Leadville/Lake County Affordable Housing Site Analysis
- City of South Burlington Land Development Regulations Review and Support, Vermont
- Bromley Ski Act 250 Permit Support, Vermont
- Bolton Valley Act 250 Permit Support, Vermont
- Minnesota Off-Road Vehicle Master Plan, Minnesota
- Cumberland Plateau Outdoor Recreation Plan, Virginia
- Rib Mountain State Park Recreation Needs Assessment, Wisconsin
- Brandywine/Boston Mills Lift Replacement Planning
- Jack Frost/Big Boulder Lift Replacement Planning
- Allen Street Solar, Vermont
- Bridge Street Solar, Vermont
- Chelsea Solar, Vermont
- Gilman Hydro Solar, Vermont
- Rockingham Solar, Vermont

AYDEN EICKHOFF
ANALYST + PLANNER



While providing key support to a wide variety of planning projects, Ayden maintains a particular appreciation for the interactions between project goals, community needs, and political necessities. She brings an infectious enthusiasm to project teams and approaches challenges with a commitment to identifying flexible and adaptive strategies. She delights in distilling complex issues into concise and helpful formats with an eye towards context and clarity.

Experience

Ayden joined SE Group in 2019 with an academic background in Environmental Studies, Politics, and Geology. Her previous work includes researching and implementing municipal environmental and fiscal policies. Having lived both abroad and in rural places across the U.S., Ayden brings a keen awareness towards the range and diversity of stakeholders' interests to all aspects of SE Group projects.

Ayden has a Bachelor of Arts in Environmental Studies from Bates College.

Areas of Expertise

- Community Engagement
- Recreation Analysis

Awards

- 2019 Vermont Planning Association Plan of the Year, Enosburg Falls Vital Village

Presentations

- “Energizing your Outdoor Recreation Economy”. Vermont Parks and Recreation Association, 2021

Affiliations

- Colorado APA

Projects

- Addison County Triangle Bike Loop, Vermont
- Bingham Falls Master Plan, Vermont
- Burlington Arms Forest Trail Study, Vermont
- Lowell Lake State Park Master Plan, Vermont
- Milton Recreation Master Plan, Vermont
- Missisquoi Valley Rail Trail, Vermont
- Montpelier Downtown Core Master Plan, Vermont
- Pilot Hill Land Use Plan, Wyoming
- Rise VT Trail Impact Analysis, Vermont
- Saxon Hill Town Forest, Vermont
- Valdez Heli-Ski Operational Permit, Alaska
- Northfield Ridge and River Routes, Northfield, Vermont
- Middlebury Snow Bowl Master Plan, Vermont
- Newport Municipal Plan, Vermont
- Minnesota ORV Statewide Master Plan, Minnesota
- Morgantown Conceptual Trail Planning, West Virginia University
- Kingdom Trail Network Feasibility Analysis, Vermont
- Grand Targhee EIS, Wyoming
- Foothills Foundation Recreation Master Plan, New Hampshire
- Loon Mountain Resort Master Development, New Hampshire
- Lutsen Mountain EIS, Minnesota
- Minnesota Discovery Center Master Plan, Minnesota
- Cumberland Plateau Outdoor Recreation Plan, Virginia
- Mount Sunapee Master Development Plan, New Hampshire
- Velomont Trail Economic Impact Study, Vermont
- Breaks Interstate Park Operations Analysis, Virginia
- Friends of the Front Range Wildlife Refuge Communication, Colorado

SENIOR ASSOCIATE

Ted Heyd

Mr. Heyd is an urban and regional planner with over 20 years of experience in transportation and land use planning. He has managed and supported a wide range of planning projects at the state, county, and city/town scales, involving collaboration with staff, elected officials, community stakeholders, and multidisciplinary project teams. Ted has extensive experience with municipal policy and plan review, data analysis, report development, and public speaking. Currently, his focus is on supporting federal and municipal clients on planning for drought, the pursuit of grant funding, and multimodal safety studies. Mr. Heyd supports the FEMA Community Engagement and Risk Communications contract through technical report writing and research, communications with subject matter experts, and the development of best practices focused on risk mitigation and community resilience.

RELEVANT EXPERIENCE

Planning for Less: Adapting to Drought in the West, FEMA Region 8. Senior Technical Specialist. Ted is supporting FEMA's efforts to identify barriers and emerging opportunities for communities planning for drought within local hazard mitigation plans (HMPs). Ted is developing a Context Analysis summarizing the current 'state of the practice' for drought planning at the local level and identifying ways that communities can more effectively identify risk and develop mitigation. He is reviewing and summarizing a wide range of data sources on the subject and working with Michael Baker's subject matter expert (SMEs) to revise the draft analysis.

Planning / Mitigation Best Practice Development, FEMA Region 8. Senior Technical Specialist. Collaborating with internal project partners and FEMA staff from throughout the country, Ted is developing 10 best practices that feature how hazards are being identified and effectively communicated across a variety of formats including digital dashboards, augmented reality apps, and artistic installations within public parks. Ted leads the research and writing for each best practice and manages the creative production process so the features are available to FEMA staff and key partners in a graphically rich format.

Grant Application Support, Aurora, Castle Pines, and Frisco, Colorado. Project Planner. Ted is coordinating with municipal staff to complete and submit grant applications to fund a wide range of improvements including water quality improvements, roadway safety, housing, and trails. Ted is responsible for reviewing local planning and policy documents to identify how proposed improvements align with vision(s), goals, and objectives from comprehensive plans, sub-area land use plans, and parks and recreation master plans.

Southern Mountain Loop Trail Feasibility Study, South Central Council of Governments. Bicycle / Pedestrian Lead. Ted supported completion of a combined Planning Environmental Linkage (PEL)/bike trail feasibility study on an 80-mile section of SH 160 / 12; a designated scenic byway. As the bicycle planning lead, Ted supported the completion an existing condition analysis and then developed a range of on-and off-highway multiuse trail alternatives intended to improve safety, increase access to a wider range of residents and visitors (tourists), and prioritize projects that can be built in phases. The alternatives analysis involved extensive coordination with internal project team members and external stakeholders including trail advocacy groups, land management agencies, elected officials, and city /county staff. Through the process, potential impacts to land uses, environmentally sensitive resources, and utilities were evaluated to identify the recommended alignment.

Vision to Action Strategic Plan, Jefferson County Open Space, Golden Colorado. Project Planner. Through an update to its long-range strategic plan, Jefferson County Open Space sought to develop a framework to sustainably and equitably manage the rapidly growing demand on its system of parks and open spaces. Ted supported and presented at a series of workshops designed to facilitate conversations between division leaders on ways to prioritize projects in the face of staffing constraints while striking a balance of their three guiding tenets; preserve, protect, and provide. The collaborative work involved navigating and helping staff find middle ground through often challenging conversations and competing priorities. The 2020-2025 Conservation Greenprint is the outcome of the process and provides the organization with strategic direction for the next four years.



Years with Michael Baker
11 months

Years of Experience
21

Education
M.U.P., 2002, Urban Planning, San Jose State University, San Jose, CA

B.A., 1994, American History, Hobart College, Geneva, NY

Professional Affiliations
Association of Bicycle / Pedestrian Professionals

COMMUNITY PLANNER

Anne Kuechenmeister, AICP

Anne is an urban planner who specializes in hazard mitigation and public engagement. She specializes risk analysis and identifying strategies for mitigation action, in particular land use regulations and zoning. Her public engagement work builds a thoughtful process paired with effective, creative, and innovative tools and strategies for engagement.

She works alongside FEMA and their state, local and tribal partners to identify ways to communicate mitigation and structure mitigations actions. This includes workshops, land use regulation guidance and communication tools and materials. She has also developed methodology to identify how climate change will alter hazards and their risks to communities and resources in the future. She has worked with disaster impacted communities to identify ways to build back stronger and safer. Her focus has been on vulnerable populations, which often are unduly impacted by disasters.

Anne believes in meeting communities where they are, valuing their expertise and knowledge. She has worked on a broad range of planning projects including active transportation, housing, water and flooding, land use and consensus building for regional government organizations.

RELEVANT EXPERIENCE

Mitigating Hazards through Land Use Solutions Workshop | Nationwide | May 2018 – January 2021

Working with the Colorado Department of Local Affairs and the Federal Emergency Management Agency Anne led the effort to develop an intensive and customized workshop to help communities identify and evaluate their risks using their hazard mitigation plans and other applicable materials, evaluate potential strategies best address their known hazards and then work alongside experts to develop a plan to implement a land use regulation to reduce the impact of their known hazard.

El Paso County Water Master Plan | El Paso County | 2019.

This award-winning plan focused on building resilience and improving water conversation and use practices in El Paso County, CO. Anne worked with a multidisciplinary team to gather input from county water providers and the public to understand current practices. Using the Colorado State Water Plan to project out demand the team was able to identify land use, landscaping and policy recommendations aimed as reducing water consumption and demand. This plan won the 2020 National Association of Counties award for Planning and also the American Planning Association, Colorado Chapter Award for Resilience in 2019.

Larimer County Mountain Resilience Study | Larimer County, CO | 2017

The award-winning Larimer County Mountain Resilience Study was Phase I of the overall comprehensive plan for the area. This study looked at all known hazards and developed an existing conditions snapshot, incorporated community direction for resilience and built a policy framework and strategic implementation plan. Anne led the review of hazard impacts on infrastructure and assisted with housing, transportation and recreational facilities analysis to build a policy framework for Larimer County. She also assisted with the development and implementing of public engagement and steering committee meetings.

State of Colorado Enhanced Hazard Mitigation Plan | Colorado | December 2019

Anne worked with the Colorado Division of Homeland Security and Emergency Management to assist with the State of Colorado's first Enhanced State Hazard Mitigation Plan. Anne provided support for the hazard identification and risk assessment for 31 natural, human-caused, and technical hazards. Anne aided in the analysis of determining the State's vulnerability to each hazard based on subject matter expert input, best available data, future development, social vulnerability, and social capital. Anne also aided in updating the State's hazard mitigation capabilities. Lastly, Anne assisted with organizing and implementing State Hazard Mitigation Planning Team meetings, which included diverse State stakeholders to facilitate the drafting of the Plan.

Michael Baker
INTERNATIONAL

Years with Michael Baker

6

Years of Experience

9

Education

M.U.R.P., 2015, Regional Planning/Urban Planning,
University of Colorado at Denver

B.A., 2003, Spanish, University of Michigan at Ann
Arbor

B.A., 2003, English/Liberal Arts, University of
Michigan at Ann Arbor

Certificate, 2003, Secondary Education, University of
Michigan

Licenses/Certifications

NCI Charrette System Certificate

American Institute of Certified Planners, 2018

Professional Affiliations

American Planning Association (APA), Conference
Presenter (2019, 2020, 2022)

SENIOR ASSOCIATE

Laura Weinstein

Ms. Weinstein is an urban planner with over 9 years of experience in community and land use planning in both the public and private sectors. She has worked on a wide range of planning initiatives including comprehensive plans, placemaking studies, transit-oriented design, land use regulation and development review, and community outreach. Currently, her focus is on resiliency planning, risk and vulnerability assessment, and hazard mitigation planning. Ms. Weinstein supports the FEMA Community Engagement and Risk Communications contract by providing technical report writing and research, outreach coordination with local communities and state partners, and supplemental plan review for various FEMA regions. Through her hazard mitigation work, Ms. Weinstein has helped residents and communities identify risk and develop strategies to reduce vulnerability.

RELEVANT EXPERIENCE

Community Engagement and Risk Communications, Nationwide, US. FEMA.

Mitigation Champion. Collaborates regularly with the FEMA Region VIII Planning Team to identify and develop creative programs aimed at helping citizens and communities become more resilient in the face of disasters. Within this role, Laura supports identification, planning, mitigation action implementation, and resiliency strategies for Colorado, Wyoming, Montana, Utah, North Dakota, and South Dakota.

Pikes Peak Regional Multi-Jurisdictional Hazard Mitigation Plan Update, El Paso County, Colorado. *Pikes Peak Office of Emergency Management.* Project Manager. Including El Paso County and eight participating jurisdictions, this multi-hazard mitigation plan is an update to the County's 2015 plan. Responsible for facilitating all aspects of the hazard mitigation process, including coordinating team meetings and assisting with plan outreach, conducting background research, identifying hazards and evaluating risk, and developing mitigation strategies to reduce the county's vulnerability to disasters. She further supports plan development by maintaining and updating the project website and assisting in plan writing.

Local Mitigation Plan Review, Nationwide, US. FEMA. Project Manager. Assists FEMA with review of Local Mitigation Plans to ensure approved Plans meet the requirements of the Stafford Act and Title 44 Code of Federal Regulations (CFR) §201.6. Completed review of 14 Local Mitigation Plans.

Mitigating Hazards through Land Use Solutions Follow Up Report, Statewide, Colorado. *FEMA Region 8.* Planner. Responsible for following up with communities and synthesizing feedback on this land use planning and hazard focused workshop in order to create recommendations for continued program improvement. The final document provides guidance on potential program improvements.

Planning for Hazards, Colorado. *FEMA Region 8.* Project Manager. Responsible for providing project management and contract support, helping with coordination of outreach to community representatives and area partners, and assisting with research and content development of new land use planning tools and best practices for reducing a community's hazard risk. This project continues to build awareness of the value of land use as a critical tool for mitigating hazards and provide a platform to guide communities through implementation.

Hazard Planning Tool, Statewide, Colorado. Colorado Department of Local Affairs and FEMA Region 8. Participated in development of a finance tool for communities to develop funding strategies for mitigation projects. This tool profile introduces a variety of funding mechanisms that can be used to generate revenue to implement pre-disaster hazard mitigation projects and describes a financing strategy to position a project or action to be successfully implemented through either a local or external funding source.

Town of Estes Park Comprehensive Plan, Estes Park, Colorado. *Town of Estes Park.* Planner. Serving as Project Planner with the role of drafting the resiliency and climate adaptation component of the Town's Comprehensive Plan. Performed targeted analysis and research of background information and spatial data of existing conditions in the Town of Estes Park and the Estes Valley area to develop an existing conditions and trend analysis snapshot examine risks and vulnerabilities to shocks and stresses across six resiliency sectors. The findings of this existing conditions snapshot will inform policies related to climate, hazards, resiliency, and infrastructure to guide decision-making on future development.

Michael Baker
INTERNATIONAL

Years with Michael Baker

3

Years of Experience

9

Education

M.U.R.P., 2017, Urban and Regional Planning, University of Colorado

B.A., 2010, Urban and Regional Planning, University of California, San Diego

Professional Affiliations

American Planning Association (APA)

STATEMENT OF QUALIFICATIONS

For this project, we have assembled a team of consultants that has the broad set of skills that are needed to complete these projects as one unified whole. We understand the overlapping parts but also recognize them as distinct projects with clear deliverables and specific needed outcomes. Both consultants on our team have extensive experience in rural communities, especially those influenced by public lands, tourism, and recreation. We are creative in our approach to engagement, and customize our scope based on client capacity and community needs.

RELEVANT EXPERIENCE & REFERENCES

The table is a list of relevant projects that show our Consulting Team’s expertise as it relates to these three cooperative projects. It shows our breadth and depth in master planning, planning for rural communities, affordable housing, and hazard mitigation planning. We also included our expertise and projects related to recreation planning and transitioning to an outdoor economy, something that Huerfano County may want to explore and was a key part of our work on the Cuchara Master Plan.

| | PLANNING FOR RURAL COMMUNITIES | COMPREHENSIVE/ MASTER PLAN | AFFORDABLE HOUSING | PUBLIC ENGAGEMENT | RECREATION PLANNING/ OUTDOOR RECREATION ECONOMY | HAZARD MITIGATION PLANNING |
|--|--------------------------------|----------------------------|--------------------|-------------------|---|----------------------------|
| SE Group | | | | | | |
| Fruita In Motion Master Plan, CO | ● | ● | ● | ● | | ● |
| Minturn Community Plan Update, CO | ● | ● | ● | ● | | ● |
| West Vail Master Plan, CO | | ● | ● | ● | | |
| Pagosa Springs Forward Comprehensive Plan, CO | ● | ● | ● | ● | | ● |
| Clear Creek County Master Plan, CO | ● | ● | ● | ● | | ● |
| Pilot Hil Land Use Master Plan, WY | ● | | | ● | ● | |
| Cuchara Mountain Park Master Plan, CO | ● | ● | | ● | | |
| Leadville/Lake County Affordable Housing Site Analysis, CO | ● | | ● | ● | | |
| Telluride Housing Assistance, CO | | | | | | |
| DOLA HB-1271 Implementation Assistance, CO | | | | | | |
| Ridgway Land Use Plan, CO | ● | | | ● | ● | |
| Michael Baker International | | | | | | |
| Mountain Resilience Plan, Larimer County CO | ● | | | ● | | ● |
| Mitigating Hazards Through Land Use Solutions, CO | ● | | | | | ● |
| State of Colorado Enhanced State Hazard Mitigation Plan, CO | ● | | | | | ● |
| Pikes Peak Regional Multi-Jurisdictional Hazard Mitigation Planning, CO | ● | | | ● | | ● |
| Southern Mountain Loop Trail Feasibility Study, South Central Council of Governments | ● | | | ● | ● | |

Fruita in Motion: Comprehensive Plan



Fruita, Colorado

The planning process for the City of Fruita’s Comprehensive Plan “Fruita in Motion” involved extensive collaboration with the City and public engagement with the community. Five plan themes showcase the approach the plan will take with its goals and policies: efficient development; community first, tourism second; a thriving downtown, connectivity; and strategic economic development.

The economic development strategy in this plan is one of “quality of place.” The idea behind this strategy is to support existing businesses while also making the community an attractive place to live. This in turn will attract new residents and businesses that want to be located in the community because of its sense of place and amenities.

One of the policies that came out of the “efficient development” theme is to promote and support a larger diversity of housing types. Without going as far as developing an affordable housing program, the city hopes that allowing and incentivizing more types of housing and more units per acre will promote some natural affordability within the community.

Additionally, Fruita has the desire to cultivate recreational assets, especially trails, but not to the detriment of the community character. Currently many of the trail networks are a few miles away from the city on nearby public lands. One goal of this plan to is connect the trail systems to paved pathways within the city so that it is all one functioning network and the city itself becomes the trailhead.

The Comprehensive Plan was adopted in February of 2020.



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Minturn Community Plan Update

Town of Minturn, CO



SE Group is currently working with the Town of Minturn on an update of the town’s Community Plan. The Community Plan will encompass all aspects of the town’s growth and development and will summarize community goals and priorities. The planning effort leverages the expertise of a multi-disciplinary team of subconsultants, including StudioSeed, Economic & Planning Systems, Fehr & Peers, and TetraTech. At present, the team is in the plan drafting phase and anticipates the adoption of the final plan in Fall 2022.

The Minturn Community Plan effort has been conducted alongside several other engagement and planning processes in the Town of Minturn. Since the Community Plan update process began in the fall of 2021, the Town has also initiated an update of its zoning, an area plan for one of the town’s most popular parks, an update of the Town’s design standards and guidelines for its historic downtown area, and a statistically valid community survey. The Community Plan attempts to encapsulate all of these ongoing activities and initiatives and relate them to the broader vision for the community.

As with any community plan effort, public engagement has been a core element to this process. Our team has conducted an open house and developed an interactive project website. A large Steering Committee has also helped to provide input on the planning process and contents at multiple points during this process.

REFERENCE:
 Michelle Metteer | Town
 Manager
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MINTURN



COMMUNITY PLAN

-Imagine Minturn-

West Vail Master Plan

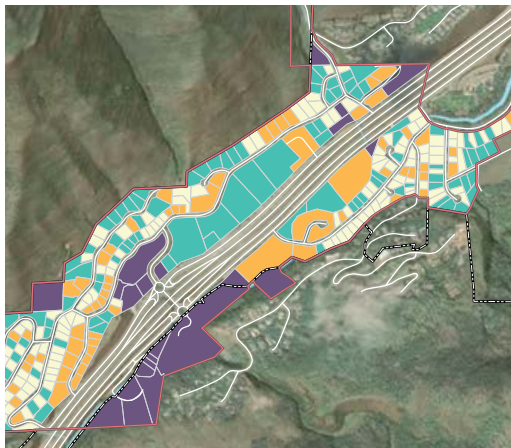
Vail, Colorado



SE Group recently worked with the Town of Vail, CO to develop a plan for the West Vail neighborhood, a portion of the Town that is primarily residential and is separate from visitor-focused amenities associated with Vail Mountain Resort, such as Lionshead. SE Group acted as the lead consultant on the project, partnering with three Colorado-based firms bringing expertise in transportation and mobility, housing and land use economics, and urban design.

The Plan was adopted by the Vail Town Council in November 2021. The final Plan identifies and addresses several key challenges for the West Vail neighborhood, including its outdated commercial core, lack of housing availability, and need for additional infrastructure for pedestrians and bicyclists. One key challenge for West Vail is the many nonconforming uses and structures in residential zones within the neighborhood. The housing section of the Plan discusses these issues and recommends zoning changes that would encourage an appropriate level of housing density for the neighborhood's current and projected population.

Informed by a series of public workshops on the Commercial Area, Housing, and Transportation, the plan presents three scenarios for redesigning the commercial core to include new opportunities for multimodal transit, additional housing units, and spaces for new businesses. The first scenario, dubbed "Quick Wins," demonstrates a lower cost method of improving walkability and providing some additional housing units in the commercial core on a short-term basis. The second scenario presents a phased concept that retains existing parcels, in which redevelopment of a Town-owned property would catalyze redevelopment of other parcels. The third scenario takes a "master-planned" approach that overrides existing parcel lines to create a single cohesive design for the entire area. Together, the three scenarios help convey the plan's vision for "West Vail Center," a walkable, mixed-use core that would function as a social and economic hub for the neighborhood. These scenarios and the broader plan recommendations were also shaped by a highly engaged Advisory Committee made up of Town residents.



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Pagosa Springs Comprehensive Plan “Pagosa Springs Forward”

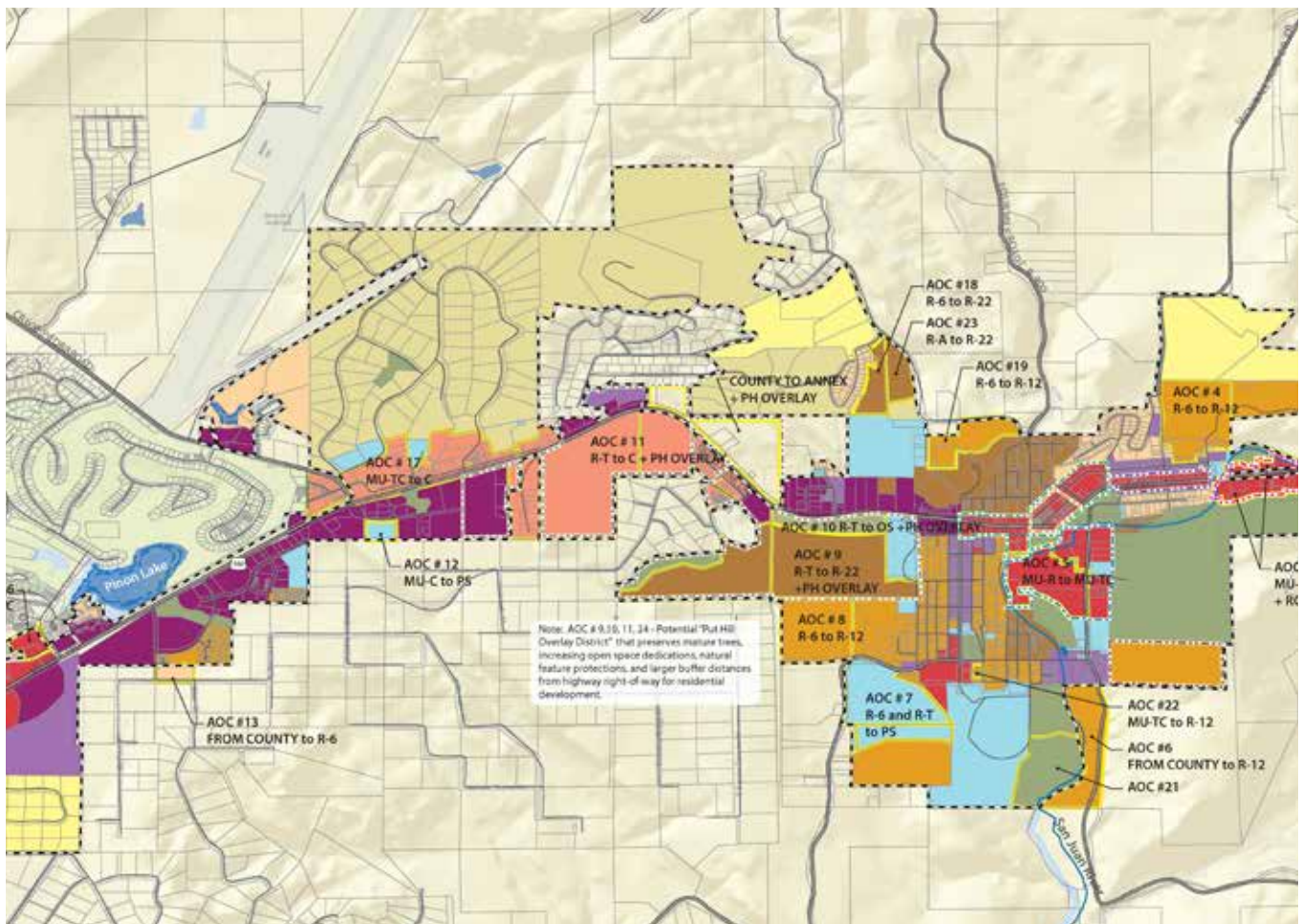


Pagosa Springs, Colorado

SE Group has recently worked with the Town of Pagosa Springs on a Comprehensive Plan update. Major issues facing the community during the plan update process included affordable housing, services for the growing retiree population, growing small businesses and retaining talented workers. As in many Colorado communities, the community is larger than the Town boundary. For Pagosa Springs, a large portion of county residents live just outside the Town borders. Therefore, a key theme of this plan was to collaborate with Aruchuleta County on land use, affordable housing, transportation and trails—all elements that cross borders.

The planning process included working closely with a group of diverse stakeholders. We were also able to take advantage of a Smart Growth America grant the town was awarded and collaborated closely with their outreach and findings. The resulting plan document connects various plan themes and contains an action plan for transformative projects that exemplify the plan’s mission and vision. Rather than land use and transportation as separate chapters, they are woven together in one. Rather than talk about affordable housing policy, we create a pathway for how the Town may start working on a specific development

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Clear Creek County 2017 Community Master Plan

Clear Creek County, Colorado



SE Group, working in collaboration with Alpine Planning, recently completed the Clear Creek County 2017 Community Master Plan.

Facing an exceedingly challenging fiscal situation with the pending reduction to the workforce at the Henderson Mine, the future for Clear Creek County was decidedly unclear. Rather than focusing the comprehensive planning efforts on big ideas or overly ambitious agendas, SE Group honed the efforts toward a more strategic set of objectives aligned with a renewed set of guiding vision statements. This approach supports the County going forward by helping it identify shorter-term issues and make informed decisions. It also helps to keep the values and aspirations of the residents, such as the preservation of quality of life, front and center.

Using a combination of workshops, open houses, a stakeholder group, a county-wide survey, and close interactions with the Planning Commission, the plan document is poised to help guide future changes within the County.

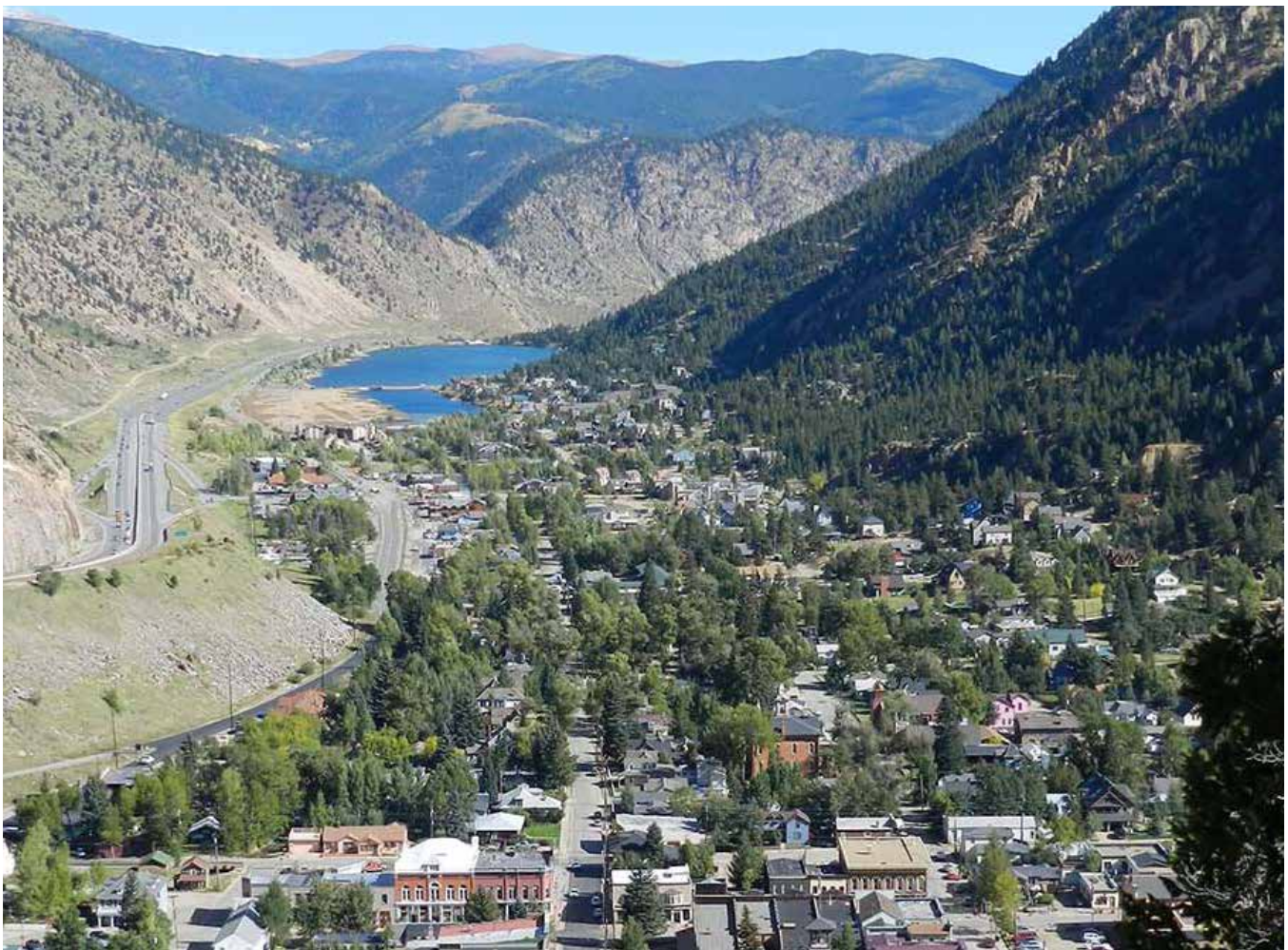
REFERENCE:

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Planning Director

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Pilot Hill Land Use Plan

Laramie, WY



SE Group recently completed a Land Use Plan for Albany County and the Pilot Hill Project, a 501c(3) nonprofit in southeastern Wyoming. The Pilot Hill Project is a community initiative to protect 7,000+ acres of open space, conserve wildlife habitat, create recreational and educational opportunities, and promote economic development.

SE Group worked closely with community members and land management agencies to develop a land use plan and trail system that balances conservation and recreation, aligns with the management capacity, and has strong connectivity to Laramie neighborhoods and businesses and the adjacent National Forest. SE Group convened an interagency working group, made up of Wyoming State Parks, the U.S. Forest Service, and Game and Fish, to discuss the appropriate land uses for the parcel including the trail mileage and locations, habitat needs, management scheme, and potential rules and regulations.

Large public meetings and on-property engagement occurred throughout the process to allow hundreds of community members to provide their ideas and input on this game changing opportunity for Laramie residents and the economy. SE Group provided renderings, analysis, and maps to allow community members to determine the appropriate land uses, trail density, and character to preserve the natural landscape and habitat and offer an incredible back-door recreational resource. The final plan is a 43.9-mile sustainable trail network offering opportunities for hikers, mountain bikers, and horseback riders of all physical abilities.

The Pilot Hill Land Use Plan was awarded the 2020 Wyoming Planning Project of the Year by the Wyoming Planning Association (WYOPASS).

REFERENCE:

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Cuchara Mountain Park Master Plan

Huerfano County, Colorado

Cuchara Mountain Park is a new county-owned recreation facility located in the Spanish Peaks of Huerfano County. In 2017, the Cuchara Foundation provided Huerfano County the money to purchase 47 acres at the base of the former Cuchara Mountain Resort for use as a public mountain park with the goals of offering residents and visitors and place to recreate, gather, and connect with nature. SE Group was instrumental in guiding the recreation planning process and ensuring that the community had a strong voice in the process.

Efforts began immediately to refurbish existing structures and build a new trail on the property. The ensuing planning process paired the community interests with market research, park design, strategic planning, and financial analysis to develop an implementable master plan. The community engagement process afforded both year-round and seasonal residents many opportunities to share their ideas and give feedback with community discussions, surveys, and open houses. Multiple design concepts were developed and presented to the public to ensure the final concept reflected the community’s interests and capacities.

Looking towards the future, the master plan lays out a long-term vision for the park. This plan envisions the park revived with activities, programs, and events for both residents and visitors—essentially serving as the hub for outdoor recreation on the adjacent national forest.

REFERENCE:
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SE Group Colorado Housing Projects

Leadville/Lake County Affordable Housing Site Analysis Colorado



REFERENCE:

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SE Group assisted the City of Leadville and Lake County with a site analysis process that examined several potential locations for affordable housing in the City of Leadville. In collaboration with Shape Architecture and TetraTech, we developed a report that summarized conditions, infrastructure needs, and potential design programs for each site. The City and the County are now poised to leverage grant funding to implement these projects. This process also involved a multi-step public engagement process that solicited input from English and Spanish speakers in the community. The results underscored the acute need for housing in the area as well as residents' feelings of stress related to housing.

Telluride/San Miguel County Rezoning and Housing Assistance Colorado



REFERENCE:

Kevin Geiger
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SE Group assisted the Town of Telluride and San Miguel County through a rezoning process of 39 acres to a new affordable housing zone designation. This work included putting together the entire rezoning application, attending Planning Commission and Board of County Commissioner hearings, and strategizing with Town and County staff on how to make the rezoning a successfully passed initiative. It passed and is now in the site plan development stage.

HB21-1271 Affordable Housing Strategies Assessment Colorado



REFERENCE:

Andy Hill / 303.864.7725
andy.hill@state.co.us

SE Group assisted the Colorado Department of Local Affairs (DOLA) with an initial screening process for a new affordable housing grant program created by **Colorado House Bill 21-1271**. Our team worked with DOLA and Loveland-based firm Plan Tools to develop a framework to evaluate communities' compliance with the bill.

Mountain Resilience Plan

Larimer County, Colorado



REFERENCE:

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Larimer County Development Planning
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As a subcontractor, Michael Baker assisted the county in producing a Mountain Resilience Plan focused on the western, mountainous, unincorporated half of the County. These mountain communities last had a comprehensive plan updated in 1997. Since that time, the County has seen population growth of nearly 40% and has experienced 19 presidentially declared disasters.

The policy document establishes a long-range framework for decision-making for the planning area. A focus on resiliency was the main component, with a goal of helping communities become better prepared to face future disasters. The plan provides policy guidance for future development, public services, and reducing the risks of natural disasters.

This plan was organized according to the Colorado Resiliency Framework's six sectors, which include community, economic, watersheds and natural resources, housing, infrastructure, and health and social. This is the first part of a two-phase comprehensive plan covering the entire county. Major inputs included the County's 2013-2018 Strategic Plan, Hazard Mitigation Plan, Resiliency Framework, and Unmet Needs and Community Fragility Study.

The main goal is to set the structure and capability for mountain communities to prepare subarea plans in the future, while offering resiliency policies and best practices that support the uniqueness of each community.

Michael Baker's Role: Co-Project Manage, Stakeholder interviews and public outreach, Resilience assistance to communities.

Larimer County Multi-Jurisdictional Hazard Mitigation Plan Update

Larimer County, CO



REFERENCE:

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Larimer County HMP was expanded to include all jurisdictions within the county in addition to numerous Title 32 Special Districts. A robust planning process ensured that all stakeholders were provided the opportunity to actively participate.

Michael Baker used the most accurate and recent data sets for use in the risk assessment, including data and information that resulted from the damaging floods of 2013. A comprehensive mitigation strategy was developed that included specific, implementable mitigation actions that allowed the county to continue down the path towards a more resilient future for its residents and businesses. The plan was approved by FEMA in May 2016.

Michael Baker's Role: Multi-jurisdictional hazard mitigation plan, Risk assessment, GIS analysis, Stakeholder meetings coordination, GIS hazard mapping, Public involvement, Agency coordination.

Mitigating Hazards Through Land Use Solutions

Various Jurisdictions Throughout CO

Michael Baker
INTERNATIONAL

REFERENCE:

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Community Planner | FEMA,
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In conjunction with DOLA, FEMA, and DHSEM, Michael Baker guided participants through the development and implementation of mitigation strategies such as wildfire hazard mapping, site-specific hazard assessment policies, code revisions to include more stringent development regulations, conservation easements to protect sensitive areas, property acquisitions to remove development from hazard areas, overlay zoning and special districts, and Planned Unit Developments.

Implementation support is often the biggest challenge that some communities face to achieve mitigation action. The workshop was meant to help communities overcome the challenges of implantation by providing program, administrative, and technical resources to be successful. The workshop was a spinoff of DOLA's guide titled Planning for Hazards: Land Use Solutions for Colorado, released in March 2016. Now out of the pilot phase, this workshop is now being implemented with Michael Baker as the task lead in Regions II and V.

Michael Baker's Role: Workshop material development, Subject matter expertise, Agency coordination

State of Colorado Enhanced State Hazard Mitigation Plan

Colorado

Michael Baker
INTERNATIONAL

REFERENCE:

Patricia Gavelda
Colorado Department of Homeland Security
& Emergency Management
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Michael Baker is assisting the State of Colorado with their first Enhanced State Hazard Mitigation Plan (E-SHMP). Michael Baker worked closely with the State and the Planning Team through in person meetings, webinars and conference calls, emails, on-line surveys, and other online tools and resources to ensure a transparent and coordinated planning process. Additionally, Michael Baker

reviewed current State planning efforts and documents to be integrated into the SHMP for coordinated hazard mitigation planning across different State agencies and stakeholders.

These coordinated efforts were continued throughout the Hazard Identification and Risk Assessment (HIRA) process. It was important that the HIRA was aligned with the 2016 Colorado Hazard and Incident Response and Recovery Plan (CHIRRP), align with the Emergency Management Accreditation Program (EMAP) requirements, as well as be able to be used as a stand-alone document. These requirements led to a comprehensive HIRA, profiling 31 natural, technological, and human-caused hazards. The Michael Baker team used the 2013 plan HIRA as a baseline to efficiently update the HIRA on an aggressive timeline.

Through in-person meetings and online coordination, Michael Baker facilitated the creation of new mitigation strategies, as well as the development of a prioritization method for mitigation strategies tailored to the State's needs and existing capabilities. Additionally, Michael Baker has worked closely with the State to gain FEMA Enhanced Plan status.

Michael Baker's Role: Enhanced State Hazard Mitigation Plan Update, In-person State Hazard Mitigation Planning Team Meetings, Comprehensive Hazard Identification and Risk Assessment Analysis, GIS hazard mapping and Hazus analysis, Capability assessment, Mitigation strategies, Enhanced Plan status, Integrated with other State hazard mitigation.

SCOPE/METHODOLOGY

GENERAL APPROACH

The first tenet to our approach is organization. In order to complete all three projects in calendar year 2023, project management with clear communication, organization, regular meetings, and due dates will keep everyone on track. The scope we have outlined for all three projects are on a coordinated timeline with each other. We also want to use the Steering Committee's time wisely, and cannot have separate meetings for all three projects at all different times of the month! Organization will be essential to this cooperative, multi-project effort.

The second tenet is collaboration. This includes collaboration between the consultant team and

the Steering Committee and client, but also collaboration between the projects themselves. As you can see from the scope of work and schedule, we have proposed three key site visits that will include Steering Committee meetings, public engagement efforts, and any on-the-ground data collection that is necessary for the projects. These will be important opportunities for the project team to work with the Huerfano County community. They also create efficiencies between the projects, allowing for multiple projects to have meetings during the same visit.

The following outlines the scopes of work for all three projects.

PROJECT 1: HAZARD MITIGATION PLAN

Task A - Project Check-ins and Management

This task entails twice monthly project check-ins. They will be virtual with the exception of when we can meet in person during a site visit. The project manager and consulting team will assemble agendas, coordinate schedules, and distribute notes and action items. On a monthly basis, the manager of this project (Michael Baker) will coordinate a monthly summary with the rest of the Consulting Team to be provided with the invoice.

Task B - Hazard Identification & Risk Assessment

The risk assessment portion of the HMP will be define any hazard risks that may uniquely or exclusively affect localized areas within the County. Using the list of hazards identified in the 2018 plan as a foundation, as well as the hazards identified in the State Plan, Michael Baker will build upon available historical data from past occurrences and will update/establish hazard by-hazard risk profiles, specifically tailored to each participating jurisdiction. This now includes climate change and equity and potential impacts posed by hazards due to new requirements.

The risk assessment will culminate in a hazard risk ranking for county and per jurisdiction, based on conclusions about the frequency of occurrence

(future occurrence), potential impacts, spatial extent, warning time, and duration of each hazard. This assessment will include considerations for future demographic trends and land use planning regulations across the County in order to determine the likely impacts of future development and growth trends on safety and hazard risks. This will be integrated with background research conducted for the comprehensive plan.

Where prudent and desired by the Steering Committee, data and hazard profiles developed for the existing Hazard Mitigation Plan will be reviewed and leveraged for this effort. The Michael Baker Team will work with Huerfano County to identify areas of the risk assessment where profiles should be enhanced with more-recent or higher-quality data. This may include local datasets pertaining to infrastructure, critical facilities, and other local assets that are necessary for input to the risk assessment. Absent these datasets, our team will develop the necessary asset data from local, state, and federal sources and provide them to the County as a part of the plan update. As necessary, our team will collaborate with local stakeholders to gain firsthand information on historic hazards.

The culminating risk and vulnerability assessment information will be presented to the Steering Committee and the public during an in-person session to review, provide feedback, and make further recommendations.

Task C – Develop a Mitigation Strategy

The Mitigation Strategy is a crucial portion of the HMP and should serve as the blueprint for reducing hazard losses. The updated mitigation strategy will include an evaluation of existing local goals, objectives, and action items to review whether they have been completed or not, and whether to carry them forward into the updated plan. Additionally, it will include an updated evaluation and review of pre-disaster and post-disaster hazard mitigation policies, programs, and capabilities related to hazard mitigation.

The updated strategy will identify, evaluate, and prioritize cost-effective, environmentally sound, and implementable mitigation projects/actions to consider and will link them back to the overall Mitigation Strategy. Our team will propose several innovative systems for ranking and prioritizing mitigation actions. FEMA planning guidance requires that local mitigation actions be prioritized with an emphasis on the extent to which benefits are maximized according to a cost benefit review of the proposed projects and their associated costs (44CFR201.6).

An efficient way to do this kind of analysis is by individually analyzing the legal, environmental, economic, administration, social, technical, and political factors. Our team will ensure actions relating to existing and new building and infrastructure a priority, as that is another FEMA guidance request.

Another component will include an in-depth capabilities assessment across all adopting jurisdictions. Capabilities cover a wide range of topics and include: staffing, NFIP participation, policies, programs, and authorities relating to hazards. This FEMA-required information can be collected via an online survey to minimize impacts to planning team member’s daily schedules. These resulting capability overviews will also be useful as the mitigation strategy is evaluated and updated, to potentially focus some mitigation projects on

enhancing certain capabilities to advance hazard mitigation efforts in their respective communities.

A second and final project workshop/engagement event will focus almost entirely on mitigation strategy and mitigation projects/actions. At this workshop, mitigation actions for the hazards affecting those participating jurisdictions will be identified, analyzed, and discussed in detail. This workshop will guide participants through an extensive range of mitigation options based on the profiled hazards and on the commonly accepted four categories of mitigation measures (Local Plans and Regulation, Structure and Infrastructure Projects, Natural Systems Protection, Education and Awareness Programs). Prior to this workshop, the consultant team will be tasked with updating and reporting on any current or past mitigation goals and objectives.

Task D – Plan Adoption, Monitoring, Evaluation

Once drafted, the preliminary version of the draft plan will then be reviewed by the Steering Committee. Once all comments are incorporated, a final draft of the plan will then be provided to the public and local jurisdictions for comment for 30 days. Michael Baker will coordinate the public review process and will be responsible for collecting and incorporating comments where appropriate. The completed HMP will present comprehensive information on hazard risk and mitigation actions in the planning area in a cohesive framework, easy to use and implement over time.

Once all comments have been addressed, Michael Baker will submit a Steering Committee-approved final draft to the Colorado Department Homeland Security and Emergency Management (DHSEM) to review. This delivery will also include the completed relevant sections of the FEMA Plan Review Tool. As State and FEMA comments are returned, Michael Baker will review these with the Steering Committee and will make updates as necessary. Michael Baker will manage any FEMA/State-requested plan changes that are necessary to achieve final FEMA Approval Pending Adoption (APA) status.

Upon approval, Michael Baker will provide final versions (and associated files) of the plan to each participating jurisdiction and the State. This will

allow the State and participating jurisdictions the option to update their plans internally when they again expire in five years.

Following plan adoption, periodic revisions and updates may be required to ensure that the goals of the plan remain current. For example, plan updates must consider potential changes in hazard vulnerability and mitigation priorities. In addition, revisions may be necessary to ensure that the plan is in full compliance with applicable federal, state, and local regulations. We will work closely with the Steering Committee to develop an HMP Maintenance Plan. Together, we will create a clear implementation schedule, evaluation criteria, and

a list of strategies for periodic evaluation of the plan to ensure that specific mitigation actions are being reviewed and carried out according to the revised hazard mitigation program. This should also include a strategy for continued public involvement and to ensure the plan and its Mitigation Strategy are incorporated into existing and future planning mechanisms. We recommend that a review team meet annually or bi-annually, and following any major disaster events, to re-examine the mitigation actions being implemented or proposed by participating jurisdictions. This will ensure that the plan is continuously updated to reflect changing conditions and needs of those adopting jurisdictions.

PROJECT 2: INNOVATIVE HOUSING STRATEGIES PLANNING

Task A: Project Check-ins and Management

This task entails twice monthly project check-ins. They will be coordinated across all three projects. They will be virtual with the exception of when we can meet in person during the three planned site visit/public engagement opportunities. The project manager and consulting team will assemble agendas, coordinate schedules, and distribute notes and action items. On a monthly basis, the project manager will send invoices with summaries of work completed and an update on progress made towards the full scope of work.

Task B: Background Research and Analysis

This task includes research on the code, land use and zoning of all jurisdictions. The codes will be compared to the strategies in bill HB-1271 and best practices in affordable housing planning across the country, with a particular focus on rural strategies. The resulting deliverable will be an existing conditions assessment report that includes a summary of existing code, opportunities for change and/or improvement, and maps documenting where affordable housing exists or where there are opportunities for more. This document will be reviewed and vetted by the Steering Committee.

Additionally, this task will include stakeholder interviews and focus groups with community leaders, landlords, builders and developers, and staff in all three jurisdictions. The purpose of

these interviews is to provide insight as to what the barriers (perceived or real) to affordable housing development are. These interviews will be documented and thematized for including into the existing conditions assessment report.

This task will conclude with a Public Workshop/Open House. This engagement opportunity will include opportunities for the public to learn the main ideas from the existing conditions assessment and also to share feedback and ideas for how to address affordable housing issues.

Task C: Land Suitability & Recommendations

This task builds off the background research conducted in Task B. For each jurisdiction, the consultant team will analyze up to four sites for further analysis. Each site will be analyzed from an infrastructure, regulatory, and landscape suitability perspective (wetlands, slopes and topography, road access, etc.). The set of recommendations for each site will include the unit type mix and financing strategies and options.

This task will end with a public engagement opportunity where citizens can learn about the selected sites and provide feedback. One of the goals for the workshop will be to educate residents on affordable housing financing to understand the barriers to housing affordability and development.

Task D: Documentation & Final Report

This task is to document the background research and analysis, site suitability studies, and the public engagement efforts and feedback, in one organized, well-written report. The report will show the new strategies that each jurisdiction has chosen to adopt, with recommended language for changing the code. The potential impacts of these changes will be discussed and highlighted,

especially with respect to how chosen strategies address equity issues and what targeted demographics may see the most impact.

Additionally, this report will synthesize all the findings into a set of recommendations and key takeaways for the housing, with an itemized action plan that will be included both here and in the Comprehensive Plan housing chapter.

PROJECT 3: JOINT COMPREHENSIVE PLAN

Task A: Project Check-ins and Management

This task entails twice monthly project check-ins. They will be coordinated across all three projects. They will be virtual with the exception of when we can meet in person during the three planned site visit/public engagement opportunities. The project manager and consulting team will assemble agendas, coordinate schedules, and distribute notes and action items. On a monthly basis, the project manager will send invoices with summaries of work completed and an update on progress made towards the full scope of work.

Task B: Existing Conditions Assessment

This task includes an existing conditions assessment of all the topic areas that will be covered in the plan: housing, economic development, recreation, land use and zoning, historic and cultural resources, transportation, public safety, natural resources, sustainability, and hazard mitigation. For each topic area, the project team will gather data, produce maps where needed, and review current plan sections for existing policies, recommendations, and actions. For each section a “starting point report” will be written to understand where each jurisdiction is starting from at the beginning of this plan process. Research on best practices will be included so that the project team and Steering Committee starts to see the gaps and path forward for eventual recommendations in the plan elements.

Task C: Public Engagement

This task outlines all of the public engagement planned for the Joint Comprehensive Plan project. In addition to the overall Steering Committee

members, we would like help in creating jurisdictional-specific Advisory Committees that will meet 3-4 times throughout the plan process and can be both trusted advisors for specific ideas and recommendations tailored to that community as well as ambassadors for the project within their community, getting friends, neighbors, and family members to participate in public engagement opportunities.

In order to create efficiencies with the other two projects, three public engagement opportunities have been planned at strategic points in 2023. The first is for after the existing conditions assessment is completed. This event

The second event will focus on homing in on the plan vision, key goals, and desired outcomes. This feedback on the framework (Task D) will create the bones that build the plan document. The purpose of the final event will be to get feedback on the draft plan recommendations and the future land use map component. All public engagement efforts will be advertised and documented on the StoryMap website with opportunities to participate asynchronously and virtually.

Task D: Goals, Objectives, Actions Framework

Based on the outcomes from Task B and the first public engagement event, the consulting team will work closely with the Steering Committee to build the Plan Framework, which includes a Vision Statement, Plan Themes, Goals and Objectives for the final plan. This is an important step because this is where community buy-in is most important and where organization and structure will be important with multiple jurisdictions. For example, does La Veta needs its own vision, or

just its own subset of goals, while also buying in to the overall goals of the County? This task will be key in understanding the outline of the plan and where the jurisdictional pieces will fit in.

Task E: Draft Plan and Future Land Use Map

The Draft Plan will flesh out the Task D deliverable into full chapters, with background information, context, and specific actions and implementation strategies for each plan element. In addition to this, future land use maps and three mile plans will be created for each participating jurisdiction, to be included as a key element in the Land Use

chapter. The draft will be discussed at multiple Steering Committee meetings and be reviewed by the public.

Task F: Final Plan

The final plan will include feedback from the Steering Committee and public engagement efforts. Everything will be compiled into a concise, graphic-rich document for each jurisdiction. This task also anticipates meetings for each jurisdiction’s planning commission and council/commissioners to adopt the final plan.

PROJECT SCHEDULE

| | | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|-------------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Task | Project 1: Hazard Mitigation Plan | | | | | | | | | | | | |
| A | Project Check-ins and Management | * | * | * | * | * | * | * | * | * | * | * | * |
| B | Hazard Identification & Risk Assessment | | | ●■◆ | | | | | | | | | |
| C | Develop a Mitigation Strategy | | | | | | ●■ | | | | | | |
| D | Plan Adoption, Monitoring Evaluation | | | | | | | | | | ◆ | ■ | |
| Task | Project 2: Innovative Housing Strategies Planning | | | | | | | | | | | | |
| A | Project Check-ins and Management | * | * | * | * | * | * | * | * | * | * | * | * |
| B | Background Research & Analysis | | ◆ | ●■◆ | | | | | | | | | |
| C | Land Suitability & Recommendations | | | | | | ◆ | ■ | | | | | |
| D | Documentation & Final Report | | | | | | | | | | ◆ | | ◆ |
| Task | Project 3: Joint Comprehensive Plan | | | | | | | | | | | | |
| A | Project Check-ins and Management | * | * | * | * | * | * | * | * | * | * | * | * |
| B | Existing Conditions Assessment | | ◆ | | | | | | | | | | |
| C | Public Engagement | | | ●■◆ | | | | ●■◆ | | | | ●■◆ | |
| D | Goals, Objectives, Actions Framework | | | | | | ◆ | | | | | | |
| E | Draft Plan and Future Land Use Map | | | | | | | | | | ◆ | | |
| F | Final Plan | | | | | | | | | | | | ◆ |

- * Steering Committee Meetings
- Public Workshop
- Site Visit/In Person Meeting
- ◆ Deliverable

PROJECT BUDGET

This is our best estimate of cost for the project. We do have a concern that the \$50k budget is not adequate for the HMP task to be completed to FEMA acceptable standards. Therefore we have included a separate column for cost estimates for the HMP. The Joint Comprehensive Plan includes a breakout task for La Veta and for Walsenburg if they choose to join the project. We understand that La Veta has chosen to join, so it is included in the minimum. Walsenburg is an optional task so it is included as an additional service.

| | | Minimum | Upper Range |
|------|--|------------------|------------------|
| Task | Project 1: Hazard Mitigation Plan | \$50,005 | \$72,505 |
| A | Project Check-ins and Management | \$3,250 | \$3,250 |
| B | Hazard Identification & Risk Assessment | \$25,755 | \$56,450 |
| C | Develop a Mitigation Strategy | \$17,000 | \$39,500 |
| D | Plan Adoption, Monitoring Evaluation | \$4,000 | \$9,250 |
| | Expenses | \$450 | \$450 |
| Task | Project 2: Innovative Housing Strategies Planning | \$140,000 | \$140,000 |
| A | Project Check-ins and Management | \$10,000 | |
| B | Background Research & Analysis | \$38,000 | |
| C | Land Suitability & Recommendations | \$49,000 | |
| D | Documentation & Final Report | \$40,000 | |
| | Expenses | \$3,000 | |
| Task | Project 3: Joint Comprehensive Plan | \$132,000 | \$172,000 |
| A | Project Check-ins and Management | \$10,000 | |
| B | Existing Conditions Assessment | \$30,000 | |
| C | Public Engagement | \$15,000 | |
| D | Goals, Objectives, Actions Framework | \$14,500 | |
| E | Draft Plan and Future Land Use Map | \$20,000 | |
| F | Final Plan | \$9,500 | |
| G | La Veta Breakout Task | \$30,000 | |
| H | Walsenburg Optional Task | | \$40,000 |
| | Expenses | \$3,000 | |

SE GROUP STORYMAPS

A story can effect change, influence opinion, and create awareness—and maps are an integral part of storytelling. SE Group uses StoryMaps to give your narrative a stronger sense of place, illustrate spatial relationships, and add visual appeal and credibility to your ideas.

Stakeholders use our websites to learn about planning projects, explore interactive maps, view recommendations and designs spatially, and provide review as the process develops.



StoryMaps & Public Engagement

SE Group uses ESRI StoryMaps to gather public opinion, encourage citizen involvement, and propel a data-driven approach to problem solving —providing a more collaborative and inclusive process when shaping the vision of a community.



See the StoryMap!
**Grant
County
Outdoor
Recreation
& Trails
Master Plan**



See the StoryMap!
**Enosburg
Vital
Village
Master Plan**



See the StoryMap!
**Pilot Hill
Land Use
Plan**



See the StoryMap!
**City of
Fruita
Planning
Projects**



See the StoryMap!
Town of Minturn Community Plan Update

COMMUNICATING IDEAS

Creative communication of plan development and implementation is a key component and strength of any SE Group project. Clear visual graphics are essential to making plans easier to understand and use on a day-to-day basis. Whether 3D visualization, GIS mapping or graphic layouts, our team utilizes a variety of tools to help communicate complex ideas in ways that are clear and engaging. The following are examples of visual communication graphics that have been created and used for public engagement, concept development, and inclusion into final plan documents.

PROJECT BRANDING



PLAN GRAPHICS



FINAL PRODUCTS



PUBLIC ENGAGEMENT MATERIALS (POSTER, COASTER, OPEN HOUSE BOARDS)

Minturn Community Plan Open House #1

Share your vision!

April 7th, 5-8 PM
Minturn Town Hall
302 Pine St.
Minturn, CO 81645

The Town of Minturn is updating its **Community Plan**, a foundational policy document that establishes a vision for the community and provides a suite of actions and recommendations covering economic development, urban design, housing, transportation, and more.

The planning team will be holding the first of two open houses associated with the plan update on April 7th from 5-8 PM at the Minturn Town Hall (302 Pine St, Minturn, CO 81645). Please attend to learn more about the project, provide your input, and engage with fellow community members.

Visit www.imagineminturn.org to learn more.

Got Trails?

We need your input!

Estes Valley Recreation and Park District is developing a Trails Master Plan.

Check out the website for up-to-date information, upcoming meetings and more.

www.estesvalleytrails.com

Get Involved!

Communication and Platforms

Which communication channels and platforms for providing information about the trail do you feel are most important?

Add One Dot Per Topic!

| | | |
|--|---------------|---|
| On Trail or Trailhead Signage | ←----- -----→ | Less Important Equally Important More Important |
| Printed maps, guides, brochures produced by MVRT | ←----- -----→ | Less Important Equally Important More Important |
| MVRT website and digital maps and guides | ←----- -----→ | Less Important Equally Important More Important |
| MVRT Social Media | ←----- -----→ | Less Important Equally Important More Important |
| Kiosk/Tourism Information in Towns | ←----- -----→ | Less Important Equally Important More Important |
| Bike Shops and other Trail Businesses | ←----- -----→ | Less Important Equally Important More Important |
| Parks Department and Town Websites | ←----- -----→ | Less Important Equally Important More Important |
| Vermont Trailfinder Website | ←----- -----→ | Less Important Equally Important More Important |
| Strava, Ride with GPS, and other apps | ←----- -----→ | Less Important Equally Important More Important |
| Community events, school programs, libraries, etc. | ←----- -----→ | Less Important Equally Important More Important |

Tipos de Vivienda/Housing Types (1)

Una vivienda adecuada puede tomar muchas formas diferentes, incluyendo viviendas unifamiliares, duplex, casas adosadas (townhomes) y conjuntos de apartamentos. Los tipos de viviendas que se muestran a continuación representan el rango de posibles estilos, densidades y tipos de unidades de viviendas potenciales para estas áreas.

Residential housing can take many different forms, including single-family homes, duplex, townhomes, and apartment complexes. The housing types shown below represent the range of possible styles, densities, and unit types of potential housing for these areas.

Una casa de un piso o "Cottage" / Single-story house or "Cottage"

Casas de dos pisos o "Casas Pequeñas" / Two-story houses or "Small Houses"

Duplex / Duplex

Casas Pequeñas, Urbanas o "Edificios" / Small townhomes, Urban or "Buildings"

Casas modernas / Modern houses

Casas con grandes terrazas / Houses with large decks

Rail Trail Roundup

Missisquoi Valley Rail Trail

