



# ECONOMIC GROWTH & DEVELOPMENT COMMITTEE

## AGENDA

October 4, 2023 at 5:00PM | Council Chambers, City Hall

1. **Call meeting to order**
2. **Approval of Minutes**
  - a. Regular Meeting: September 6, 2023 – Deferred till next meeting
3. **Public Comment** – Limit to three minutes per person
4. **Continued Business:**
  - a. None
5. **New Business:**
  - a. Request from David Phillips for Relief from Street Main. Costs for Ag. Property– Jordan
  - b. Review Proposals for Planning at City/County Superfund Sites– Jordan
6. **Committee Comments or Concerns**
7. **Announcement of the next meeting**
  - a. Regular Meeting: November 1, 2023, at 5:00pm
8. **Adjournment**

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### Economic Growth & Development Committee Members

John Henderson (Chair) | Dick Bauman | John Molendyke

*MISSION STATEMENT: The Economic Growth & Development Committee strives to create a strong and sustainable local economy by acting as a liaison for the cooperation of the City's disparate community organizations, providing economic incentives and assistance when necessary and warranted, promotion solutions to seeking creative solutions to problems challenging the City's business environment.*

**Mayor**  
James Jess  
**Chief Administrative Officer**  
Jordan Green  
**City Attorney**  
Peter Elverum  
**City Clerk**  
Cyndi Thompson  
**Compliance Officer**  
Kody Ryan  
**Public Works Superintendent**  
Trent Freeman  
**Treasurer**  
Stanley Glovan  
**City Services Coordinator**  
Gena Micu



**City Council**  
Dick Bauman  
Joseph Callahan  
Curt Fjelstad  
Jackie Greenwood  
John Henderson  
Robert Kersch  
John J. Molendyke  
Gordon Pierson

## CITY COUNCIL/COMMITTEE AGENDA ITEM INFORMATION

**THIS AGENDA ITEM REFERRED BY:** COMMITTEE



**TO:** ECONOMIC DEVELOPMENT



**Agenda Item Name:** Request from David Phillips for Relief from Street Main. Costs for Ag. Property

**For Meeting on:** 10/04/2023

**Staff Member/Committee Referring:** EGD

### **Description of the item:**

David Phillips, owner of approximately 2 acres west of the Clark Fork, approached the Economic Growth and Development Committee at their meeting on September 6, 2023 to request relief from the approx. \$2,500/year street maintenance district assessments for his property. The land is zoned Agricultural and currently sits vacant. Mr. Phillips wishes to be exempt from the assessment in order to make the land viable for use - specifically a community garden.

### **Attachments:**

Map showing location of the property.

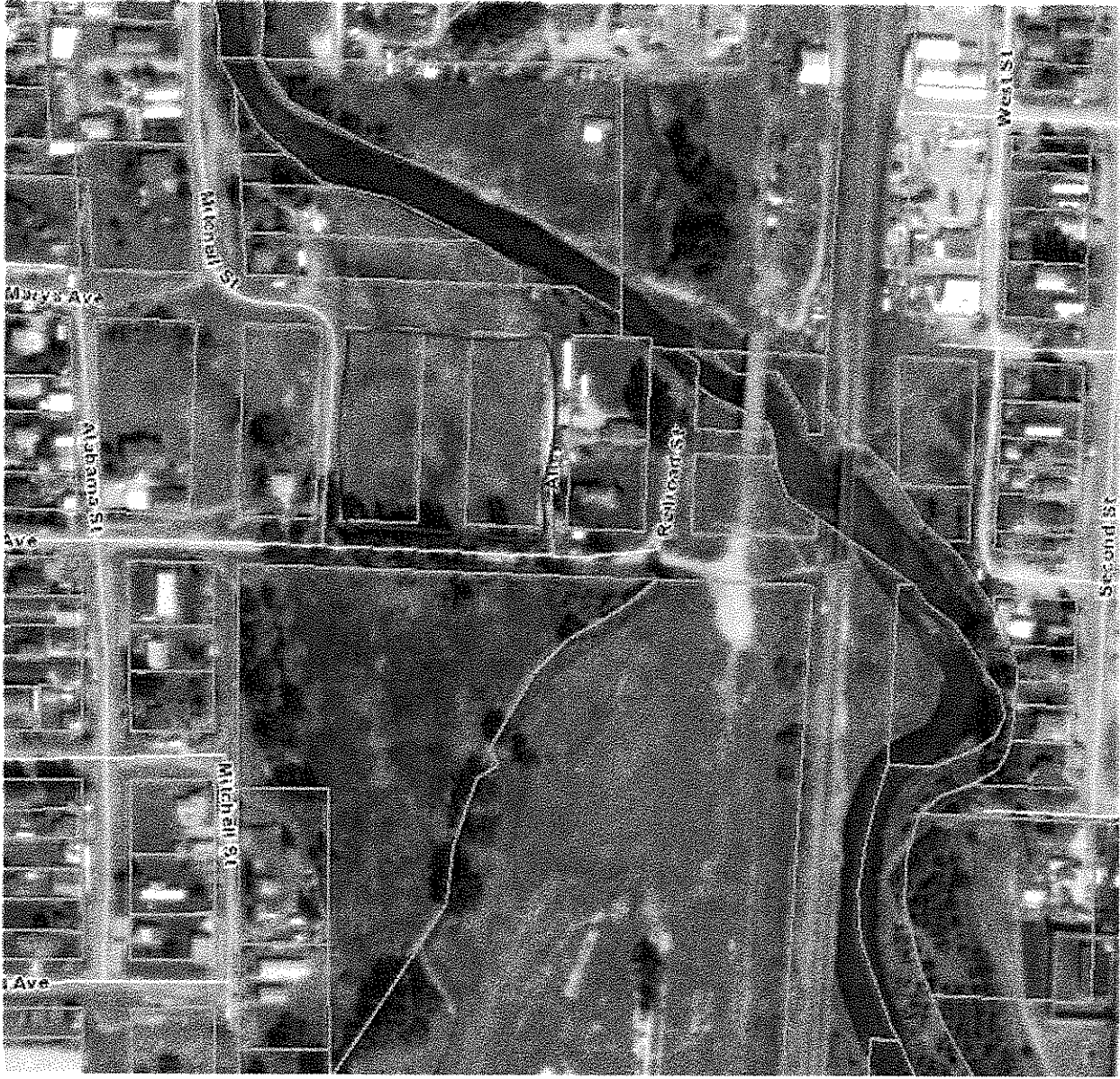
### **Previous Committee Engagement:**

**(discussion, outcomes, recommendations, public comment)**

Mr. Phillips previously approached the EGD Committee in September. The Committee agreed to discuss his request at their next meeting.

### **Recommended Motion/Action:**

Discussion only.



**Mayor**  
James Jess  
**Chief Administrative Officer**  
Jordan Green  
**City Attorney**  
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John J. Molendyke  
Gordon Pierson

## CITY COUNCIL/COMMITTEE AGENDA ITEM INFORMATION

**THIS AGENDA ITEM REFERRED BY:** STAFF MEMBER  **TO:** ECONOMIC DEVELOPMENT

**Agenda Item Name:** Review Proposals for Planning at City/County Superfund Sites

**For Meeting on:** 10/04/2023 **Staff Member/Committee Referring:** Jordan Green

### **Description of the item:**

The City and County are in an agreement with DEQ whereby DEQ will fund up to \$60,000 for planning work to be done at the City Passenger Refueling Area superfund site and the County Milwaukee Roundhouse superfund site. The intent of this planning work is to provide a Preliminary Engineering Report for the Roundhouse and a Future Use/Visioning Plan for the Passenger Refueling Area. The City/County have received 1 proposal from Ayres/WWC Engineering.

### **Attachments:**

- 1) Agreement for planning service funding between City/County/DEQ.
- 2) Request for Proposals.
- 3) Proposal submitted by Ayres/WWC Engineering.

### **Previous Committee Engagement:**

**(discussion, outcomes, recommendations, public comment)**

The City and County entered into an MOU with DEQ in February 2023 whereby DEQ will fund planning services for redevelopment plans of the City/County superfund sites. On August 21, 2023, the City Council approved the Request for Qualifications for planning services.

### **Recommended Motion/Action:**

Recommend approval of Ayres/WWC Engineering proposal to the City Council for planning services at the County Roundhouse site and the City Passenger Refueling Area site.

MEMORANDUM OF AGREEMENT

Between

THE MONTANA DEPARTMENT OF ENVIRONMENTAL QUALITY  
POWELL COUNTY AND THE CITY OF DEER LODGE

THIS MEMORANDUM OF AGREEMENT ("Agreement") is made and entered into by and between the Montana Department of Environmental Quality ("DEQ"), City of Deer Lodge ("City"), and Powell County ("County"), collectively "the Parties."

WHEREAS, the City owns the Passenger Refueling Area of the Milwaukee Roundhouse Comprehensive Environmental Cleanup and Responsibility Act (CECRA) Facility, located in: Section 33, Township 8 North, Range 9 West, Powell County, Montana; and

WHEREAS, the County owns the Roundhouse Area of the Milwaukee Roundhouse Comprehensive Environmental Cleanup and Responsibility Act (CECRA) Facility, located in: Section 4, Township 7 North, Range 4 West, Tract in North West 4, Powell County, Montana; and

WHEREAS, DEQ, City, and County agree to enter into this Agreement to coordinate the solicitation for a contractor who will develop a Redevelopment Concept Plan for both the City and County owned Milwaukee Roundhouse properties (Concept Plan); and

WHEREAS, DEQ has received a \$20,000 CERCLA 128(a) Small Technical Assistance (STA) Grant for the Concept Plan and a \$2 million 104(k) State-wide Assessment (Assessment) Grant from the U.S. Environmental Protection Agency (EPA); and

WHEREAS, DEQ agrees to pay the County up to the full amount of the STA Grant and up to \$60,000 of the Assessment Grant for the procurement of a contractor for the development of a Concept Plan. \$10,000 will be provided ten days after the County has completed its contract with its contractor and the remaining will be provided upon completion of the Concept Plan; and

NOW THEREFORE, in consideration of the promise of DEQ to pay the County its costs for the Concept Plan, DEQ and the County agree as follows:

1. Concept Plan: To the extent that they have funding available, DEQ, the City, and the County will facilitate the scoping, development and final review and approval of the Concept Plan. The County will be responsible for the solicitation and contracting of a qualified contractor to develop the Concept Plan by soliciting community member opinions on the highest and best use for both the City and County owned properties.
2. Compensation: DEQ will reimburse the County for its independent contractor's actual costs in performance of this Agreement. Documentation of actual costs shall be submitted to DEQ.
3. Payment: Ten days after the County and its contractor have signed their contract, DEQ will release a payment to the County for \$10,000. The remaining \$50,000 or balance remaining on the project (whichever is less) will be released upon completion of the Concept Plan and upon review and acceptance of all the County' independent contractor's invoices. The County will reimburse DEQ for any unspent funds at the completion of the project.
4. Term of Agreement and Termination: This Agreement will remain in effect until the STA Grant expires, at which time this Agreement will automatically expire without action required by either party.  
  
This Agreement shall terminate at the option of the non-materially breaching Party, if there is a material breach of the terms of this Agreement that are not corrected after giving the other Party thirty (30) days written notice and the opportunity to cure; or as otherwise agreed to the Parties in writing.
5. Amendment: This Agreement may be amended when such an amendment is agreed to in writing by all Parties. The amendment will be effective on the date of execution by all Parties, unless otherwise specified therein.
6. Reports of Work: The County agrees to provide any reports, data, analysis and information that it receives from its independent contractor(s) pursuant to the work performed under this Agreement to the DEQ and the City of Deer Lodge in a timely fashion.

7. Liaisons: For the purposes of this Agreement, DEQ's project liaison/designee is Jason Seyler, or his successor, who can be contacted as follows: (email) jseyler@mt.gov (phone) 406-444-6447, or (address) P.O. Box 200901, Helena, MT 59620-0901.

For purposes of this Agreement, the City's project liaison/designee is Jordan Green, Chief Administrative Officer, or his designated appointee at (email) jgreen@cityofdeerlodgemt.gov (phone) (406) 406.846.2238, (address) 300 Main Street, Deer Lodge, MT 59722.

For purposes of this Agreement, the County's project liaison/designee is Amanda Cooley, County Planning Director, or her designated appointee at (email) planning@powellcountymt.gov (phone) (406) 846-9729, (address) 409 Missouri Ave., Suite 114, Deer Lodge, MT 59722.

8. Successors: This Agreement shall be binding upon and inure to the benefit of the Parties' successors in interest.

9. Resolution of Disagreements: If any dispute arises between DEQ and the County over matters covered by this Agreement that cannot be resolved at the project officer/staff attorney level, the matter shall be referred to the Director of DEQ and Amanda Cooley, County Planning Director, for an informal dispute resolution process. To initiate this informal process, each party shall identify and describe the disputed issues in writing and deliver this explanation to the other party. In the event that the dispute cannot be resolved within a reasonable time after discussions based upon the exchange of information, the matter will be decided in the District Court of the First Judicial District of the State of Montana, in and for the County of Lewis and Clark, with Parties responsible for their own costs and attorneys' fees.

10. Effective Date: This Agreement is effective only upon signature of all parties. The effective date of this Agreement will be the latest dates of signature. This Agreement and any subsequent modifications, if necessary, may be executed in counterparts, each of which will be deemed to be an original, but all of which, taken together, will constitute one complete, identical agreement. Electronic signature and electronic delivery is effective unless otherwise specified.

IN WITNESS THEREOF, DEQ, the City, and the County have executed this agreement on the \_\_\_\_\_ day of \_\_\_\_\_, 2022.

MONTANA DEPARTMENT  
OF ENVIRONMENT QUALITY

\_\_\_\_\_  
DATE

BY: \_\_\_\_\_  
Vicki J Woodrow, Contracts Officer  
Financial Services Bureau  
Centralized Services Division  
PO Box 200901  
Helena, MT 59620-0901

Approved for legal content by:

DocuSigned by:  
*Paul Nicol*  
DEQSA145E8D44C1  
\_\_\_\_\_  
PAUL NICOL  
DEQ Legal Counsel

02/16/2023

\_\_\_\_\_  
DATE

02/27/2023  
\_\_\_\_\_  
DATE

POWELL COUNTY

BY: *Amanda Cooley*  
AMANDA COOLEY, County Planning  
Director  
409 Missouri Ave., Suite 114  
Deer Lodge, MT 59722

2/28/2023  
\_\_\_\_\_  
DATE

CITY OF DEER LODGE

BY: *Jordan Green*  
JORDAN GREEN, Chief Administrative  
Officer  
300 Main Street  
Deer Lodge, MT 59722





DEER LODGE, MONT.

**Request for Qualifications (RFQ)**

**Development Design Proposal for Brownfield Sites in Deer Lodge, Montana**

**Deer Lodge, Montana**

**Solicitation Issue Date..... 8/30/2023**

**Solicitation Response Due Date..... 9/29/2023**

**Bid Opening & Contract Award..... 10/02/2023**

**INSTRUCTIONS TO SUBMITTERS**

Questions regarding the Milwaukee Roundhouse Area (MRA) and **ALL** RFQ responses should be directed to:

Amanda Cooley  
Powell County Planning Director  
Email: acooley@powellcountymt.gov  
Phone: 406-846-9729

Questions regarding the Passenger Refueling Area (PRA) should be directed to:

Jordan Green  
City of Deer Lodge Chief Administrative Officer  
Email: jgreen@cityofdeerlodgemt.gov  
Phone: 406-594-1896

Responses shall be submitted via email only; hard copies are not required. Please state **Roundhouse Redevelopment Design Proposal** in the subject line of the electronic submission. Late proposals will not be accepted.

All subcontractors, if any, and their experience must be included in the proposal. Powell County reserves the right to approve all subcontractors. The Contractor shall be responsible to Powell County for the acts and omissions of all subcontractors or agents and of persons directly or indirectly employed by such subcontractors, and for the acts and omissions of persons employed directly by the Contractor. Further, nothing contained within this document or any contract documents created as a result of any contract awards derived from this solicitation shall create any contractual relationships between any subcontractor and Powell County.

By submitting a response to this solicitation, Submitter acknowledges it understands and shall comply with the solicitation specifications and requirements. Submitter is solely responsible for all costs it incurs prior to contract execution.

## **BACKGROUND**

Powell County is soliciting a request for qualifications to hire a consultant to support the redesign of the County-owned Milwaukee Roundhouse Area (MRA) and the City-owned Passenger Refueling Area (PRA) (see Attachment A for a Map) located in the City of Deer Lodge, Montana. Powell County and the City of Deer Lodge signed a Memorandum of Agreement to pursue these services jointly. One firm will be selected that meets the threshold and selection criteria outlined in this RFQ.

Historically, these sites were part of the Milwaukee Railroad maintenance operations from 1908 to 1980. Once operations ceased, buildings were demolished. There are no existing structures on either parcel. Both the MRA and PRA are currently undergoing soil remediation under the Department of Environmental Quality (DEQ) State Superfund Program.

The purpose of this solicitation is to hire a consultant that can guide public input to create a vision for the end-use of these parcels. The project is divided into two components – one for each parcel. The City-owned PRA requires visioning and design work guided by public input. The County-owned MRA requires some preliminary engineering work with a component of visioning and design work. The requested deliverables have flexibility in the presented format, but should generally be 1. A site design for the PRA 2. A Preliminary Engineering Report for the MRA. The development of these documents should place heavy emphasis on public and youth engagement. Furthermore, the site design for the PRA should be heavily visual and be engaging and inspiring for members of the public, decision-makers, and investors.

Funding for the project is provided by a DEQ Brownfields grant for planning services up to \$60,000. A Redevelopment Plan was developed for the County-owned property in 2006 and can be used as a starting-point for future design work. A copy of this can be provided upon request.

## **PROJECT SCHEDULE**

Due to the importance of public involvement in this project, the project should begin immediately upon contracting so that activities may commence ahead of the holiday season. Should this not be reasonable, a late winter window may be considered.

- Winter 2023-2024: Project research, public outreach, development of design documents
- Spring-Summer 2024: Design deliverables due.

## PROPOSAL SELECTION CRITERIA

Responses to this RFQ must not exceed 25 pages. The response must include the following:

Please organize your proposal in the same order and format as shown below, which will assist the County in reviewing your proposal:

1. **General Information.** Firm's legal name, contact information, and a description of the company, including the company's history in the industry.
2. **Proposed team and organization chart.** Include principal in charge, project manager, field staff, administrative support, and any other specialty staff or subcontractors/sub-consultants that the respondent deems necessary.
3. **Relevant Experience, Qualifications.** Provide documentation establishing that the staff proposed for work on this project has the qualifications and experience to provide the services specified in this request, including:
  - a) A description of prior experience related to similar projects, including location, total cost, dates the services were provided, and name of regulatory agency contact involved.
  - b) Summary of qualifications, work experience, education, and skills for all key personnel, including any subcontractors, who will be performing any aspects of the contract.
  - c) Other relevant specialty skills deemed advantageous for this work

Firm must have experience dealing with projects of similar size, variety and complexity listed above in the scope of work. This includes experience with site design and public engagement.

4. **References.** Provide a minimum of three references that have previously used the services of the firm of the scale and scope proposed above. Include contact information from site owners or equivalent contacts.
5. **Work Plan and Schedule.** Firm shall provide a work plan and schedule describing the firm's approach to complete the tasks and a proposed schedule to complete them. Describe your understanding of the scope of work. Identify and discuss any potential difficult issues your company may face in providing services to Powell County and discuss methods to mitigate any such difficulties. Describe systems used for planning, scheduling, estimating, and managing the project. Provide a statement of team availability to support this project. Include present and projected workloads.

## EVALUATION OF SELECTION CRITERIA

Responses will be evaluated and ranked by the County Commission and Planning Director and will undergo a secondary evaluation by the City Council and city's Chief Administrative Officer according to the following factors:

1. Demonstrated qualifications and experience, reflecting technical capabilities and project experience.
2. References will be evaluated based on the reference check performed by Powell County and the firm's past performance in providing similar services as described.
3. Demonstrated capability to meet workload demands and schedule of the project given present and projected workloads.
4. Approach to complete the requested services efficiently following the proposed schedule as demonstrated in the narrative work plan.

The selection of finalists may be interviewed. If interviews are deemed necessary, they will be based on an evaluation of the written responses from the criteria above. The award will be made to the most qualified firm whose proposal is deemed most advantageous to Powell County and the City of Deer Lodge; all criteria considered. Unsuccessful firms will be notified as soon as possible.

This solicitation is being offered in accordance with federal and state statutes governing the procurement of professional services. Accordingly, the County reserves the right to negotiate an agreement based on fair and reasonable compensation for the scope of work and services proposed and the right to reject any responses deemed unqualified, unsatisfactory, or inappropriate. While Powell County has every intention to award a contract resulting from this solicitation, issuance of the solicitation in no way constitutes a commitment to award and execute a contract. Upon a determination such actions would be in its best interest, Powell County, in their discretion, reserves the right to:

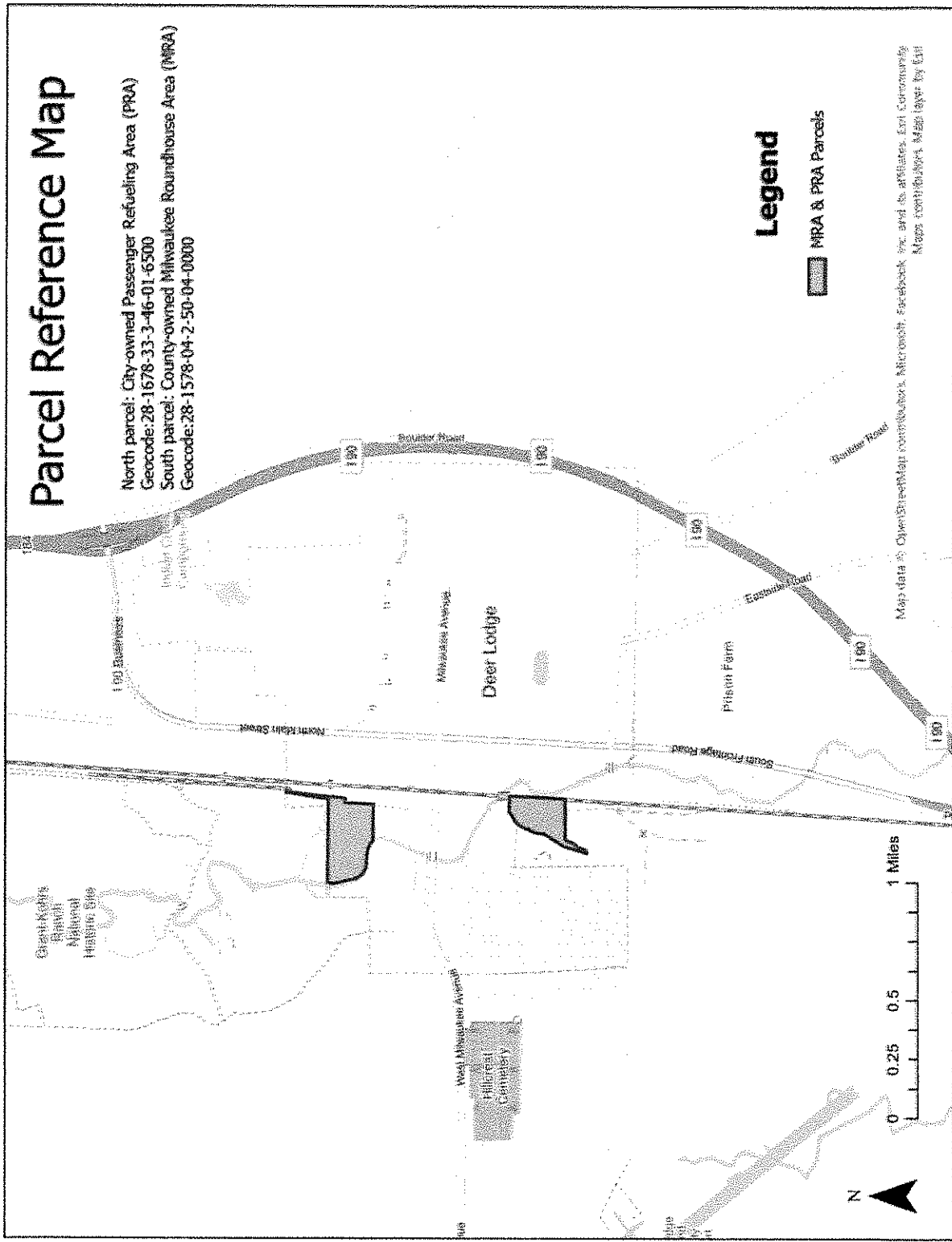
- Cancel or terminate this solicitation
- Reject any or all bids received in response to this solicitation
- Waive any undesirable, inconsequential, or inconsistent provisions of this solicitation that would not have significant impact on any proposal
- Not award a contract, if it is in Powell County's best interest not to proceed with contract execution

Powell County, Montana

Published in the Silver State Post on August 30 and September 6, 2023.

# Parcel Reference Map

North parcel: City-owned Passenger Refueling Area (PRA)  
Geocode: 28-1678-33-3-46-01-6500  
South parcel: County-owned Milwaukee Roundhouse Area (MRA)  
Geocode: 28-1578-04-2-50-04-0000



## Legend

 MRA & PRA Parcels

Map data © OpenStreetMap contributors, Microblink, Facebook, and its affiliates, Esri Community, Mapbox, and others. Map layer by Esri



# AYRES



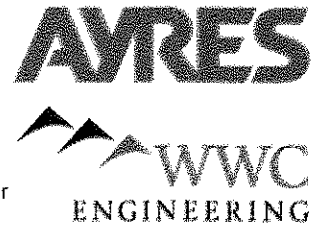
## Roundhouse Redevelopment Design

Powell County  
Deer Lodge, Montana

September 29, 2023

Ingenuity, Integrity, and Intelligence.





September 29, 2023

Amanda Cooley, Powell County Planning Director  
Powell County  
Planning Department  
09 Missouri Ave Suite 114  
Deer Lodge, MT 59722

Jordan Green, Chief Administrative Officer  
City of Deer Lodge  
City Hall  
300 Main Street  
Deer Lodge, MT 59722

Re: Proposal for Roundhouse Redevelopment Design

Dear Amanda and Jordan:

Helping Montana communities is what we do best. The Ayres and WWC team of forward-thinking and innovative implementors are super-charged at the prospect of teaming with Powell County to support the redesign of the Milwaukee Roundhouse Area (MRA) and the Passenger Refueling Area (PRA) in Deer Lodge. In reviewing your desired scope and consultant characteristics, our team checks all the boxes.

*We are community innovators.* Having drafted and implemented designs as both consultants and local government staff, Ayres and WWC know the ins and outs of guiding public engagement and creating locally supported, viable redevelopment visions. Ayres and WWC are frequent collaborators in providing local understanding, engineering experience, and regulatory knowledge. The key: careful and customized communication that understands the values of the public, decision-makers, and investors. Rather than creating a plan that will sit on the shelf, Ayres and WWC will engage various stakeholders to ensure visions and designs are as inspirational as they are functional, and address community needs. This starts with understanding the vision and values of our local community partners, and de-jargonizing consultant-speak to cut to the heart of the matter.

*We are implementors.* While many consultants can present good recommendations, few are responsible for implementing programs. As on-call staff for multiple communities, our team understands what it's like living in the trenches of local government. With multiple priorities pulling staff in different directions, we appreciate the need for projects like this to present actionable visions customized to local conditions, that meet environmental and engineering regulatory requirements. Because of this perspective, our team puts itself in locals' shoes to make sure design options are truly viable. Through our recent and extensive brownfield redevelopment work, we've created engineering and design concepts for nearly a dozen communities and other clients. In short, we know what it takes to provide the RIGHT information to help build and maintain momentum to move design concepts to actual implementation.

*We enjoy communities.* This one is key, and it shows in our public engagement experiences. By truly listening and digging into residents' hopes and dreams, we can craft design options that deliver for the community. Our innovative and engaging public outreach taps into the passion of the locals to drive initiatives long after the program has wrapped and plans delivered. Uniquely, with our Montana-based team members, we understand Montana residents and how to work with landowners and the community.

Thanks for taking time to consider the Ayres and WWC approach to the redesign of the MRA and PRA in Deer Lodge. We look forward to chatting with you about how our initial approach can be refined to meet your project goals and deliver results to Powell County.

Sincerely,

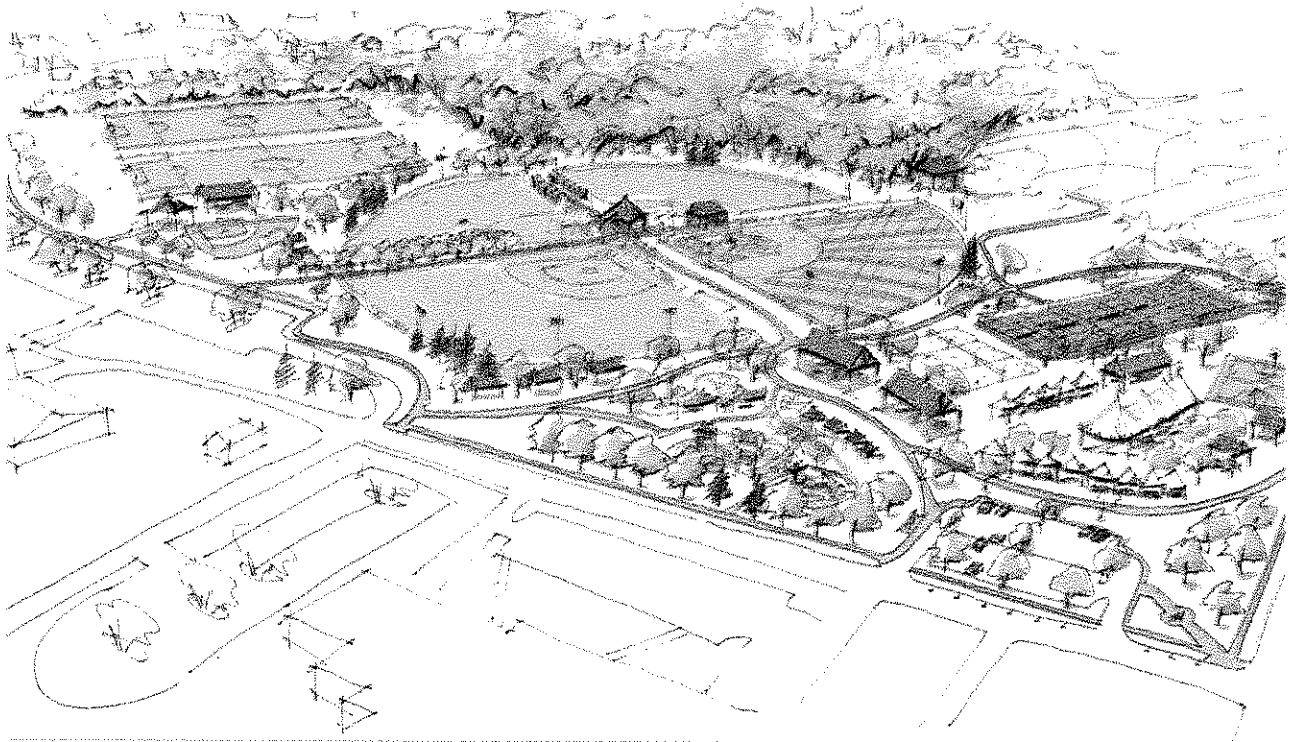
Ayres Associates Inc

A handwritten signature in black ink that reads "Matt Ashby".

Matt Ashby, AICP, CUD  
Ayres | Vice President – Development Services  
307.286.5825, AshbyM@Ayres Associates.com

A handwritten signature in black ink that reads "Kyna Christensen".

Kyna Christensen  
WWC | Environmental Scientist  
406.670.3866, kchristensen@wwcengineering.com



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## 1. General Information

### About Ayres

With a team of 350+ innovative problem-solvers nationwide, we stand with integrity behind thousands of projects that strengthen communities and our country's infrastructure, economy, and environment. Our Development Services team has been purpose-built for brownfield redevelopment projects like yours, bringing diverse specialists to deliver you from concept to construction. Blending the skills of planners, economic developers, environmental engineers, and designers, we're your one-stop shop for innovative solutions.



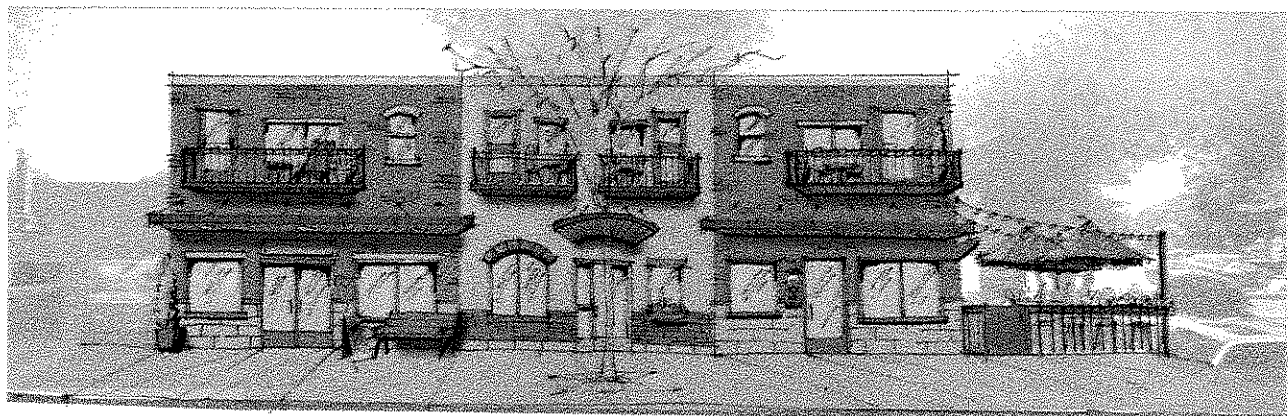
<b>64+</b> YEARS IN BUSINESS	<b>375+</b> EMPLOYEES	<b>11</b> OFFICES	<b>6</b> STATES
<b>AYRES</b> Matt Ashby 214 W. Lincolnway, Suite 22 Cheyenne, WY 82001 302.534.2996			

### About WWC Engineering

WWC is an independent, employee-owned, multi-disciplinary, professional firm specializing in water/wastewater, civil/site, environmental, land development, mining, municipal, NEPA, planning, roads/bridges, surveying, and water resources services. WWC began operations in 1978, and was incorporated in 1980. Our mission is to provide services that are of the utmost quality and value for our client's benefit. As a member of the American Council of Engineering Companies, WWC subscribes to the organization's code of ethics and standards.

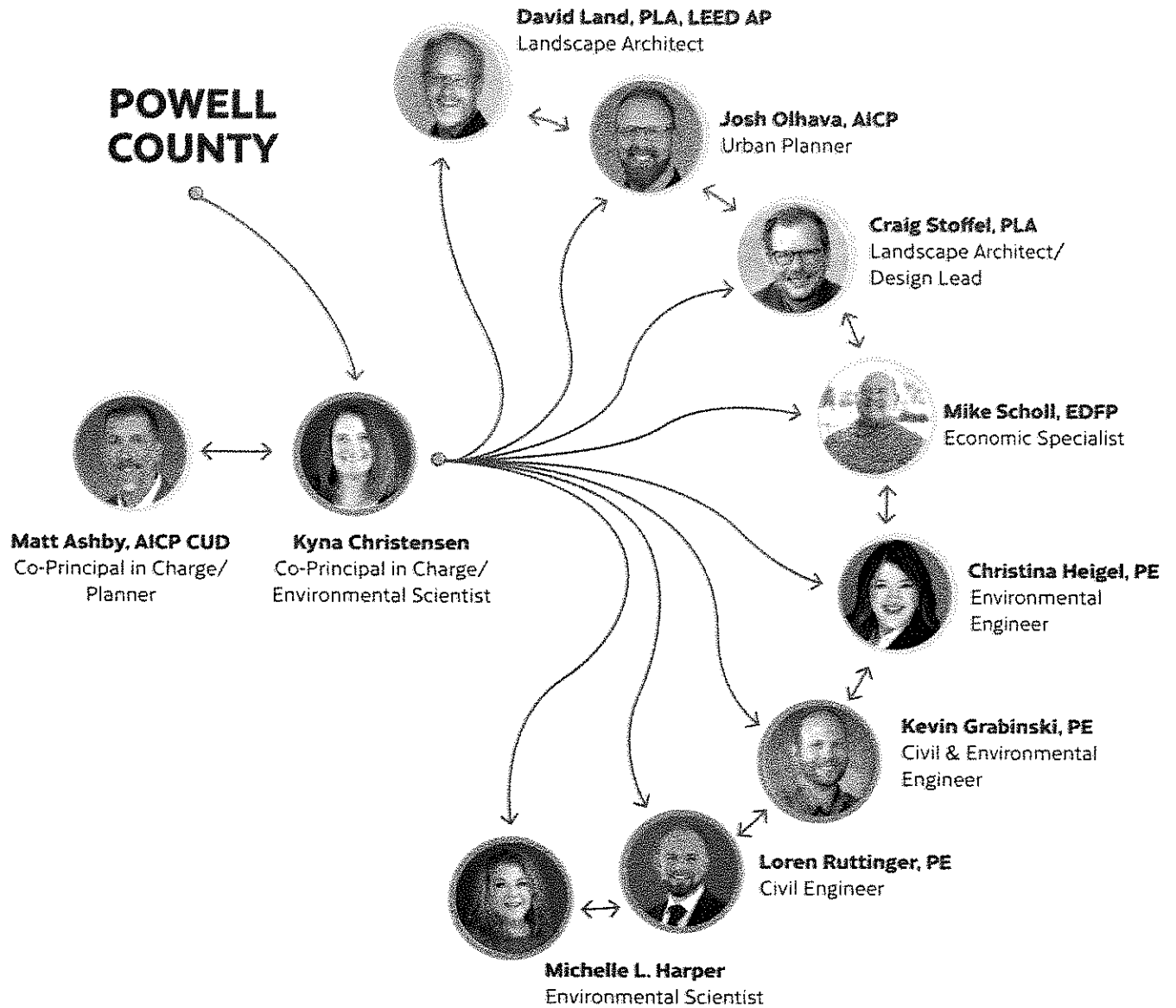


<b>43+</b> YEARS IN BUSINESS	<b>120+</b> EMPLOYEES	<b>6</b> OFFICES	<b>2</b> STATES
<b>Western Water Consultants</b> dba WWC Engineering Karna Christensen 1275 Maple Street, Suite F Helena, MT 59601 406.443.3562			



## 2. Proposed Team and Organization Chart

Ayres has selected a team specifically for Powell County. Our team includes key personnel who have experience throughout Montana communities, which means we'll hit the ground running with a thorough understanding of local issues, community worries, economic development, and the environmental conditions on the sites. Our key staff's experience is shown on the following pages.



KEY:

- Ayres Team
- WWC Team

### 3. Relevant Experience, Qualifications

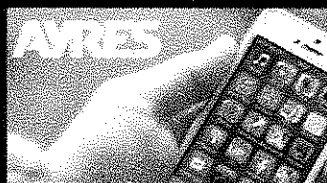
Ayres and WWC have **more than 107 combined years of environmental management experience** in all phases of environmental site assessments (ESAs), hazardous waste assessment and management, and remediation. Our team includes 45 highly qualified professionals who have worked on brownfield sites nationwide with specialized skills in environmental investigation and remediation, downtown redevelopment, urban planning, grant writing, hydrogeology, wetland delineation, geology, inventory of and abatement plans for hazardous materials, brownfield development services, and other associated areas. Our professionals work in tandem with local, state, and federal agencies when providing these environmental and development services. Our Goshen County project, discussed in the following pages, is a perfect example of our team dynamic and ability to execute projects together efficiently, and with maximum quality.

**Ayres and WWC have been working together for a decade on a variety of projects.** Through environmental assessment, remediation, public engagement, and redevelopment planning activities, our teams have developed close working relationships and solid communication systems to best leverage each firm's capabilities to the benefit of our clients. With expertise across Montana, WWC brings robust local experience and understanding, as well as Montana-registered engineers and scientists that work regularly with Montana Department of Environmental Quality to help navigate regulatory complexities so abundant with brownfield redevelopment projects.

Ayres brings deep experience with brownfield revitalization, grant writing and implementation, creative and impactful public engagement, and design concept development. Our talented planners design and facilitate public and youth engagement, landscape architects bring ideas to life, economic development professionals ensure design ideas are feasible and fit into local context, and environmental engineers make sure regulatory restrictions and requirements are incorporated into our designs.

The Ayres and WWC team is perfectly tailored for this and other redevelopment projects in Montana.

#### DYNAMIC PUBLIC ENGAGEMENT



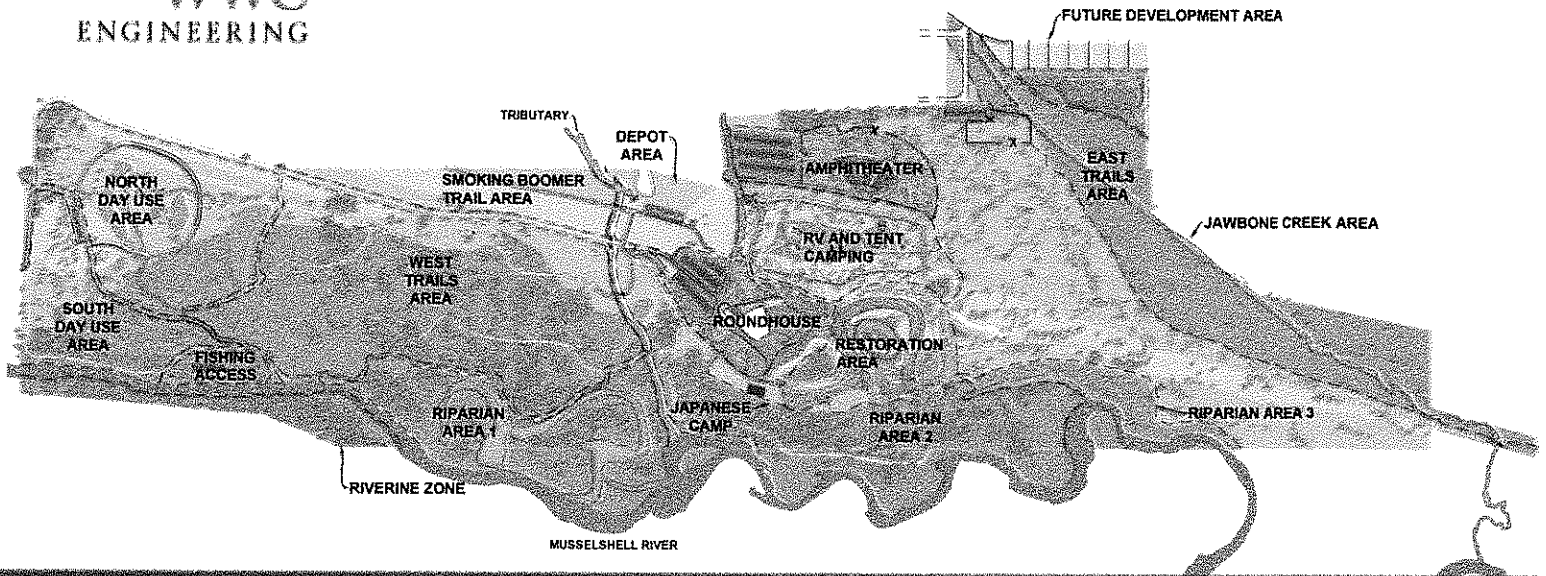
**Real Time Polling:** Activating public meetings through real time polling that participants can see update live helps stakeholders appreciate diverse views and feel like part of the discussion. Using Poll Everywhere in conjunction with a PowerPoint helps generate mission statements, prioritize action steps, and can replicate visual preference boards to guide project outcomes.



**All the Marbles:** Getting a sense of where stakeholders want to prioritize spending is a great way to program a space. Providing each participant with a "budget" of marbles they can "spend" on project features creates a hands-on way to gather priorities. We've even given kids a different color of marbles so we can find out what's most important to our younger residents.



**Sculpt-Your-Future:** Everyone, especially kids, love play-dough. While many folks aren't comfortable drawing ideas, providing a tactile way to build a vision is sometimes more powerful. Using play-dough, sticks and other materials creates a positive way to engage younger residents (and those who are young at heart). This exercise also gives parents a way to keep kids busy and engage more deeply in other boards and activities.



# HARLOWTON RAILYARD CONCEPT PLAN

## Harlowton, MT

The Milwaukee Road Historic District (Harlowton Railyard) is located in the City of Harlowton, a small community in south-central Montana. The Harlowton Railyard property contains the Milwaukee Road Railway Depot and facilities that were built in 1908. Studies conducted in 2015-2016 identified the petroleum contamination at the former facility. The City and Montana Department of Environmental Quality worked from 2015 to 2017 to clean up the contamination at the site. Following the cleanup, the City began investigating the redevelopment of the site to facilitate economic development and provide recreational opportunities to City residents. WWC prepared a Conceptual Redevelopment Plan in 2021 that provided solid technical and cost information for redevelopment alternatives, identified environmental and permit requirements, as well as facilitated grant funding for future projects at the site. WWC hosted meetings with project stakeholders and the Harlowton community, which summarized the focus of the project and discussed project objectives, constraints, challenges, procedures, anticipated deliverables, anticipated schedules, and the role of each stakeholder (including the establishment of a steering committee).



## Highlights

- Plan designed to evaluate the strengths, weaknesses, opportunities, and threats of the site
- Developed a strategic plan and vision that ensured a successful final design and output
- The plan considered floodplain issues
- The plan was developed through community-driven public meetings and outreach

## Information

- **Cost:** \$40,000
- **Dates Services Provided:** 2021
- **Regulatory Agency Contact:** Jason Seyler, Montana Department of Environmental Quality, DEQ Brownfields Coordinator, [Brownfields@mt.gov](mailto:Brownfields@mt.gov), 406.444.6447



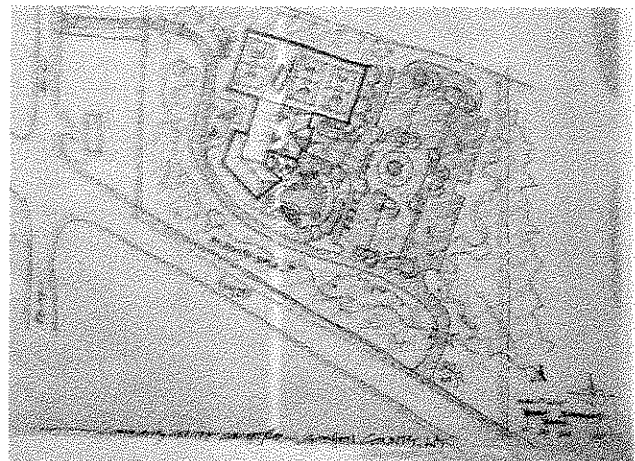
**AYRES**

**WWC**  
ENGINEERING

## GOSHEN COUNTY RECREATIONAL CENTER

### Goshen County, WY

Goshen County, Wyoming has long desired a community rec center and space for families. A private individual purchased a former salvage yard and chose to redevelop the site into a rec center. The Ayres/WWC team met with the owner to discuss reuse plans and desires. Ayres developed the conceptual rendering in a very short turnaround time (less than a month). The owner will use the rendering to market the idea and solicit interest from the community. The project was paid for by Wyoming Department of Environmental Quality.



### Project Similarities

- Creating a vision
- Redevelopment design
- Conceptual renderings
- Regulatory agency coordination

### Information

- **Cost:** \$4,000
- **Dates Services Provided:**  
December 2022-January 2023
- **Regulatory Agency Contact:** : Cindi Martinez,  
Wyoming Department of Environmental Quality,  
Hazardous Waste/Voluntary Remediation Program  
Supervisor, cindi.martinez@wyo.gov, 307.777.2948

# DOUGLAS DOUBLE-DOWN INITIATIVE

Ayres prepared and later implemented a \$400,000 EPA Brownfield Assessment Grant application in the midst of a worldwide pandemic, and provided the City of Douglas, WI, project management, environmental inventory and assessment, brownfield grant management, stormwater/floodplain mitigation and management, redevelopment/economic assessment and public information, and outreach related to its EPA Brownfield Assessment for Petroleum and Hazardous Substances. The purpose of this grant was to assess petroleum/hazardous substance contaminated sites for an area known as the "Douglas Double-Down Initiative." Brownfields throughout this study area likely contain, or are suspected to contain, contamination from petroleum or other hazardous sources. The sites were identified by Ayres, City staff, or through other documents as priority redevelopment areas. This project seeks to propel the revival of Douglas's downtown which sits at the geographic heart of the community. Environmental pollution is woven into the fabric and

history of this otherwise vibrant, culturally diverse and up-and-coming neighborhood, which today continues to be burdened with the community's largest concentration of known and suspected brownfield sites.

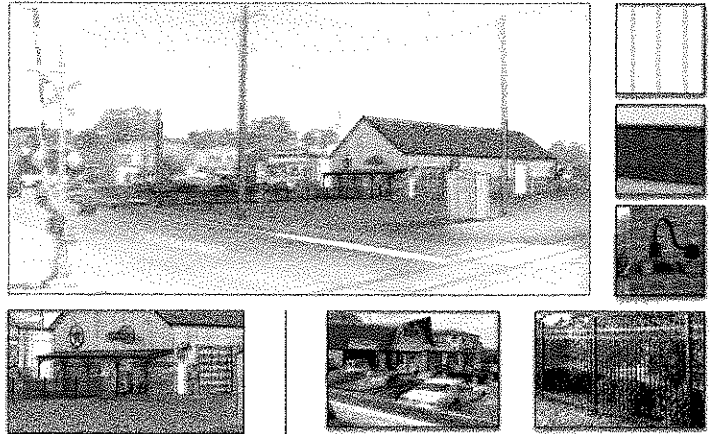
The initiation of this grant established an effective brownfield program, engaged the community and "Double-Down Initiative" stakeholders, and created a comprehensive brownfield inventory, prioritized revitalization opportunities, performed numerous Phase I and Phase II Environmental Site Assessments (ESAs), and conducted planning activities. With this organizational infrastructure, the City developed a process to assess and remediate sites and facilitate public-private partnerships necessary to complete the revival of the "Double-Down Initiative" neighborhood. The project will include assessment activities at sites identified first through the inventory process, and then through Phase I ESA and, finally, Phase II investigations.

Ingenuity, Integrity, and Intelligence.

## DOUGLAS DOUBLE-DOWN INITIATIVE

### GATEWAY BROWNFIELD REDEVELOPMENT

- The design included a proposal for two hotels and an event center.
- Additional land was available for new housing.
- Event Center is roughly 20,000 square feet with room for additional parking or other amenities.



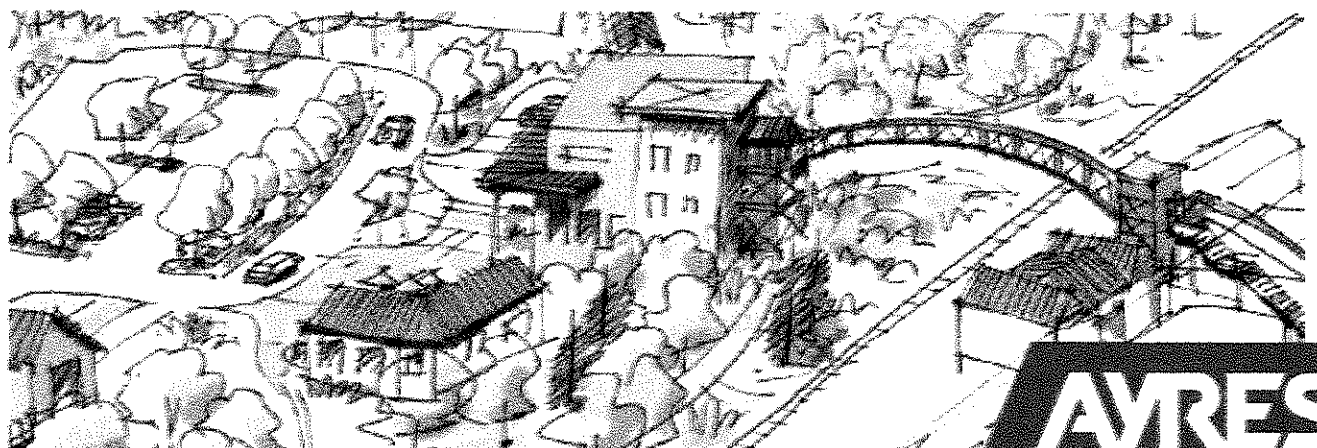
### MURPHY'S WALL BROWNFIELD REDEVELOPMENT

- Completed a redevelopment analysis of the space to include between four and eight residential units and limited commercial space.
- Presented the findings to the owner.
- Preparing to do an architectural design concept and structural analysis pending EPA approval.



### BOYS AND GIRLS CLUB BUILDING REPURPOSING

- Conducting a preliminary structural analysis on the building.
- Memorial Hospital of Converse County is interested in converting to a medical office and adding jobs.



## DOUGLAS DOUBLE-DOWN INITIATIVE

These innovations got us thinking about how to jumpstart utilization of the brownfield program in a time when property transactions requiring an environmental study might be slow. First, we outlined a flexible process to start visiting interested businesses. Our local clients helped to arrange one on one meetings over the course of the day. Then, we pulled together a team that included expertise on both brownfields grant implementation and Main Street business consulting.

In Douglas, we encountered a mix of restaurants, retail, and service businesses. Although not everyone we spoke with needed assistance adapting to COVID, our Main Street business know-how helped to make every appointment productive. Several restaurants explored options to add outdoors seating, consider To Go Parking spaces, and socially distanced seating options. Other retailers we visited triggered discussions that wouldn't have been generated under traditional brownfield outreach methods.

### Deliverables included:

- Developing proactive responses to help businesses survive COVID-19
- Creating parklet designs for outdoor seating
- Reframing outdoor spaces
- Assisting with liquor licensing issues
- Assisting with promotion and other marketing

### Information

- **Cost:** \$400,000
- **Dates Services Provided:** 2019-present
- **Regulatory Agency Contact:**  
Cindi Martinez, Wyoming Department of Environmental Quality, Hazardous Waste/Voluntary Remediation Program Supervisor, cindi.martinez@wyo.gov, 307.777.2948



### KODI RAE'S COFFEE SHOP & BAKERY

Kodi Rae's is a coffee shop and bakery which was limiting indoor seating due to concerns over table spacing.

**Brownfield Opportunities:** The business is comfortable in its current space and was not looking to move.

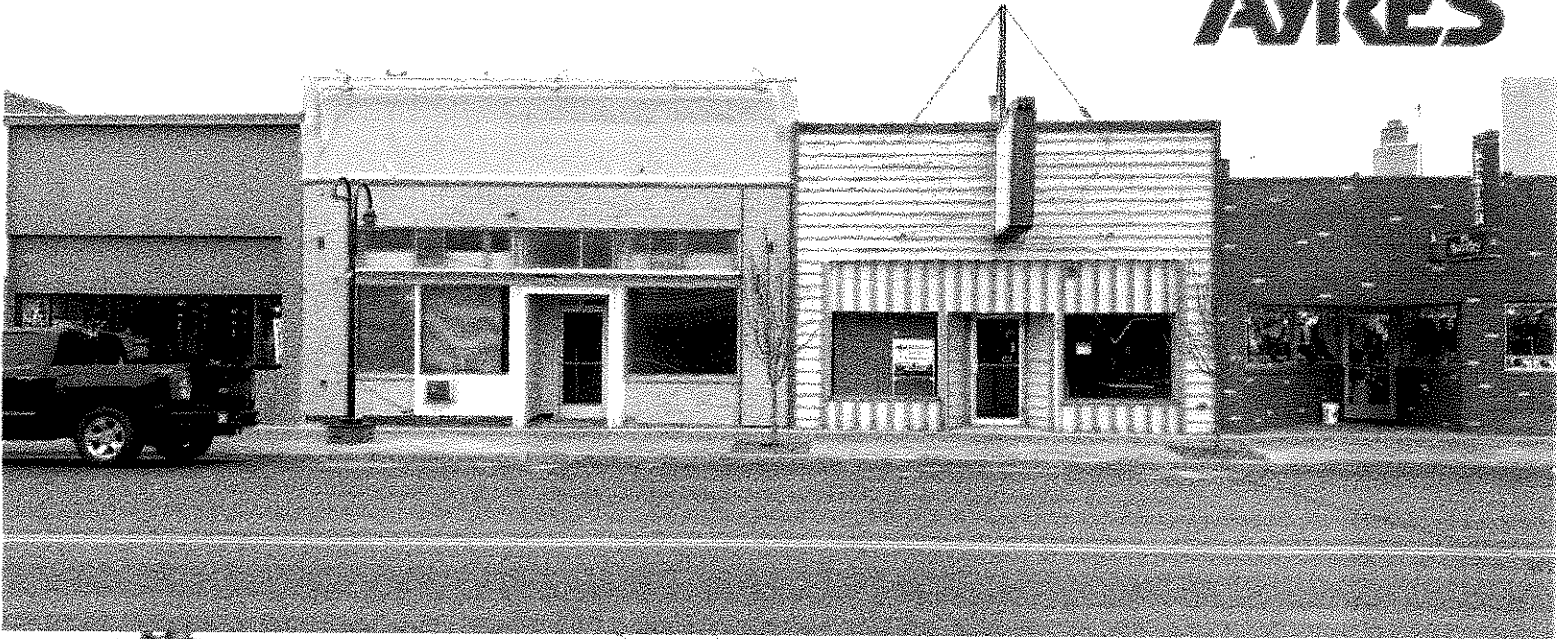
**Business Opportunities:** Several signage opportunities were discussed. The owner was concerned over the expense of replacing the existing plastic panel sign. The Ayres team suggested she work with G-Fab on a metal art sign. Lighting could be internal LED to several metal plates while considering the weight of the sign. Additional blade signs could be installed under the awning indicating "Coffee, Pastries, Hot Lunch." The team talked about expansion of her product line pertaining to "Grab & Go" lunches.

**Adaptations:** Primary adaptations would be in the form of a parklet out front. Converting two parking spaces into outdoor seating would enable expansion of the business. The building is well-oriented to take advantage of morning shade through about mid-day. They could consider a quick installation of jersey barriers and use existing tables and chairs for the remainder of this season. Umbrellas could be installed on the ends of the jersey barriers.

A second interior adaptation involved shifting the existing booth/tables around. Splitting out the middle table and shifting to the other side of the room would provide for distancing and reactivation of 3 tables inside. Suggestion of marking one as a "family table" would indicate that related groups can sit in that space. Team was supportive of the idea to add hot sandwiches for pickup as the weather turns colder.

The logo for Ayres, featuring the word "AYRES" in a bold, white, sans-serif font on a dark, slanted rectangular background.





## CRAIG, CO REDEVELOPMENT

Located in the downtown core, the former Spicy Basil restaurant is ready to be purchased and redeveloped into a successful project that will enhance downtown's viability and long-term success. The subject property is a combination of two parcels with single-story buildings that are adjoining, which allowed for the expansion of the restaurant operation.

The site is in Craig's newly formed Urban Renewal Authority District, making it eligible to receive financial assistance to redevelop the site. In addition to URA assistance, the City has used

an EPA Brownfields Assessment Grant to gather environmental information in the form of a Phase I ESA. The grant has also funded preliminary design, future reuse, and financial information to help potential developers achieve the highest and best use of the property.

The City of Craig, in partnership with the current property owner, is in search of interested development teams to purchase and redevelop the property.

Ingenuity, Integrity, and Intelligence.

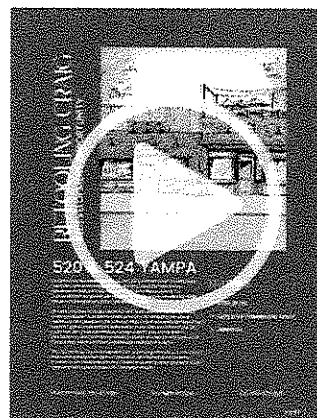
## SPICY BASIL REDEVELOPMENT



The subject property is in the heart of Craig's downtown core on Yampa Avenue, which runs north/south. Yampa Avenue is the main thoroughfare from US 40 through the northern part of Craig. Along Yampa, many commercial buildings have undergone degrees of changes/modifications over the years and as a result have lost their historic character. These buildings still, however, contribute to the urban fabric of the downtown. Further renovation or alteration of these buildings should strive to retain or get back to the historic design integrity of the original building by preserving traditional design elements as much as possible. Redevelopment of 520 & 524 Yampa should elevate the level of design and improvements on site and achieve the following:

- **Support the downtown vision.** The vision of a thriving and vibrant downtown is already in the hearts and minds of Craig residents. Redevelopment of the former Spicy Basil property should build on the community vision by activating and repurposing this historic building into a place where people can come together and connect. Successful activation of the property will guarantee sustained momentum in making Craig's downtown a worthy destination.

- **Urban renewal demonstration.** Using this new tool available in Craig is a great way to encourage more projects to get familiar with urban renewal.
- **Design.** The rendering above shows distinct facades and uses architectural details such as awnings, private balconies, and various building materials to add visual interest and promote human scale design. The goal will be to design the facades in a way that contributes to a safe, active, and vibrant street life. In 2014, the City developed Facade Improvement Guidelines for Yampa Avenue. This document is available upon request and should be used to guide design decisions during the redevelopment process.



**CLICK HERE!**

View the full Spicy Basil brochure created by the Ayres team.

# AYRES

# SPICY BASIL REDEVELOPMENT

## THE SITE

The subject property is approximately 6,362 square feet (SF) (0.15 acre) and includes two single-story buildings that have a combined footprint of approximately 6,135 SF – one of the buildings measures approximately 3,510 SF and the other measures approximately 2,625 SF. The building at 520 Yampa was constructed in 1898 with the adjoining building at 524 Yampa being built in 1927. The exterior walls consist of concrete block and wood frame, with drywall material in the interior. The buildings extend to the alley, which allows access for waste disposal.

## ZONING

The property is zoned CD Commercial Downtown District, which includes the traditional downtown business district. This district is intended to encourage the redevelopment and expansion of the existing downtown business area and provide a concentration and mix of civic, office, retail, restaurant, housing, and cultural land uses. The CD zoning category allows for a wide range of uses, and there should not be a need to rezone the property. Historically the property has operated as commercial and/or retail, with the most recent use being a restaurant (The Spicy Basil), which closed in 2020.

## Information

- **Cost:** \$300,000
- **Dates Services Provided:** 2019-present
- **Regulatory Agency Contact:**  
Stacey Ericksen, EPA Region 8,  
EPA Region 8 Brownfields Project Manager,  
ericksen.stacey@epa.gov, 303.312.6692

## ENVIRONMENTAL ASSESSMENT

A Phase I environmental site assessment was conducted as part of the project. The objective of conducting a Phase I is to assess the environmental conditions on a subject property and surrounding area to identify recognized environmental conditions (RECs) that might adversely affect the subject property. Phase I reports are based on site reconnaissance, review of historical records, and interviews, and are meant to provide accessible information to potential developers. The following environmental conditions were identified during the Phase I ESA:

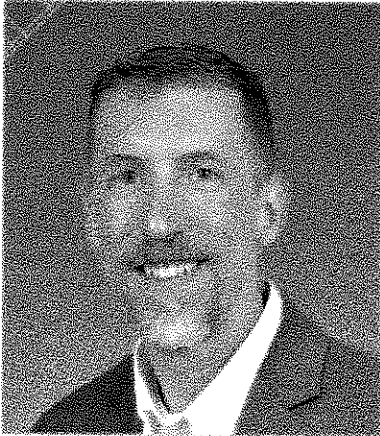
- During the site reconnaissance two rusted 55-gallon drums of kitchen grease and an empty kitchen grease storage container were identified outside the rear of the building along the alleyway. The volume of grease is unknown within the drums. Due to their condition, the drums were unable to be opened to determine the volume. The drums and storage container may pose risk to human health and the environment without being properly disposed of.
- Potentially asbestos-containing material was observed. Aged tile caulking and linoleum flooring is recommended for testing for confirmation before removal or disturbance of tile and linoleum.

The following are de minimis conditions in connection with the subject property:

- Accumulation of grease on kitchen appliances and roof ventilation equipment was observed. The extent of the observed grease was indicative of de minimis releases that would require mitigation and cleanup before handling of or rehabilitation and reuse of equipment. Due to leaking roof, water damage of flooring would require mitigation. Observations of mold were not noted; however, mold may be present if water leaks and mitigation is not conducted soon.

Further investigation of the RECs identified above is recommended. A phase II ESA will be completed as part of the grant activities.





**Matt Ashby, AICP, CUD**  
 Co-Principal in Charge/Planner

Matt is a trailblazer in community development. After 15 years of public-sector service, Matt moved to the private sector in 2015. Using his local government roots to help communities advance their vision, Matt is well versed in downtown development, comprehensive and strategic planning, code writing, design review, and zoning entitlements. As a brownfield practitioner, Matt has helped communities leverage EPA brownfield grants into millions of dollars of public and private investment in rural communities and urban industrial districts. Matt's downtown street credentials include projects with Colorado and Wyoming Main Street Programs as well as an appointment directing Windsor, Colorado's Downtown Development Authority.

**Years of Experience**  
 20 years

**Certifications**  
 American Institute of Certified Planners, Certified Urban Designer

**Education**  
 MS, Urban and Regional Planning, University of Colorado  
 BS, Environmental Design; MS, Urban Design, University of Colorado

**Select Experience**

- Recreational Center, Goshen County, WY
- Double-Down Initiative, Douglas, WY
- Sinks Canyon State Park Master Plan, Fremont County, WY
- Buffalo Bill State Park Resource Master Plan, WY
- EPA Brownfield Planning, Douglas, WY
- Riverton Comprehensive Master Plan, Riverton, WY
- Plan Cheyenne Comprehensive Plan, Cheyenne, WY
- On-Call Planning, Estes Park, CO
- Land Use and Development Code Update, Brighton, CO
- Comprehensive Plan and Zoning Code Update, Gering, NE
- Main Street Strategic Planning, Wellington, CO
- Downtown Development Authority, Executive Director/Staffing, Windsor, CO
- Master Plan, Evans, CO



## Kyna Christensen

### Co-Principal in Charge/Environmental Scientist

Kyna Christensen is an environmental scientist who has 13 years of experience in environmental science, chemistry, and biology. Kyna's experience has led her to have extensive training in several areas of the environmental field.

#### Select Experience

- Railyard Concept Plan, Harlowton, MT
- Development of SAPs, ABCAs, and remedial investigation reports for Montana brownfields projects.
- Work with Economic Development associations on grants and brownfields projects.
- Conducted community outreach and local networking with rural towns in Montana.
- Continually cultivating strong business relationships with EDAs to drive redevelopment.
- Maintain current knowledge of local/regional environmental topics and regulatory updates.
- As a QEP, Kyna has conducted Phase I Environmental Site Assessments for properties in Montana. Report preparation included compliance with ASTM guidelines and searching historical databases for the known or likely presence of any hazardous substances. Investigations included properties such as commercial buildings, agricultural real estate and municipal buildings.
- Conducted remedial investigations for leaking underground storage tanks (LUST) in Montana. Submitted work plans, remedial investigation reports, and release closure plans (RCP) to the Montana DEQ and Montana Petroleum Tank Release Compensation Board (Petro Board) for client reimbursement. Site investigations included groundwater monitoring, well installation, and soil sample collection.
- Assisted with writing Environmental Assessments (EA) for county/city subdivision developments.
- Created county planning board-approved noxious weed management plans for multiple developments within Lewis & Clark County.

#### Total Experience

13 years

#### Special Training

Qualified Environmental Professional (QEP) as defined under CERCLA AAI

#### Education

MS, Biology, University of North Dakota

BS, Zoology, Washington State University



**David Land, PLA, LEED AP**  
Landscape Architect

David brings the perspectives of both consultant and client to the table. Landscape architecture clients benefit from that understanding, as well as David's genuine passion for consulting. In his 27-year career David has collaborated with an array of local, national, and international consultants, client teams, and sector experts to steward detailed design and implementation. David has been involved in planning, design, and construction administration for numerous complex site projects spanning civic, residential, retail, educational, brownfield, and sports and recreation spaces.

**Total Experience**

27 years

**Certifications**

Professional Landscape Architect, CO, WY, AZ (pending)

**Education**

BLA, Landscape Architecture, Ball State University

**Select Experience**

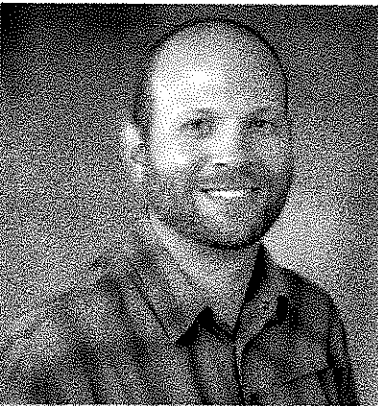
- \* St. James Community Hospital - Master Plan and Renovation, Butte, MT\*
- \* Barrett Hospital and Healthcare - New Hospital Campus, Dillon, MT\*
- \* Recreational Center, Goshen County, WY
- \* Double-Down Initiative, Douglas, WY
- \* Downtown Development Planning, Douglas, WY
- \* Buffalo Bill Reservoir and State Park Public Engagement and Master Plan, Cody, WY

*\*Select experience in the region prior to working at Ayres.*



**Kevin Grabinski, PE**  
Civil and Environmental Engineer

Kevin is a civil and environmental engineer with over 18 years of civil/water resources experience. Kevin has a multitude of project experience in hydrology, hydraulics, and water resources; land development; oil and gas development; structural projects; storm water treatment; regulatory permitting; water/wastewater, environmental and irrigation. Kevin's graduate studies contained drinking water, wastewater, geotechnical, and environmental remediation course emphases.



**Total Experience**

18 years

**Registration**

Professional Engineer, MT, FL

**Education**

MS, Environmental Engineering, Montana State University; BS, Civil Engineering, Montana State University

**Select Experience**

- \* Railyard Concept Plan, Harlowton, MT
- \* Lead design engineer for multiple new and retrofitted wastewater lift stations in Montana. Duties involved the analysis and design for the flow rates, pump sizing and selection, force main design, wet well design, and lift station building design.
- \* Conducted multiple Phase I and Phase II Environmental Site Assessments for properties within Montana. Report preparation included searching records databases for the known or likely presence of any hazardous substances, and report writing for an EPA-compliant Phase I study for various commercial, industrial, and agricultural properties.



### Josh Olhava, AICP

#### Project Manager/Urban Planner

With a strong background in community and strategic planning, Josh is well-versed in land use planning policies, procedures and regulations, including their impact on the built environment. His experience spans both public and private sectors to include policy and plan development – implementation, code analysis and amendments, development review, corridor analysis and design criteria and organizational process improvements. Josh is known for guiding creative and innovative planning initiatives with an eye on implementation. He enjoys bringing together community members and stakeholders to achieve common goals and objectives that embody community values.

Total Experience  
11 years

#### Certifications

American Institute of Certified Planners (AICP), Prosci Certified Change Practitioner (PCCP)

#### Education

MS, Community Planning,  
University of Cincinnati

BS, Community and Regional  
Planning, Iowa State University

#### Select Experience

- Code Analysis and Amendments, Severance, CO
- Code Assessment (Local PM) and Amendments, City and County of Broomfield, CO\*
- Design Guidelines and Code Amendments, Windsor, CO\*
- Master Plan, Evans, CO
- Downtown Development Authority Planning and PM Services, Windsor, CO

\*While under previous employment.



### Craig Stoffel, PLA

#### Landscape Architect/Design Lead

Craig’s experience includes urban revitalization, EPA brownfield master planning and implementation, campus planning, state and local community parks, National Park Service master planning, recreation trails, river restorations, and complete street and green infrastructure. His passion lies in creative visioning and the conceptual design process, utilizing his talent for sketching to capture initial ideas during workshops and design charrettes to facilitate public engagement and input through real-time review and analysis.

Total Experience  
16 years

#### Registration

Professional Landscape  
Architect, CO, AZ

#### Education

BS, Landscape Architecture,  
Colorado State University

#### Select Experience

- Recreational Center, Goshen County, WY
- Double-Down Initiative, Douglas, WY
- State of Wyoming Brownfield Assessment Grant
- West Edge Brownfield Assessment Implementation, Cheyenne, WY
- Brownfield Assessment Implementation, Craig, CO
- Community Development, Estes Park, CO
- Downtown Development, Parachute, CO
- PADD Brownfield Assessment Grant, Scottsbluff, NE



## Loren Ruttinger, PE

### Civil Engineer

Loren is a licensed civil engineer involved in a variety of projects related to environmental remediation, geotechnical engineering, and regulatory permitting. Loren's responsibilities include environmental site assessment and characterization, environmental remediation and cleanup, geotechnical exploration and analyses, hydrologic and hydraulic analyses, modeling, and design. Loren's modeling experience includes hydrological evaluations of complex aquifer systems and extensive slope stability and seepage analyses.

#### Total Experience

11 years

#### Registration

Professional Engineer, WY

#### Education

BS, Civil Engineering, University of Wyoming

#### Select Experience

- Recreational Center, Goshen County, WY
- Provided qualified environmental professional (QEP) services for numerous Phase I and Phase II Environmental Site Assessments for a variety of sites using the ASTM E1527-13, E1527-21, E2247-16, and E1903-19 standards.
- Authored and implemented site characterization work plans and reports in compliance with Wyoming Department of Environmental Quality/Voluntary Remediation Program (WDEQ/VRP) cleanup sites including a drum recycling site, a gasoline spill site, an oil refinery site with asbestos-containing material, and a former power plant with asbestos, metals, PCB, and petroleum hydrocarbon contamination.



## Christina Hiegel, PE

### Environmental Engineer

Christina has managed complex environmental projects for more than 21 years. She is nationally recognized in Quality Assurance and Quality Control, writing some of the most complex sampling plans and quality assurance plans in the nation and developing regulatory standards for regions and states.

Her honest and common sense approach with stakeholders helps her to explain complex subjects and bring trust in the process at public meetings. She understand the tools needed to successfully redevelop a property and uses the strengths of her team. She has managed complex teams and is innovative in finding ways to stretch budgets and meet communities' goals.

#### Total Experience

21 years

#### Registration

Registered Professional Engineer, WY, CO, WI

#### Certification

EPA COC-Certified, 40-hour/8-hour Supervisor HAZWOPER

#### Education

BS, Engineering, University of Wyoming

#### Select Experience

- Brownfield Funding, Grant Management, Environmental Assessment, and/or Visioning/Redevelopment: Craig, CO; Lamar, CO; Evans, CO; San Miguel County, CO; Brighton, CO; Hinsdale, CO; Douglas, WY; Montrose, CO; Panhandle, NE; State of Wyoming; Laramie, WY\*; Casper, WY\*; Evanston, WY\*; Thermopolis, WY\*

*\*While under previous employment.*





### Mike Scholl, EDFP Economic Specialist

Mike has two decades of nationwide planning and economic development experience with consultants, community groups, and most recently as economic development manager for the City of Loveland. Among Mike's economic development experience is strategic planning, downtown redevelopment, comprehensive economic development, brownfield remediation, and grant writing. Mike's vision and persistence have brought success to many development projects.

Total Experience  
29 years

#### Education

MS, Urban Planning, University of Michigan; MS, Public Policy, University of Michigan; BA, Political Science, University of Michigan

He conceived and managed Loveland's Foundry redevelopment project, which opened in 2019 and won the Governor's Award for 2020 Best Project with New Building, and the Gallery Flats redevelopment project, which was awarded the Governor's Award for best 2015 infill project in Colorado.

#### Select Experience

- EDA Grant Proposal, Douglas, WY
- Developer Assistance, Douglas, WY
- LMSA Empress Owners Representative Assistance, Laramie, WY
- Feasibility Study, Upton, WY



### Michelle L. Harper Environmental Scientist



Michelle is a Certified Environmental Professional and has over 26 years' experience in environmental services. Her project experience includes managing and conducting field related activities including soil and groundwater sampling, drilling, test pit excavation, upstream oil and gas waste management, remedial services, spill response, environmental assessments, and Phase I and Phase II site assessments. Her supervisory experience includes roles as business manager, project manager, and field program manager, including procurement of subcontractors, and site health and safety officer.

Total Experience  
26 years

#### Registration

Academy of Board Certified Environmental Professionals

#### Education

BS, Natural Science with an emphasis in Environmental Geology, University of Alaska

#### Select Experience

- Michelle has experience working with clients from the federal, state, local and private sectors. She has managed and worked on projects with various agencies, including, but not limited to the Bureau of Land Management (BLM), the Environmental Protection Agency (EPA), the United States Department of Housing and Urban Development (HUD), the Small Business Administration (SBA), the Wyoming Department of Environmental Quality (WDEQ), the Wyoming Oil and Gas Commission (WOGCC), the Wyoming Business Council (WBC), the Montana Department of Environmental Quality (MDEQ), the North Dakota Department of Environmental Quality (NDDEQ), the North Dakota Industrial Commission (NDIC), and the Nebraska Department of Energy and Environment (NDEE).

## 4. References

At Ayres, about 86% of our business comes from repeat clients – and we credit that to having client relationships based in trust, support, and candor. The more we get to know clients, the better we can serve and support them on future projects.

From the first handshake forward, we invest as much time into the strength and stability of our partner (client) relationships as we do into the projects themselves. Our partners know they can count on us to roll up our sleeves with them, year after year; provide clear, consistent communication; involve them in the decision-making process for the length of their project; and deliver a quick, intelligent resolution for any concern or challenge.

We invite you to contact the references listed below for a firsthand account of our work.

AYRES	WWC
<p>City of Douglas, Wyoming Contact: Clara Chaffin, Community Director cchaffin@cityofdouglas.org 307.358.2132</p>	<p>Snowy Mountain Development Contact: Cathy Barta, SMDC barta@snowymountaindevelopment.com 406.535.2591</p>
<p>City of Craig, Colorado Contact: Peter Brixius, City Manager pbrixius@ci.craig.co.us 910.826.2023</p>	<p>Sweetgrass Development Contact: Sarah Converse sweetgrassdevelopment@gmail.com 406.727.5173</p>
<p>City of Casper, Wyoming Contact: Beth Address, Metropolitan Planning Organization Supervisor bandress@casperwy.gov 307.235.7562</p>	<p>Wyoming Department of Environmental Quality Contact: Abigail Lashbrook Abigail.lashbrook@wyo.gov 307.777.7090</p>

## 5. Work Plan and Schedule

### APPROACH AND UNDERSTANDING

We understand that, like many mountain communities in the West, Deer Lodge is steeped in a rich history that includes a long and complex relationship with the railroad. From serving as the division headquarters for the Chicago, Milwaukee, St. Paul and Pacific Railroad and being an important stop on the Milwaukee Road, to the eventual demise of rail in the 1980s, the railroad has been a source of economic boom and bust for your community. We appreciate that while Deer Lodge's rail history is an important part of the community's identity and certainly a source of pride, it has also left a legacy of economic and environmental challenges to address.

Because of our experience, the Ayres/WWC team knows the importance of engaging with the community to sort through this history and plan a course forward. City and County projects like these are a great opportunity to engage the community and brainstorm ideas for where you would like to go next and to get folks excited about some new possibilities. Our multi-disciplinary team has worked with communities throughout Montana, Wyoming, and Colorado on projects just like this. Working with small towns to understand their unique context and history and helping develop a community-based vision for what's next are our strengths. Each community is different, and one size certainly does not fit all. From the onset of the project, we will work with staff and community leaders to develop a process and approach for engagement that is geared to your community with your specific challenges, goals, and aspirations.

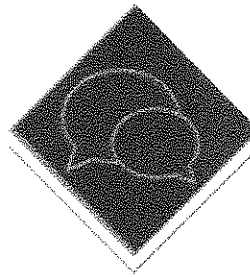
The Ayres/WWC team is highly skilled at providing a variety of visual techniques, activities, and engagement formats to reach all members of your community regardless of demographic. And we understand that different approaches are needed to engage different members of the community. There is value in "meeting people where they are at," and we take great pride in working with communities to create space for all great ideas to find a home.

The following outlines our initial thoughts on how to approach this project for your team's review and consideration. This work plan is based on our current understanding of your goals from your published Request

for Qualifications, and we are certainly open to adjusting our approach and schedule to better fit your needs as we talk with you and learn more about the project.

### WORK PLAN

The following is our proposed work plan for this project. Without the benefit of speaking in detail with your team, this work plan should be considered a draft starting point for discussions. We are happy to adjust this to better fit this project.



#### KICKOFF MEETING

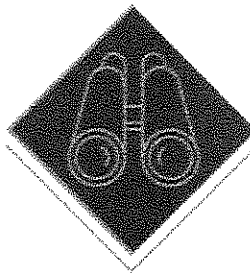
Mid- to Late October 2023

As with all our projects and client relationships, we want to first hear from you. To set the stage for the project we would like to assemble the key folks from your team and

ours to get to know one another and hear more about the project. At this virtual meeting, we will discuss scope and schedule, develop a public engagement strategy, and outline workshop processes.

**During the kickoff meeting, our team will help you explore how a master plan can address your specific needs. We will dive into an existing conditions analysis and begin preliminary research and analysis into existing area plans, regulations, and resources.**

From that point, we can finalize the overall work plan for the full arc of the project, so that we are all following the same roadmap and have the same understanding of where we are heading. In our experience, it is critical to project success to align goals, expectations, and metrics for success early in the project, so that we can all focus on the important work of engaging the community, developing innovative concepts, and engineering effective solutions.



#### WORKSHOP #1:

VISION AND VALUES

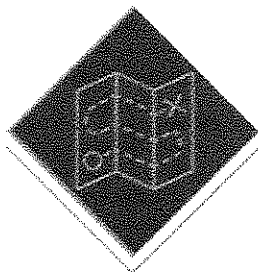
November/December 2023

After we have established the work plan, we propose conducting a 1-day meeting in Deer Lodge to explore

the community's culture, character, and vision to

generate options and direction for the two project sites. Any workshops or outreach will be led by our public engagement team and we will select key members of our multi-disciplinary staff to address site design as well as engineering and environmental impacts, as needed. Workshop activities typically include our 5-Minute Master Plan exercise that allows participants to design and share their ideas for the property. For larger gatherings, we use digital polling, interactive boards, and other elements to gather suggestions and ideas. Our team typically seeks out several venues to set up shop to gather feedback, including breweries, coffee shops and school events to connect with a broader cross-section of the community. As listed in your Request for Qualifications, we will emphasize and develop strategies around youth engagement. We whole-heartedly agree and recognize the importance of including the younger folks in your community as projects like this often have a long arc and need stakeholders that can steward the projects in the future.

Following workshop #1 our team will consolidate the results and direction for review by the project team. We will generate two scenarios for concept site development at each site that include precedent images and site concepts that illustrate key directions the development plan could take. The scenario approach helps our team explore choices and options. This information will be packaged into materials for Workshop #2.



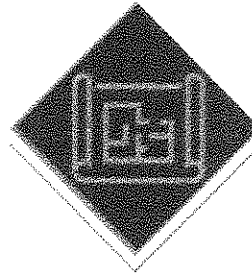
### WORKSHOP #2: DIRECTION & REFINEMENT Early 2024

This open house style event will present the alternatives available to the community to help refine the scenarios

into a preferred plan. As with all our public outreach efforts, we will work with your team to develop materials that communicate the issues, options, and vision in a clear and concise manner. Our diverse group of in-house professionals led by our public engagement professionals will help communicate complex issues and work with our community to develop a strong and succinct project narrative so you can communicate the project to the larger public, and investors.

The following morning, after the open house, we will

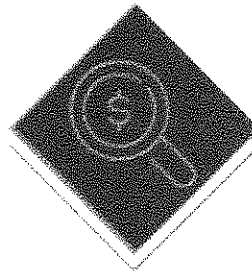
also meet with key stakeholders and team members to confirm the final plan direction.



### FINAL REPORT AND PRESENTATION Early March 2024

After we have confirmed that you have the product that your team expected and we have met the metrics defined in the work plan,

we will present the final report to your team and any stakeholders. Our assumption for this proposal is that we would engage with your group virtually, but can meet in person if required.



### PRELIMINARY ENGINEERING REPORT

{Timeline TBD}

Once research, analysis, and discussion of the findings and proposed

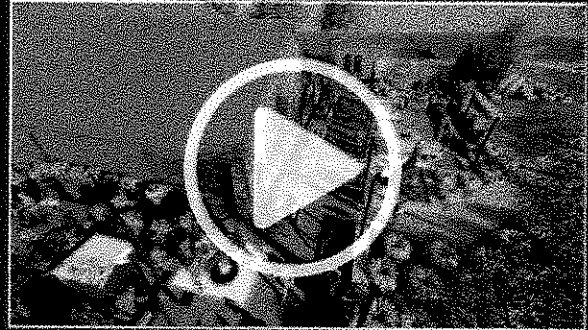
alternatives is completed, a Preliminary Engineering Report (PER) can be completed as part of a future task for this project. Ayres/WWC will assist to develop and submit grant applications to secure planning funds for this PER. WWC has completed and submitted multiple applications to the MCEP, CDBG and RRGL programs on behalf of many of our clients to obtain funding for the completion of PERs. The MCEP program is now accepting applications for planning grants for up to \$15,000 (with a 50% match requirement), the RRGL program has increased their planning grant dollars to a maximum of \$30,000 (tentatively, with no match requirement), and the CDBG program has planning grant funding up to \$50,000 available (25% match requirement). We could use a combination of these programs to provide match against the other to fund a new PER. The final amount would depend on the project outcome, and how much money would be necessary to develop a PER for the selected project(s). We will commit to writing these grant applications as part of the project, assisting the County/City in securing the required PER funding, and then writing the PER as part of a future task.

The PER will comply with the Uniform Preliminary Engineering Report for Montana Public Facility Projects as required by all grant agencies. This report will detail the current conditions of the existing sites; present alternatives for rehabilitation; provide engineering cost estimates and financial impacts to the community; and summarize the potential impacts to the system if the improvements are not systematically made. The report will be written such that it can be used as support documentation in attaining funding assistance. It is important to note that the information contained in the PER is paramount to the ability to obtain additional funding to implement the project. **WWC has stayed abreast of changing grant agency requirements and has built a PER template which has received praise from reviewing agencies. Additionally, WWC was contracted by the DNRC as a reviewer of Renewable**

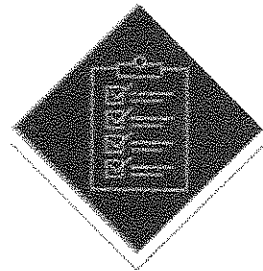
**Resource Grant Applications. The inside knowledge gained from reviewing grant applications and participation in the review process gives our clients an added advantage in applying for future funding assistance.**

**Check it out!**

Click the image below to experience a 3D visual rendering and video completed by this Ayres team.



Can also be found at [https://youtu.be/1\\_0i0dip4QM](https://youtu.be/1_0i0dip4QM)

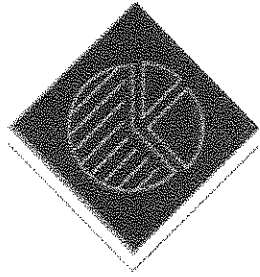


**SCHEDULE**

This schedule provides, what we believe is, the most aggressive schedule to address the project scope and intent described in the Request for Qualifications.

We consider this a starting point for discussions of scope and schedule with your team. These milestones are based on our current assumptions related to contracting, scheduling, and work time. We would welcome the opportunity to work with your team to refine this scope and schedule to fit the needs of your community and customize an approach that will work best for this project.

SERVICE	TIMELINE
Contract Award	10/02/23
Finalize Scope and Schedule	10/02/23 to 10/12/23
Execute Contract	10/13/23
Kickoff Meeting	10/19/23
Workshop #1: Vision and Values	11/02/23 to 11/04/23
Analyze Meeting Data / Concept Development	11/06/23 to 12/02/23
Workshop #2 – Direction and Refinement	01/10/24 to 01/11/24
Develop Draft Report for Staff Review	01/12/24 to 02/09/24
Staff and Key Stakeholder Review	02/12/24 to 02/23/24
Address Comments and Develop Final Report	02/26/24 to 03/01/24
Final Report and Presentation	03/06/24
PER	TBD



## AVAILABILITY & WORKLOADS

Our team has the capacity and resources needed to complete your project. To ensure your goals are always met, our team has specialty service teaming partners who have the certifications and equipment to complete drilling and laboratory services. Projected workloads for the period concurrent with your project allow us to state with confidence that ample staff and equipment allocation will be made to meet your proposed schedule.

Our in-house capabilities include:

- Grant Specialists
- Graphic Designers
- Landscape Architects
- Environmental Specialists
- Environmental Geologists
- Field Personnel
- Transportation Engineers
- Structural Engineers
- Aerial Imagery Specialists and UAS Pilots
- Stormwater Engineers
- Architects
- Mechanical, Electrical, Plumbing Experts
- Newspaper/Website Specialists

The table below outlines the project team's availability and workloads.

PROJECT TEAM	AVAILABILITY	WORKLOAD
Matt Ashby	20%	80% committed on other projects
Kyna Christensen	70%	30% committed on other projects
David Land	30%	70% committed on other projects
Kevin Grabinski	30%	70% committed on other projects.
Josh Olhava	40%	60% committed on other projects
Craig Stoffel	40%	60% committed on other projects
Loren Ruttinger	40%	60% committed on other projects.
Christina Hiegel	30%	70% committed on other projects
Mike Scholl	30%	70% committed on other projects
Michelle L. Harper	40%	60% committed on other projects.