



TOWN COUNCIL MEETING AGENDA

March 03, 2026, at 7:00 PM

250 River Circle - Alpine, WY 83128

Notice - The video and audio for this meeting are streamed live to the public via the internet and mobile devices with views that encompass all areas, participants, and audience members. Please silence all electronic devices during the meeting. Comments made on YouTube will not be answered. Please email clerk@alpinewy.gov with any questions or comments.

1. **CALL TO ORDER** - Mayor Green
2. **PLEDGE OF ALLEGIANCE** – Mayor Green
3. **ROLL CALL** – Monica Chenault
4. **ADOPT THE AGENDA**

APPROVAL OF CONSENT AGENDA

Items listed on the consent agenda are considered to be routine and will be enacted by one motion in the form listed hereafter. There will be no separate discussion of these items unless a Council member or citizen requests, in which case the item will be removed from the Consent Agenda and will be considered on the Regular Agenda.

5. **CONSENT AGENDA** – Mayor Green
 - a. Town Council Minutes: February 17, 2026, Town Council Meeting Minutes (*will be attached by noon 02/27/2026*)
 - b. Bills to Pay: 02/11/2026 - 02/26/2026
 - c. Financial Report
6. **REPORTS**
 - a. Mayor’s Report – Eric Green
 - b. Planning & Zoning Administrator Report - *submitted in writing*
 - c. Clerk/Treasurer Report – Monica Chenault
 - d. Public Works Director Report - Craig Leseberg
 - e. Code Enforcement Officer Report - *submitted in writing*
 - f. Alpine Education Foundation Report - *submitted in writing*

7. WORK SESSION ITEMS

- a. Discussion: EMS Special District
- b. Discussion: Town of Alpine Safety Manual
- c. Discussion: Proposed Ordinance No. 2026-003 - Public Notice Ordinance

8. TABLED ITEMS

- a. Establishment of Top Three Retail Liquor License Applicants:

Seeking a motion to remove the Establishment of Top Three Retail Liquor License Applicants item from the table, amend the proposed action to selecting one retail liquor license applicant to proceed with submission and processing of the retail liquor license application through the State of Wyoming, subject to all required approvals, and to select [Applicant Name] as the Town's chosen applicant.

- b. Resolution No. 2026-010 - Authorizing Representation Of The Town Of Alpine At Meetings Of The Alpine Meadows Property Owners Association:

Seeking a motion to remove Resolution No. 2026-010 - Authorizing Representation Of The Town Of Alpine At Meetings Of The Alpine Meadows Property Owners Association from the table and approve as amended.

9. ACTION ITEMS

- a. Consideration of Consultant Selection — SS4A Transportation Safety Action Plan & Highway 89 Demonstration Project:

Seeking a motion to award the contract for the SS4A Transportation Safety Action Plan and Highway 89 Demonstration Project to selected consultant and authorize Mayor Green to execute the agreement.

- b. 2nd Reading of Ordinance No. 2026-001 – Creating the Position of Town Administrator and Amending Duties Within Title 2:

Seeking a motion to approve 2nd Reading of Ordinance No. 2026-001 – Creating the Position of Town Administrator and Amending Duties Within Title 2.

- c. Resolution No. 2026-011 – Authorization to Submit Grant Applications to Travel and Tourism:

Seeking a motion to approve Resolution No. 2026-011 – Authorization to Submit Grant Applications to Travel and Tourism.

- d. Resolution No. 2026-012 - A Resolution Amending A Provision Of The Town Of Alpine Employee Policy And Procedure Manual:

Seeking a motion to approve Resolution No. 2026-012 - A Resolution Amending A Provision Of The Town Of Alpine Employee Policy And Procedure Manual.

- e. Resolution No. 2026-013 - Supporting The Creation Of A Lincoln County Special Service District For Emergency Medical Services (EMS) In North Lincoln County:

Seeking a motion to approve Resolution No. 2026-013 - Supporting The Creation Of A Lincoln County Special Service District For Emergency Medical Services (EMS) In North Lincoln County.

- f. Resolution No. 2026-014 - Appointing The Mayor, Or The Mayor's Designee, As The Authorized Representative To Attend Meetings Of The Alpine Meadows Property Owners' Association On Behalf Of The Town Of Alpine For Calendar Year 2026:

Seeking a motion to approve Resolution No. 2026-014 - Appointing The Mayor, Or The Mayor's Designee, As The Authorized Representative To Attend Meetings Of The Alpine Meadows Property Owners' Association On Behalf Of The Town Of Alpine For Calendar Year 2026.

10. PUBLIC COMMENT

Public comment is limited to a total of 20 minutes, with each speaker allowed up to 3 minutes. This is an opportunity to address the Council on any topic. The Council may listen but will not take action on items raised during this time. Speakers are expected to maintain decorum and be respectful. Written comments may be submitted by 12:00 PM (Noon) on the day of the meeting.

- Written Public Comment (*attached to agenda packet*)

11. ADJOURNMENT

Report Criteria:

Report type: Summary
 Check.Type = {<>} "Adjustment"

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Check GL Account	Amount
02/26	02/26/2026	0	200	Alarmlogix, LLC	10-20100	35.00
02/26	02/26/2026	0	250	Alpine Ace Hardware	10-20100	943.20
02/26	02/26/2026	0	290	Alpine Excavation LLC	10-20100	375.00
02/26	02/26/2026	0	470	Beau Taylor	10-20100	455.00
02/26	02/26/2026	0	570	Broulims-Alpine	10-20100	83.36
02/26	02/26/2026	0	910	Fall River Propane	52-20100	21.50
02/26	02/26/2026	0	1210	Huber Technology LLC	52-20100	1,180.00
02/26	02/26/2026	0	1360	Artisan Chef, LLC	10-20100	500.00
02/26	02/26/2026	0	1780	RE Investment Company	10-20100	351.00
02/26	02/26/2026	0	1810	Parkland USA Corporation	10-20100	624.03
02/26	02/26/2026	0	1910	Servant Electric PC	52-20100	16,640.04
02/26	02/26/2026	0	2390	USABlueBook	52-20100	439.61
02/26	02/26/2026	0	2480	Valley Wide Cooperative, Inc	10-20100	834.42
02/26	02/26/2026	0	2590	Western States Equipment	10-20100	863.58
02/26	02/26/2026	0	2870	Sanderson Law Office	10-20100	3,774.50
02/26	02/26/2026	0	2890	High Country Linen	52-20100	207.87
02/26	02/26/2026	0	3950	Williams, Porter, Day & Neville, P.C.	10-20100	2,065.50
02/26	02/26/2026	0	4200	JVA, Inc.	52-20100	19,428.00
02/26	02/26/2026	0	4280	Commercial Tire, Inc.	10-20100	409.80
02/26	02/20/2026	20700	1940	Silver Star Communications	10-20100	236.24 M
02/26	02/20/2026	20701	1940	Silver Star Communications	10-20100	636.89 M
02/26	02/20/2026	20702	1940	Silver Star Communications	52-20100	320.96 M
02/26	02/22/2026	20705	960	First Bank Card	52-20100	2,012.93 M
02/26	02/17/2026	20733	450	Bank of Star Valley	52-20100	7,000.00 M
02/26	02/24/2026	20735	3670	Teton Technology Partners, LLC	52-20100	217.80 M
02/26	02/17/2026	20946	340	Altitude Air, LLC	10-20100	2,434.00
02/26	02/17/2026	20947	480	Belinda Penny	10-20100	720.00
02/26	02/17/2026	20948	620	Caselle, LLC	52-20100	3,097.00
02/26	02/17/2026	20949	3760	Chemwest LLC	51-20100	1,300.00
02/26	02/17/2026	20950	700	Control Engineers, PA	52-20100	4,190.00
02/26	02/17/2026	20951	980	FP Mailing Solutions	10-20100	149.85
02/26	02/17/2026	20952	2890	High Country Linen	10-20100	304.00
02/26	02/17/2026	20953	1310	Jenkins Building Supply	10-20100	292.02
02/26	02/17/2026	20954	1340	Jorgensen Associates, Inc	52-20100	24,459.40
02/26	02/17/2026	20955	1430	KubWater Resources, Inc.	52-20100	4,046.33
02/26	02/17/2026	20956	1510	Lincoln County Sheriff's Office	10-20100	706.50
02/26	02/17/2026	20957	1530	Lincoln County Water Quality Lab	51-20100	81.00
02/26	02/17/2026	20958	2040	Matthew Bashaw	10-20100	1,000.00
02/26	02/17/2026	20959	4000	Midwest Assistance Program, Inc.	52-20100	195.00
02/26	02/17/2026	20960	2520	Nolan T. Heiner	10-20100	315.40
02/26	02/17/2026	20961	1680	Norco, Inc	10-20100	40.92
02/26	02/17/2026	20962	1700	One Call of Wyoming	51-20100	25.00
02/26	02/17/2026	20963	4090	Pacific Office Automation	10-20100	220.88
02/26	02/17/2026	20964	1810	Parkland USA Corporation	10-20100	752.30
02/26	02/17/2026	20965	3940	PEAC Solutions	10-20100	282.98
02/26	02/17/2026	20966	1780	RE Investment Company	10-20100	292.50
02/26	02/17/2026	20967	2870	Sanderson Law Office	10-20100	2,302.50
02/26	02/17/2026	20968	4330	Schwing Bioset, Inc.	52-20100	1,097.99
02/26	02/17/2026	20969	4170	Stelting & Gross LLC	52-20100	3,000.00
02/26	02/17/2026	20970	2140	SVI Media	10-20100	228.25
02/26	02/17/2026	20971	3990	Tara Bender	10-20100	67.80
02/26	02/17/2026	20972	3860	TextMyGov	10-20100	2,600.00
02/26	02/17/2026	20973	2480	Valley Wide Cooperative, Inc	10-20100	1,359.12

Town of Alpine

Check Register - Town of Alpine
Check Issue Dates: 2/11/2026 - 2/26/2026

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GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Check GL Account	Amount
02/26	02/17/2026	20974	3530	West Bank Sanitation	52-20100	6,390.98
02/26	02/24/2026	20977	870	Energy Laboratories Inc	51-20100	225.00
02/26	02/24/2026	20978	4350	Awnna B. Olguin	10-20100	2,500.00
Grand Totals:						124,332.95

Summary by General Ledger Account Number

GL Account	Debit	Credit	Proof
10-20100	23.11	39,890.83-	39,867.72-
10-42-240	1,075.79	.00	1,075.79
10-42-315	14,322.55	.00	14,322.55
10-42-325	503.86	.00	503.86
10-42-335	4,281.45	.00	4,281.45
10-42-340	506.79	.00	506.79
10-42-350	19.00	.00	19.00
10-42-390	2,500.00	.00	2,500.00
10-42-405	149.85	.00	149.85
10-42-410	105.35	.00	105.35
10-45-411	197.00	.00	197.00
10-48-410	232.00	.00	232.00
10-50-331	1,237.90	.00	1,237.90
10-50-350	19.00	.00	19.00
10-54-333	418.01	.00	418.01
10-54-351	1,273.38	.00	1,273.38
10-54-455	1,592.55	.00	1,592.55
10-56-319	706.50	.00	706.50
10-56-335	.99	.00	.99
10-56-454	67.80	.00	67.80
10-58-330	332.57	.00	332.57
10-58-332	1,374.09	.00	1,374.09
10-58-334	2,614.98	.00	2,614.98
10-58-410	587.76	.00	587.76
10-58-411	16.86	.00	16.86
10-58-450	50.27	.00	50.27
10-58-452	974.99	.00	974.99
10-58-454	1,883.08	.00	1,883.08
10-65-332	375.00	.00	375.00
10-65-452	455.00	.00	455.00
10-66-422	367.50	23.11-	344.39
10-66-426	125.21	.00	125.21
10-66-432	1,500.00	.00	1,500.00
10-90-545	23.75	.00	23.75
51-20100	.00	19,211.77-	19,211.77-
51-42-315	10,701.40	.00	10,701.40
51-42-335	951.33	.00	951.33
51-42-360	25.00	.00	25.00
51-42-410	40.00	.00	40.00
51-80-320	329.03	.00	329.03
51-80-332	3,720.01	.00	3,720.01
51-80-430	1,300.00	.00	1,300.00
51-90-545	2,145.00	.00	2,145.00
52-20100	2.71	65,256.17-	65,253.46-
52-42-335	1,169.14	.00	1,169.14

GL Account	Debit	Credit	Proof
52-82-332	28.99	.00	28.99
52-82-454	174.33	.00	174.33
52-82-455	75.00	2.71-	72.29
52-83-315	275.00	.00	275.00
52-83-332	5,242.83	.00	5,242.83
52-83-410	53.90	.00	53.90
52-83-454	5,774.82	.00	5,774.82
52-84-315	75.90	.00	75.90
52-84-320	3.99	.00	3.99
52-84-332	14,484.29	.00	14,484.29
52-84-454	435.83	.00	435.83
52-90-541	30,462.15	.00	30,462.15
52-95-640	7,000.00	.00	7,000.00
Grand Totals:	124,384.59	124,384.59-	.00

Meeting Date: _____

Mayor: _____

Treasurer: _____

Report Criteria:

Report type: Summary

Check.Type = {<>} "Adjustment"

TOWN OF ALPINE
REVENUES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>TAX REVENUE</u>					
10-31-100	PROPERTY TAX	21,768.68	122,118.37	135,000.00	12,881.63 90.5
10-31-110	MOTOR VEHICLE TAX	16,516.18	71,122.01	66,000.00	(5,122.01) 107.8
10-31-200	BASIC SALES & USE TAX	.00	285,134.13	585,000.00	299,865.87 48.7
10-31-210	LOCAL OPTIONS SALES & USE TAX	73,351.45	323,449.57	390,000.00	66,550.43 82.9
10-31-220	GAS TAX	7,306.72	43,472.28	45,000.00	1,527.72 96.6
10-31-225	SPECIAL FUELS TAX	1,249.21	8,534.38	12,000.00	3,465.62 71.1
10-31-230	CIG. TAX	610.82	5,432.16	8,000.00	2,567.84 67.9
10-31-235	LODGING TAX	4,571.23	185,122.49	200,000.00	14,877.51 92.6
10-31-240	FRANCHISE TAX	7,956.79	18,307.80	16,500.00	(1,807.80) 111.0
10-31-250	SEVERANCE TAX	.00	.00	23,000.00	23,000.00 .0
10-31-260	MINERAL ROYALTIES	34,069.70	84,349.20	106,000.00	21,650.80 79.6
10-31-270	DIRECT DISTRIBUTION	67,079.95	134,159.90	145,000.00	10,840.10 92.5
	TOTAL TAX REVENUE	234,480.73	1,281,202.29	1,731,500.00	450,297.71 74.0
<u>LICENSES AND PERMITS</u>					
10-32-100	BUSINESS LICENSE	2,175.00	18,320.00	20,000.00	1,680.00 91.6
10-32-110	LIQUOR LICENSE	25.00	8,100.00	11,000.00	2,900.00 73.6
10-32-120	BUILDING PERMITS	500.00	56,764.35	140,000.00	83,235.65 40.6
10-32-125	DEVELOPMENT FEES	.00	17,299.30	.00	(17,299.30) .0
10-32-130	DOG & CAT LICENSE	.00	90.00	800.00	710.00 11.3
	TOTAL LICENSES AND PERMITS	2,700.00	100,573.65	171,800.00	71,226.35 58.5
<u>CHARGES FOR SERVICES</u>					
10-33-100	RENTS	4,295.00	30,895.50	255,000.00	224,104.50 12.1
10-33-120	UTILITIES	.00	(11.29)	1,500.00	1,511.29 (.8)
10-33-130	EVENTS REVENUE	1,274.00	1,349.00	7,500.00	6,151.00 18.0
10-33-135	MOUTAIN DAYS REVENUE	1,350.00	2,170.00	16,500.00	14,330.00 13.2
10-33-140	RECAPTURE REVENUE	15,183.22	108,282.55	.00	(106,282.55) .0
	TOTAL CHARGES FOR SERVICES	22,102.22	140,685.76	280,500.00	139,814.24 50.2
<u>INTERGOVERNMENTAL REVENUE</u>					
10-34-100	LOTTERY	2,768.80	8,349.37	18,000.00	9,650.63 46.4
10-34-200	GRANT INCOME	.00	42,080.50	426,000.00	383,919.50 9.9
	TOTAL INTERGOVERNMENTAL REVENUE	2,768.80	50,429.87	444,000.00	393,570.13 11.4

TOWN OF ALPINE
 REVENUES WITH COMPARISON TO BUDGET
 FOR THE 7 MONTHS ENDING JANUARY 31, 2026

GENERAL FUND

		<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEARNED</u>	<u>PCNT</u>
 <u>FINES & PENALTIES</u>						
10-35-100	CITATIONS	150.00	1,832.00	5,000.00	3,168.00	36.6
	TOTAL FINES & PENALTIES	150.00	1,832.00	5,000.00	3,168.00	36.6
 <u>OTHER REVENUE</u>						
10-38-100	INTEREST INCOME	2,044.14	17,908.77	36,000.00	18,091.23	49.8
10-38-800	OTHER INCOME	.00	27,854.65	.00	(27,854.65)	.0
10-38-900	PROCEEDS FROM ASSET SALES	.00	.00	5,000.00	5,000.00	.0
	TOTAL OTHER REVENUE	2,044.14	45,763.42	41,000.00	(4,763.42)	111.6
	TOTAL FUND REVENUE	264,245.89	1,620,486.99	2,673,800.00	1,053,313.01	60.6

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>MAYOR & COUNCIL</u>					
10-41-110 ELECTED OFFICER SALARIES	4,280.72	19,900.08	33,000.00	13,099.92	60.3
10-41-210 PAYROLL TAXES	322.04	1,323.65	2,500.00	1,176.35	53.0
10-41-220 HEALTH INSURANCE	1,677.40	24,850.99	18,500.00	(6,350.99)	134.3
10-41-397 MILEAGE	.00	.00	1,000.00	1,000.00	.0
TOTAL MAYOR & COUNCIL	6,280.16	46,074.72	55,000.00	8,925.28	83.8
 <u>ADMINISTRATION</u>					
10-42-110 ADMIN SALAIRES	23,236.21	123,887.44	200,000.00	76,112.56	61.9
10-42-210 ADMIN PAYROLL TAXES	11,012.79	43,205.02	20,000.00	(23,205.02)	216.0
10-42-220 ADMIN MEDICAL BENEFITS	3,912.72	6,879.99	36,000.00	29,120.01	19.1
10-42-230 ADMIN RETIREMENT	4,326.59	18,164.92	36,000.00	17,835.08	50.5
10-42-240 ADMIN HUMAN RESOURCES	1,358.50	2,281.78	3,000.00	718.22	76.1
10-42-314 WEBSITE	.00	(1,138.66)	10,000.00	11,138.66	(11.4)
10-42-315 PROFESSIONAL SERVICES	10,068.05	49,889.00	90,000.00	40,111.00	55.4
10-42-325 OFFICE EQUIPMENT LEASE/RENT	8,557.47	6,642.09	4,000.00	(2,642.09)	166.1
10-42-335 SOFTWARE AND IT	3,537.51	34,816.08	35,000.00	183.92	99.5
10-42-340 TELEPHONE/FAX	.00	3,502.74	7,000.00	3,497.26	50.0
10-42-345 NEW OFFICE EQUIPMENT	.00	565.96	1,000.00	434.04	56.6
10-42-350 ADVERTISING	225.63	598.64	5,000.00	4,401.36	12.0
10-42-360 DUES & MEMBERSHIPS	780.00	3,593.74	7,500.00	3,906.26	47.9
10-42-370 MERCHANT FEES/BANK CHARGES	219.12	2,438.18	5,000.00	2,581.82	48.8
10-42-380 LIABILITY POOL INSURANCE	.00	.00	2,750.00	2,750.00	.0
10-42-381 OTHER INSURANCE	.00	1,632.64	2,500.00	867.36	65.3
10-42-390 ADMIN EDUCATION & TRAINING	.00	29.53	4,000.00	3,970.47	.7
10-42-395 ADMIN TRAVEL	.00	97.69	4,000.00	3,902.31	2.4
10-42-405 ADMIN POSTAGE	135.00	1,065.95	3,000.00	1,934.05	35.5
10-42-410 ADMIN OFFICE SUPPLIES	208.64	1,996.23	6,000.00	4,003.77	33.3
10-42-415 OTHER EXPENSES	12.00	(1,361.40)	.00	1,361.40	.0
TOTAL ADMINISTRATION	67,590.23	298,787.56	481,750.00	182,962.44	62.0
 <u>COURT</u>					
10-45-100 JUDGE SALARY	1,000.00	4,000.00	6,000.00	2,000.00	66.7
10-45-110 COURT CLERK SALARY	.00	.00	3,300.00	3,300.00	.0
10-45-210 COURT PAYROLL TAXES	76.50	306.00	750.00	444.00	40.8
10-45-220 COURT MEDICAL BENEFITS	.00	.00	550.00	550.00	.0
10-45-230 COURT RETIREMENT	.00	.00	700.00	700.00	.0
10-45-311 COURT LEGAL & PROFESSIONAL	.00	.00	5,000.00	5,000.00	.0
10-45-335 COURT IT	.00	7,283.33	5,000.00	(2,283.33)	145.7
10-45-395 COUT RTRAINING & TRAVEL EXP	.00	.00	500.00	500.00	.0
10-45-410 COURT OFFICE SUPPLIES - POST	33.99	33.99	500.00	466.01	6.8
10-45-411 COURT SOFTWARE	197.00	1,379.00	3,000.00	1,621.00	46.0
TOTAL COURT	1,307.49	13,002.32	25,300.00	12,297.68	51.4

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>TRAVEL & TOURISM</u>					
10-48-100 TRAVEL & TOURISM WAGES	.00	.00	3,400.00	3,400.00	.0
10-48-210 TRAVEL & TOURISM PAYROLL TAXES	.00	.00	300.00	300.00	.0
10-48-220 TOURISM BOARD MEDICAL BENEFIT	.00	.00	600.00	600.00	.0
10-48-230 TOURISM BOARD RETIREMENT	.00	.00	700.00	700.00	.0
10-48-315 TRAVEL & TOURISM PROFESSIONAL	.00	.00	1,000.00	1,000.00	.0
10-48-410 TRAVEL & TOURISM SUPPLIES	23.75	194.75	100.00	(94.75)	194.8
10-48-415 TRAVEL & TOURISM GRANT AWARDS	.00	162,003.73	205,106.00	43,102.27	79.0
TOTAL TRAVEL & TOURISM	23.75	162,198.48	211,206.00	49,007.52	76.8
<u>BUILDING & DEVELOPMENT</u>					
10-50-110 P & Z WAGES	8,881.99	49,907.68	75,000.00	25,092.32	66.5
10-50-210 P & Z PAYROLL TAXES	4,492.03	16,153.22	5,500.00	(10,653.22)	293.7
10-50-220 P & Z MEDICAL BENEFITS	1,693.42	9,289.22	20,000.00	10,710.78	46.5
10-50-230 P & Z RETIREMENT	1,561.46	5,646.14	12,000.00	6,353.86	47.1
10-50-315 BUILDING INSPECTION SERVICES	.00	.00	84,000.00	84,000.00	.0
10-50-331 P & Z LEGAL & PROFESSIONAL	.00	37,479.15	24,000.00	(13,479.15)	156.2
10-50-335 P & Z IT	.00	10,166.62	15,000.00	4,833.38	67.8
10-50-350 P & Z ADVERTISING	337.25	888.26	1,500.00	611.74	59.2
10-50-395 P & Z TRAINING & TRAVEL	.00	69.00	1,500.00	1,431.00	4.6
10-50-397 P & Z MILEAGE	.00	.00	500.00	500.00	.0
10-50-410 P & Z OFFICE SUPPLIES & STAMPS	(310.51)	1,547.36	7,500.00	5,952.64	20.6
10-50-411 P & Z SOFTWARE	.00	436.66	7,500.00	7,063.34	5.8
TOTAL BUILDING & DEVELOPMENT	16,655.64	131,583.31	254,000.00	122,416.69	51.8
<u>STREETS</u>					
10-54-110 STREETS SALARY & WAGES	26,833.76	71,674.06	210,000.00	138,325.94	34.1
10-54-210 STREETS PAYROLL TAXES	3,004.09	8,953.74	25,000.00	16,046.26	35.8
10-54-220 STREETS MEDICAL BENEFITS	2,091.28	3,081.36	50,000.00	46,918.64	6.2
10-54-230 STREETS RETIREMENT	4,882.11	11,640.75	41,000.00	29,359.25	28.4
10-54-315 STREETS PROFESSIONAL SERVICES	.00	(3.29)	500.00	503.29	(.7)
10-54-333 REPAIRS & MAINT. - STREETS	225.06	77,631.38	80,000.00	2,368.62	97.0
10-54-334 REPAIRS & MAINT. - SNOW REMOVA	482.45	5,081.79	30,000.00	24,918.21	16.9
10-54-350 STREETS EQUIPMENT R & M	.00	.00	15,000.00	15,000.00	.0
10-54-351 SNOW REMOVAL EQUIPMENT R & M	1,032.19	2,493.42	35,000.00	32,506.58	7.1
10-54-380 STREETS INSURANCE	.00	1,691.97	.00	(1,691.97)	.0
10-54-400 STREETS - TOOLS & EQUIPMENT	.00	.00	3,000.00	3,000.00	.0
10-54-445 STREETS SIGNS	.00	6,326.47	10,000.00	3,673.53	63.3
10-54-454 FUEL - STREETS	.00	3,192.06	5,000.00	1,807.94	63.8
10-54-455 FUEL - SNOW REMOVAL	2,044.19	5,236.79	25,000.00	19,763.21	21.0
TOTAL STREETS	40,595.13	197,000.50	529,500.00	332,499.50	37.2

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>LAW ENFORCEMENT</u>					
10-56-110	CODE ENFORCEMENT SALARY	.00	9,680.71	21,000.00	11,319.29 46.1
10-56-210	CODES PAYROLL TAXES	.00	1,108.75	2,500.00	1,391.25 44.4
10-56-220	CODES MEDICAL BENEFITS	.00	1,102.08	5,500.00	4,397.92 20.0
10-56-230	CODES RETIREMENT	.00	1,802.50	4,000.00	2,197.50 45.1
10-56-319	COUNTY OFFICER CONTRACT & COMM	706.50	134,239.00	145,000.00	10,761.00 92.6
10-56-335	SOFTWARE AND IT	.99	7,286.30	.00 (7,286.30) .0
10-56-410	CODES OFFICE SUPPLIES	216.11	1,410.01	1,000.00 (410.01) 141.0
10-56-415	CODES OTHER EXPENSES	.00	.00	5,000.00	5,000.00 .0
10-56-452	CODES UTILITIES	.00	221.06	750.00	528.94 29.5
10-56-454	CODES FUEL & MILEAGE	23.12	162.55	2,000.00	1,837.45 8.1
TOTAL LAW ENFORCEMENT		946.72	157,012.96	186,750.00	29,737.04 84.1
<u>FACILITIES</u>					
10-58-110	FACILITIES SALARY & WAGES	1,413.57	2,637.17	100,000.00	97,362.83 2.6
10-58-210	FACILITIES - PAYROLL TAX	160.29	299.51	12,000.00	11,700.49 2.5
10-58-220	FACILITIES - MEDICAL BENEFITS	.45	7.76	18,000.00	17,992.24 .0
10-58-230	FACILITIES - RETIREMENT	263.21	493.18	22,000.00	21,506.82 2.2
10-58-330	FACILITIES - TOWN HALL R & M	258.59	14,625.32	17,500.00	2,874.68 83.6
10-58-332	FACILITIES - C.C. R & M	737.72	12,304.81	17,500.00	5,195.19 70.3
10-58-334	FACILITIES - SHOP R & M	48.96	7,594.38	7,500.00 (94.38) 101.3
10-58-335	FACILITIES SOFTWARE AND IT	654.66	1,985.14	4,000.00	2,014.86 49.6
10-58-336	FACILITIES - MC BLDG R & M	274.31	1,524.31	2,500.00	975.69 61.0
10-58-360	FACILITIES - CDC R & M	.00	.00	1,000.00	1,000.00 .0
10-58-380	FACILITIES - RENTAL SIDE OF TH	.00	8.92	2,500.00	2,491.08 .4
10-58-400	FACILITIES TOOLS & EQUIPMENT	.00	2,170.74	10,000.00	7,829.26 21.7
10-58-410	SHOP SUPPLIES	1,291.24	11,201.98	10,000.00 (1,201.98) 112.0
10-58-411	CIVIC CENTER SUPPLIES	.00 (152.26)	2,500.00	2,652.26 (6.1)
10-58-450	FACILITIES - T.H. UTILITIES	226.87	1,078.04	3,000.00	1,921.96 35.9
10-58-452	FACILITIES - C.C. UTILITIES	1,510.60	6,445.72	20,000.00	13,554.28 32.2
10-58-454	FACILITIES - SHOP UTILITIES	2,594.25	7,509.03	20,000.00	12,490.97 37.6
10-58-456	FACILITIES - MC UTILITIES	.00	.00	250.00	250.00 .0
10-58-540	FACILITIES - TOWN INSURANCE	.00	1,413.65	3,000.00	1,586.35 47.1
10-58-542	FACILITIES - SHOP INSURANCE	.00	1,983.03	2,500.00	516.97 79.3
10-58-544	FACILITIES - C.C. INSURANCE	.00	4,158.81	4,000.00 (158.81) 104.0
10-58-546	FACILITIES - M.C. INSURANCE	.00	.00	2,500.00	2,500.00 .0
10-58-548	FACILITIES - CDC INSURANCE	.00	796.93	.00 (796.93) .0
10-58-550	FACILITIES - FIRE DEPT INS	.00	1,543.38	.00 (1,543.38) .0
TOTAL FACILITIES		9,434.72	79,629.55	282,250.00	202,620.45 28.2

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>PARKS</u>					
10-65-110	PARKS SALARIES & WAGES	2,264.76	13,592.94	100,000.00	86,407.06 13.6
10-65-210	PARKS PAYROLL TAXES	244.45	1,595.80	12,000.00	10,404.20 13.3
10-65-220	PARKS MEDICAL BENEFITS	331.38	2,904.09	18,000.00	15,095.91 16.1
10-65-230	PARKS RETIREMENT	345.26	2,600.43	22,000.00	19,399.57 11.8
10-65-315	PARKS PROFESSIONAL SERVICES	.00	1,710.00	500.00	(1,210.00) 342.0
10-65-332	PARKS REPAIRS & MAINT.	.00	3,976.56	45,000.00	41,023.44 8.8
10-65-340	PARKS OUTSIDE SERVICES/SUB CON	.00	16,870.80	25,000.00	8,129.20 67.5
10-65-380	PARKS INSURANCE	.00	16.27	.00	(16.27) .0
10-65-450	PARKS - VEHICLES, TOOLS, & EQU	.00	1,257.89	2,000.00	742.11 62.9
10-65-452	PARKS UTILITIES	1,317.36	6,594.91	15,500.00	8,905.09 42.6
10-65-454	PARKS FUEL	.00	860.09	2,500.00	1,639.91 34.4
	TOTAL PARKS	4,503.21	51,979.78	242,500.00	190,520.22 21.4
<u>EVENTS</u>					
10-66-110	EVENTS SALARIES & WAGES	591.32	873.04	3,500.00	2,626.96 24.9
10-66-210	EVENTS PAYROLL TAXES	332.79	491.37	750.00	258.63 65.5
10-66-220	EVENTS MEDICAL BENEFITS	155.44	155.44	1,000.00	844.56 15.5
10-66-230	EVENTS RETIREMENT	110.10	162.56	1,500.00	1,337.44 10.8
10-66-421	4TH OF JULY EXPENSES	.00	15,000.00	15,600.00	600.00 96.2
10-66-422	CHRISTMAS LIGHT EXPENSES	614.25	1,671.41	4,500.00	2,828.59 37.1
10-66-423	PUMPKIN PATCH EXPENSES	.00	1,069.28	1,800.00	730.72 59.4
10-66-424	TRUNK OR TREAT EXPENSES	.00	145.50	350.00	204.50 41.6
10-66-425	SANTA EXPENSES	204.12	1,687.43	1,975.00	287.57 85.4
10-66-426	WINTER JUBILEE EXPENSES	6,660.00	6,660.00	12,200.00	5,540.00 54.6
10-66-428	EASTER EGG HUNT EXPENSES	.00	.00	2,150.00	2,150.00 .0
10-66-429	SPRING CLEANUP EXPENSES	.00	.00	750.00	750.00 .0
10-66-430	MOUNTAIN DAYS EXPENSES	.00	384.79	20,000.00	19,615.21 1.9
10-66-431	MUSIC SERIES EXPENSES	.00	15,898.00	20,000.00	4,102.00 79.5
10-66-450	OTHER EVENTS EXPENSES	.00	(89.16)	.00	89.16 .0
	TOTAL EVENTS	8,668.02	44,109.66	86,075.00	41,965.34 51.3
<u>BUSINESS & COMMUNITY DEV</u>					
10-70-315	BUSINESS & COMMUNITY DEVELOPME	.00	5,387.51	10,000.00	4,612.49 53.9
	TOTAL BUSINESS & COMMUNITY DEV	.00	5,387.51	10,000.00	4,612.49 53.9

**TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026**

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT	
<u>CAPITAL OUTLAY</u>						
10-90-540 CAPITAL EXPENDITURES	.00	19,699.50	.00	(19,699.50)	.0	
10-90-541 MASTER PLAN	9,600.00	78,886.08	145,000.00	66,113.92	54.4	
10-90-545 SS4A PROJECT EXPENSES	23.75	1,618.75	300,000.00	298,381.25	.5	
10-90-546 FY 2026 CAPITAL PROJECTS	.00	48,318.62	62,000.00	13,681.38	77.9	
10-90-547 USED SERVICE BODY PICK-UP	.00	335.60	45,000.00	44,664.40	.8	
	TOTAL CAPITAL OUTLAY	9,623.75	148,858.55	552,000.00	403,141.45	27.0
<u>DEBT SERVICE</u>						
10-95-620 DEBT SERVICE LOAN PRINCIPAL	.00	37,703.80	134,000.00	96,296.20	28.1	
10-95-630 DEBT SERVICE LOAN INTEREST	.00	3,725.48	.00	(3,725.48)	.0	
10-95-640 CAPITAL LEASE PAYMENTS	.00	106,733.93	205,000.00	98,266.07	52.1	
	TOTAL DEBT SERVICE	.00	148,163.21	339,000.00	190,836.79	43.7
	TOTAL FUND EXPENDITURES	165,628.82	1,483,788.11	3,255,331.00	1,771,542.89	45.6
	NET REVENUE OVER EXPENDITURES	98,617.07	136,698.88	(581,531.00)	(718,229.88)	23.5

TOWN OF ALPINE
 REVENUES WITH COMPARISON TO BUDGET
 FOR THE 7 MONTHS ENDING JANUARY 31, 2026

WATER FUND

	<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEXPENDED</u>	<u>PCNT</u>
<u>OPERATING REVENUE</u>					
51-33-100 WATER USAGE FEE INCOME	.00	247,756.60	665,000.00	417,243.40	37.3
51-33-110 BULK WATER SALES	108.00	108.00	.00	(108.00)	.0
51-33-120 TRANSFER FEE INCOME	.00	7,723.72	7,500.00	(223.72)	103.0
51-33-200 DISCONNECT/RECONNECT FEE	.00	(12.36)	.00	12.36	.0
51-33-400 CONNECTION FEE INCOME	.00	60,340.00	100,000.00	39,660.00	60.3
TOTAL OPERATING REVENUE	108.00	315,915.96	772,500.00	456,584.04	40.9
<u>GRANT INCOME</u>					
51-34-100 GRANT REVENUE	.00	82,553.80	877,000.00	794,446.20	9.4
TOTAL GRANT INCOME	.00	82,553.80	877,000.00	794,446.20	9.4
<u>OTHER INCOME</u>					
51-38-100 INTEREST INCOME	2,051.03	27,600.74	36,000.00	8,399.26	76.7
51-38-300 MISC. INCOME	.00	6,389.86	.00	(6,389.86)	.0
TOTAL OTHER INCOME	2,051.03	33,990.60	36,000.00	2,009.40	94.4
TOTAL FUND REVENUE	2,159.03	432,460.36	1,685,500.00	1,253,039.64	25.7

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

WATER FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>ADMINISTRATION</u>					
51-42-110 ADMIN SALARIES & WAGES	.00	33,678.62	30,000.00	(3,678.62)	112.3
51-42-210 ADMIN PAYROLL TAXES	.00	9,233.84	2,500.00	(6,733.84)	369.4
51-42-220 ADMIN MEDICAL BENEFITS	(60.87)	3,279.61	5,000.00	1,720.39	65.6
51-42-230 ADMIN RETIREMENT	.00	3,537.38	6,000.00	2,462.62	59.0
51-42-315 ADMIN PROFESSIONAL SERVICES	312.50	50,160.03	50,000.00	(160.03)	100.3
51-42-335 SOFTWARE & IT	1,905.29	18,743.12	8,500.00	(10,243.12)	220.5
51-42-360 DUES & MEMBERSHIPS	.00	(373.32)	3,000.00	3,373.32	(12.4)
51-42-370 BANK CHARGES	690.74	4,541.57	6,000.00	1,458.43	75.7
51-42-380 INSURANCE	.00	4,344.77	4,500.00	155.23	96.6
51-42-395 TRAVEL & EDUCATION	.00	704.73	2,000.00	1,295.27	35.2
51-42-405 POSTAGE	365.00	1,900.00	5,000.00	3,100.00	38.0
51-42-410 OFFICE & MISCELLANEOUS	268.23	1,713.61	8,000.00	6,286.39	21.4
TOTAL ADMINISTRATION	3,480.89	131,463.96	130,500.00	(963.96)	100.7
<u>FIELD OPS</u>					
51-80-110 FO SALARIES & WAGES	1,194.24	62,860.20	140,000.00	77,139.80	44.9
51-80-210 FO PAYROLL TAXES	143.20	8,155.54	22,000.00	13,844.46	37.1
51-80-220 FO MEDICAL BENEFITS	.08	8,426.41	56,000.00	47,573.59	15.1
51-80-230 FO RETIREMENT	217.40	8,908.77	35,000.00	26,091.23	25.5
51-80-315 PROFESSIONAL SERVICES	.00	.00	3,000.00	3,000.00	.0
51-80-320 TESTING	81.00	854.42	10,000.00	9,145.58	8.5
51-80-325 RENT	.00	1,156.44	25,000.00	23,843.56	4.6
51-80-332 REPAIRS & MAINTENANCE	3,136.68	115,546.74	105,000.00	(10,546.74)	110.0
51-80-335 SOFTWARE AND IT	.00	166.67	7,000.00	6,833.33	2.4
51-80-380 FO INSURANCE	.00	174.37	.00	(174.37)	.0
51-80-395 TRAVEL & EDUCATION	.00	256.56	2,000.00	1,743.44	12.8
51-80-400 TOOLS & EQUIPMENT	.00	.00	5,000.00	5,000.00	.0
51-80-430 CHEMICALS	.00	3,575.00	7,500.00	3,925.00	47.7
51-80-452 UTILITIES (DISTRIBUTION)	164.28	1,755.29	7,500.00	5,744.71	23.4
51-80-453 UTILITIES WELLS (GENERATION)	1,881.84	17,005.88	30,000.00	12,994.12	56.7
51-80-454 FUEL	.00	533.15	7,500.00	6,966.85	7.1
51-80-500 VEHICLE REPAIRS & MAINT	1,007.57	5,064.50	.00	(5,064.50)	.0
51-80-800 DEPRECIATION EXPENSE	.00	(120,000.00)	175,000.00	295,000.00	(68.6)
TOTAL FIELD OPS	7,826.29	114,439.94	637,500.00	523,060.06	18.0
<u>CAPITAL OUTLAY</u>					
51-90-540 CAPITAL OUTLAY	.00	.00	65,000.00	65,000.00	.0
51-90-545 RADIO READ PROJECT	277.42	117,837.65	1,100,000.00	982,162.35	10.7
51-90-546 CAPACITY FEE STUDY - WATER	.00	7,513.97	5,000.00	(2,513.97)	150.3
TOTAL CAPITAL OUTLAY	277.42	125,351.62	1,170,000.00	1,044,648.38	10.7

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

WATER FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>DEBT SERVICE</u>					
51-95-620 DEBT SERVICES	.00	11,498.58	28,000.00	16,501.42	41.1
51-95-630 INTEREST EXPENSE	.00	16,899.08	1,000.00	(15,899.08)	1689.9
TOTAL DEBT SERVICE	.00	28,397.66	29,000.00	602.34	97.9
TOTAL FUND EXPENDITURES	11,584.60	399,653.18	1,967,000.00	1,567,346.82	20.3
NET REVENUE OVER EXPENDITURES	(9,425.57)	32,807.18	(281,500.00)	(314,307.18)	11.7

TOWN OF ALPINE
 REVENUES WITH COMPARISON TO BUDGET
 FOR THE 7 MONTHS ENDING JANUARY 31, 2026

WASTEWATER FUND

		<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEXPENDED</u>	<u>PCNT</u>
<u>OPERATING REVENUE</u>						
52-33-100	MONTHLY SERVICE FEES	.00	265,099.00	750,000.00	484,901.00	35.4
52-33-200	CONNECTION FEES	.00	89,513.98	200,000.00	110,486.02	44.8
	TOTAL OPERATING REVENUE	.00	354,612.98	950,000.00	595,387.02	37.3
<u>OTHER INCOME</u>						
52-38-100	INTEREST INCOME	2,346.86	21,105.17	36,000.00	14,894.83	58.6
52-38-200	MISC INCOME	.00	96,247.73	.00	(96,247.73)	.0
	TOTAL OTHER INCOME	2,346.86	117,352.90	36,000.00	(81,352.90)	326.0
	TOTAL FUND REVENUE	2,346.86	471,965.88	986,000.00	514,034.12	47.9

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

WASTEWATER FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>ADMINISTRATION</u>					
52-42-110 ADMIN SALARIES & WAGES	7,749.59	13,177.57	30,000.00	16,822.43	43.9
52-42-210 ADMIN PAYROLL TAXES	4,382.19	7,438.59	2,500.00	(4,938.59)	297.5
52-42-220 ADMIN MEDICAL BENEFITS	907.15	1,719.75	5,000.00	3,280.25	34.4
52-42-230 ADMIN RETIRMENT	1,442.96	2,453.64	6,000.00	3,546.36	40.9
52-42-315 PROFESSIONAL SERVICES	687.50	10,562.04	12,000.00	1,437.96	88.0
52-42-335 SOFTWARE & IT	1,786.74	21,341.56	.00	(21,341.56)	.0
52-42-370 BANK CHARGES	690.74	4,541.57	20,000.00	15,458.43	22.7
52-42-380 INSURANCE	.00	41,248.46	31,000.00	(10,248.46)	133.1
52-42-405 POSTAGE	365.00	1,900.00	5,000.00	3,100.00	38.0
52-42-410 OFFICE & MISCELLANEOUS	189.98	1,428.12	5,000.00	3,571.88	28.6
TOTAL ADMINISTRATION	18,201.85	105,811.30	116,500.00	10,688.70	90.8
<u>COLLECTIONS</u>					
52-82-110 COLLECTIONS SALARIES & WAGES	2,199.22	21,133.56	45,000.00	23,866.44	47.0
52-82-210 COLLECTIONS PAYROLL TAXES	253.00	2,334.47	7,000.00	4,665.53	33.4
52-82-220 COLLECTIONS MEDICAL BENEFITS	264.97	5,177.20	17,000.00	11,822.80	30.5
52-82-230 COLLECTIONS RETIREMENT	413.76	2,932.61	13,000.00	10,067.39	22.6
52-82-300 MISC EXPENSE	.00	12.50	.00	(12.50)	.0
52-82-315 PROFESSIONAL SERVICES	.00	33.00	12,000.00	11,967.00	.3
52-82-320 TESTING	.00	.00	100.00	100.00	.0
52-82-325 RENT	.00	.00	25,000.00	25,000.00	.0
52-82-332 REPAIRS & MAINTENANCE	13,036.99	25,653.30	75,000.00	49,346.70	34.2
52-82-335 SOFTWARE & IT	2,556.20	2,857.87	10,000.00	7,142.13	28.6
52-82-380 COLLECTIONS INSURANCE	.00	136.78	.00	(136.78)	.0
52-82-390 TRAVEL/EDUC./TRAINING	.00	.00	5,000.00	5,000.00	.0
52-82-400 TOOLS & EQUIPMENT	.00	.00	5,000.00	5,000.00	.0
52-82-454 UTILITIES	1,014.78	6,150.96	15,000.00	8,849.04	41.0
52-82-455 FUEL	100.93	550.68	7,500.00	6,949.32	7.3
52-82-500 VEHICLE REPAIRS & MAINT	.00	.00	10,000.00	10,000.00	.0
52-82-800 DEPRECIATION EXPENSE	.00	.00	120,000.00	120,000.00	.0
TOTAL COLLECTIONS	19,839.85	66,972.93	366,600.00	299,627.07	18.3

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

WASTEWATER FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>PRE-TREATMENT</u>					
52-83-110 PRE- TREATMENT S & W	14,487.24	31,908.24	45,000.00	13,091.76	70.9
52-83-210 PRE- TREATMENT PAYROLL TAXES	1,799.40	3,937.99	7,000.00	3,062.01	56.3
52-83-220 PRE-TREATMENT MEDICAL BENEFITS	2,294.35	3,306.83	17,000.00	13,693.17	19.5
52-83-230 PRE- TREATMENT RETIREMENT	2,443.69	5,248.95	13,000.00	7,751.05	40.4
52-83-300 MISC EXPENSE	40.90	40.90	.00	(40.90)	.0
52-83-315 PROFESSIONAL SERVICES	.00	8,692.16	24,000.00	15,307.84	36.2
52-83-320 TESTING	772.28	1,256.42	10,000.00	8,743.58	12.6
52-83-332 REPAIRS & MAINTENANCE	3,880.63	31,564.95	25,000.00	(6,564.95)	126.3
52-83-335 SOFTWARE AND IT	.00	.00	5,000.00	5,000.00	.0
52-83-400 TOOLS & EQUIPMENT	476.62	476.62	.00	(476.62)	.0
52-83-454 UTILITIES	7,469.40	22,689.14	50,000.00	27,310.86	45.4
52-83-800 DEPRECIATION EXPENSE	.00	.00	120,000.00	120,000.00	.0
TOTAL PRE-TREATMENT	33,664.51	109,122.20	316,000.00	206,877.80	34.5
<u>WWTP</u>					
52-84-110 WWTP SALARIES & WAGES	10,390.12	38,641.53	45,000.00	6,358.47	85.9
52-84-210 WWTP PAYROLL TAXES	1,056.35	9,347.94	7,000.00	(2,347.94)	133.5
52-84-220 WWTP MEDICAL BENEFITS	877.34	43,715.71	17,000.00	(26,715.71)	257.2
52-84-230 WWTP RETIREMENT	1,377.90	10,108.76	13,000.00	2,891.24	77.8
52-84-315 PROFESSIONAL SERVICES	.00	3,175.00	60,000.00	56,825.00	5.3
52-84-318 SLUDGE HAULING/DISPOSAL	.00	(15,102.41)	60,000.00	75,102.41	(25.2)
52-84-320 TESTING	426.04	5,200.28	5,000.00	(200.28)	104.0
52-84-332 REPAIRS & MAINTENANCE	37,295.97	88,272.66	90,000.00	1,727.34	98.1
52-84-335 SOFTWARE AND IT	.00	.00	12,000.00	12,000.00	.0
52-84-390 TRAVEL/EDUC./TRAINING	.00	1,110.92	5,000.00	3,889.08	22.2
52-84-400 TOOLS & EQUIPMENT	37.19	6,814.30	10,000.00	3,185.70	68.1
52-84-454 UTILITIES	7,671.51	32,841.00	60,000.00	27,159.00	54.7
52-84-500 VEHICLE REPAIRS & MAINT	.00	1,214.93	.00	(1,214.93)	.0
TOTAL WWTP	59,132.42	225,340.62	384,000.00	158,659.38	58.7
<u>CAPITAL OUTLAY</u>					
52-90-540 WW CAPITAL OUTLAY	.00	.00	25,000.00	25,000.00	.0
52-90-541 PRE-TREATMENT PROJECT	17,979.68	426,428.46	250,000.00	(176,428.46)	170.6
52-90-542 CAPACITY FEE STUDY -WW	.00	7,513.99	5,000.00	(2,513.99)	150.3
52-90-543 FY 2026 CAPITAL PROJECTS	.00	34,933.65	50,000.00	15,066.35	69.9
52-90-544 ULTRAVIOLET LIGHT PROJECT	.00	6,308.23	140,000.00	133,691.77	4.5
TOTAL CAPITAL OUTLAY	17,979.68	475,184.33	470,000.00	(5,184.33)	101.1

TOWN OF ALPINE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 7 MONTHS ENDING JANUARY 31, 2026

WASTEWATER FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>DEBT SERVICE</u>					
52-95-620 DEBT SERVICE PRINCIPAL	.00	140,088.61	205,000.00	64,911.39	68.3
52-95-630 DEBT SERVICE INTEREST	.00	124,657.79	60,000.00	(64,657.79)	207.8
52-95-640 CAPITAL LEASE PAYMENTS	7,000.00	(21,000.00)	.00	21,000.00	.0
TOTAL DEBT SERVICE	7,000.00	243,746.40	265,000.00	21,253.60	92.0
 TOTAL FUND EXPENDITURES	 155,818.31	 1,226,177.78	 1,918,100.00	 691,922.22	 63.9
 NET REVENUE OVER EXPENDITURES	 (153,471.45)	 (754,211.90)	 (932,100.00)	 (177,888.10)	 (80.9)

Town of Alpine

Planning & Zoning Administrator Report to Town Council

To: Mayor and Town Council

From: Gina Corson, Planning & Zoning Administrator

Date: February 26, 2026

Subject: Summary of Planning & Zoning Commission Discussions and Direction
(February 10, 2026 Meeting)

The Planning & Zoning Commission continued its review of drafted updates to Part 2 of the Land Use and Development Code (LUDC), focusing primarily on permitting requirements and implementation standards.

A significant discussion centered on whether civil plans should be required for construction within the R-1 (Single-Family Residential) zoning district. While concerns were raised regarding additional costs to homeowners, the Commission ultimately agreed that civil plans are an industry standard and provide important protections related to grading, drainage, and site impacts on neighboring properties. The Commission reached consensus to require civil plans for applicable R-1 projects, and draft language will be updated accordingly.

The Commission also clarified demolition permit procedures. When demolition of a structure over 300 square feet is part of a new construction project, it will be incorporated into the building permit and will not require a separate affidavit or fee. Stand-alone demolitions will still require a permit. Structures under 300 square feet will not require an affidavit unless utilities are present.

Discussion was held regarding propane tank permits after public comment questioned the necessity of Town oversight. The Commission reaffirmed that permitting serves a safety function; however, concerns were raised about the current fee structure, as propane installations fall under the \$750 Minor Construction Permit category. No changes were made at this time.

The Commission reviewed existing roof permit and affidavit requirements. While suggestions were made to limit the requirement to older structures, concerns about administrative burden and the history of prior structural failures led to no changes at this time.

The Commission also discussed a proposal at 60 US Hwy 89 (Three Rivers Motel), where a structure originally characterized as storage is now intended to function as an occupied, fee-based gathering space. The Commission determined this constitutes a change of use and would trigger building and life-safety requirements under the International Building Code. No formal action was taken.

Finally, the Commission reached consensus to draft language adopting the most current versions of the International Construction Codes as adopted by the State of Wyoming, with any Town-specific exceptions listed within the LUDC.

The Commission continues refining draft amendments and will bring updated language forward as review progresses.



Town of Alpine Code Enforcement Officer Report

1/29/26 to 2/25/26

Meeting Date: March 3, 2026
Submitted By: Tara Bender, Code Enforcement Officer
Prepared On: February 26, 2026

Citations/Warnings	0 Citations 0 Warnings
Stop Work Orders Issued	0
Total Responses/Investigations	5

Traffic - Snow	1	Liquor License Compliance	1
Maintenance of Premises	1	LUDC – Permit Compliance	1
Crimes Against the Peace	1		

Tara Bender
Code Enforcement Officer
250 River Circle P.O. Box 3070
Alpine, Wyoming 83128
Cell: (307) 226-5430
E-mail: municipal@alpinewy.gov
www.alpinewy.gov



PO BOX 2911
ALPINE, WY 83128
INFO@ALPINEEDUCATION.FOUNDATION

February 25, 2026

Dear Mayor and Council,

Below please find an update from the month of February, which I am providing inclusion at your March 3 meeting. At your request, I intend to increase the frequency of my updates from quarterly to monthly. Please do not hesitate to reach out between updates for more information.

- The 1st Annual Gala was held in the Alpine Civic Center on Saturday, February 21. The event featured a dueling piano show performed by Keyed Up Entertainment. It was a full house. To date, the Foundation has raised approximately \$505K. The Foundation looks forward to future fundraising events.
- As of the Foundation's regularly scheduled February 12 meeting, mechanical, electrical, and plumbing work at the campus were nearly complete. Ceiling grids and flooring will be installed in March. As soon as spring hits, the Foundation will begin exterior work. We are exploring dark-sky compliant light fixtures for the parking lot, a green house, and a playground with natural design features (a "naturalscape" playground). Exterior design plans, generously donated by Cairn, are attached. The Foundation is striving to obtain a Certificate of Occupancy on or near April 1.
- Next month, the Foundation will enter into a lease agreement with Alpine Charter School, Inc. d/b/a Wyoming Classical Academy - Alpine. This lease agreement is required by the State in order to receive State lease payments, which the Foundation will use to re-pay the loan for the modular buildings. The lease agreement will specify operations & maintenance responsibilities for each entity. This action is in alignment with section 18 of our primary lease agreement with the Town, which authorizes the Foundation to lease the property to Alpine Charter School, Inc. for operation of a public charter school.

I will be in attendance at your March 3 meeting should you have any questions.

Sincerely,

Riley Hovorka
Town of Alpine representative to the Alpine Education Foundation

- LEGEND**
- (A) GRAVEL PARKING LOT
 - (B) GREENHOUSE WITH LOW FENCE, TRELLIS WITH CLIMBING VINES AND RAISED BEDS
 - (C) PLAY STRUCTURE FOR KINDERGARTEN - 2ND GRADERS
 - (D) PLAY STRUCTURE FOR 3RD - 6TH GRADERS
 - (E) STEEL EMBANKMENT SLIDE WITH BOULDER STAIRCASE
 - (F) EX. ASPEN GROVE AND GAZEBO TO REMAIN
 - (G) BARRIER BOULDERS
 - (H) FUTURE CONNECTOR PATH
 - (I) BERMS WITH VEGETATIVE SCREENING
 - (J) ENTRY AREA WITH POLLINATOR GARDEN, BOULDER SEATING AND CRUSHED GRAVEL OUTDOOR CLASSROOM





- LEGEND**
- (A) GRAVEL PARKING LOT
 - (B) GREENHOUSE WITH LOW FENCE, TRELIS WITH CLIMBING VINES AND RAISED BEDS
 - (C) PLAY STRUCTURE FOR KINDERGARTEN - 2ND GRADERS
 - (D) PLAY STRUCTURE FOR 3RD - 6TH GRADERS
 - (E) STEEL EMBANKMENT SLIDE WITH BOULDER STAIRCASE
 - (F) EX. ASPEN GROVE TO REMAIN
 - (G) BARRIER BOULDERS
 - (H) FUTURE CONNECTOR PATH
 - (I) BERMS WITH VEGETATIVE SCREENING
 - (J) ENTRY AREA WITH POLLINATOR GARDEN
 - (K) BOULDER SEATING
 - (L) CRUSHED GRAVEL GATHERING SPACE
 - (M) BENCH SEATING

SETBACK
PROPERTY LINE

Town of Alpine

Accident Prevention & Safety Manual

Origination Date:	January 23, 2019	Revision Date:	February 10, 2026
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Town of Alpine Accident Prevention & Safety Manual

1. General Safety Program Administration

2. Employee Safety Handbook

- ◆ *Handbook = expectations, not procedures*

3. Disciplinary Action Program (STAND-ALONE AUTHORITY)

4. Accident Reporting & Investigation Program

5. OSHA / WYOSH Injury Illness Recordkeeping (29 CFR 1904)

7. Hazard Communication Program (29 CFR 1910.1200)

8. Personal Protective Equipment (PPE) Program (29 CFR 1910 Subpart I)

9. Bloodborne Pathogens Program (29 CFR 1910.1030)

10. Respiratory Protection Program (29 CFR 1910.134)

11. Confined Space Program – Integration Section

(Full Permit Program maintained separately)

12. Excavation & Trenching Safety Program (29 CFR 1926 Subpart P)

13. Lockout / Tagout Program (29 CFR 1910.147)

14. Electrical Safety & Ground-Fault Protection Program

15. Machinery & Machine Guarding Safety Program (29 CFR 1910 Subpart O)

16. Housekeeping Program

17. Material Storage Program

18. Fire Prevention Plan (29 CFR 1910.39)

19. Emergency Action Plan (29 CFR 1910.38)

20. First Aid Program (29 CFR 1910.151)

21. Substance Abuse Program

22. OSHA / WYOSH Inspection Management

Appendices

- A. Safety Hazard Citation Form
- B. Training Record Forms
- C. Accident Investigation Forms
- D. PPE Hazard Assessments
- E. Confined Space Permits
- F. Equipment Inspection Checklists

1. Town of Alpine Safety Policies and Procedures

This Accident Prevention & Safety Manual applies to all Town of Alpine employees, elected officials when performing operational duties, temporary employees, and volunteers performing work on behalf of the Town where exposure to workplace hazards may exist.

This manual is intended to meet the requirements of applicable federal Occupational Safety and Health Administration (OSHA) standards as adopted and enforced by Wyoming Occupational Safety and Health (WYOSH). Where specific operations require additional task-specific procedures or permits, those documents shall supplement—but not replace—this manual.

Nothing in this manual is intended to create a contractual obligation or guarantee of employment. Safety rules and procedures are conditions of employment and may be updated as regulations, operations, or hazards change.

Town of Alpine Safety Policy Statement

The Town of Alpine is committed to providing a workplace that is free from recognized hazards that may cause injury, illness, or death. Safety is a core value of the Town and is considered equally important with service delivery, quality of work, and fiscal responsibility.

The Town will comply with all applicable federal, state, and local safety and health regulations, including but not limited to:

- Occupational Safety and Health Administration (OSHA) standards as adopted by WYOSH
- Environmental Protection Agency (EPA) regulations
- Department of Transportation (DOT) regulations
- Applicable Wyoming statutes and administrative rules

All injuries, illnesses, and incidents are considered preventable through effective planning, training, supervision, and employee participation. Safety is the responsibility of every employee at every level.

Types of Written Safety Plans in Place

Because the Town cares about employee safety and strives to provide a safe workplace, multiple written safety plans are in place. These plans provide guidance and direction for the safety issues they address and are incorporated throughout this Accident Prevention & Safety Manual.

Employer Responsibilities

The Town of Alpine shall:

- Provide a workplace reasonably free from recognized hazards
- Establish, implement, and maintain an effective safety and health program
- Provide required safety training and documentation
- Ensure equipment, facilities, and property are maintained in a safe condition
- Investigate incidents and implement corrective actions

- Enforce safety rules consistently and fairly

Department supervisors and management are responsible for ensuring employees under their supervision understand and follow all applicable safety rules and procedures.

Employee Responsibilities

All Town employees are required to:

- Comply with all applicable safety rules, policies, and procedures
- Perform work in a safe manner and avoid unsafe acts
- Use required personal protective equipment (PPE)
- Report on unsafe conditions, hazards, near-misses, injuries, and illnesses immediately
- Participating in required safety training
- Maintain clean and orderly work areas

Failure to comply with safety requirements may result in disciplinary action.

Designated Safety Officer

The Public Works Director is designated as the Town of Alpine Safety Officer.

The Safety Officer has the authority and responsibility to administer and enforce the Town’s safety and health program, including:

- Program implementation and updates
- Incident investigation and reporting
- Safety inspections and audits
- Regulatory compliance monitoring
- Employee safety training coordination

The Safety Officer reports directly to Town Council regarding safety and health matters.

Training Policy

The Town of Alpine will provide safety training to employees as required by regulation and as necessary to perform assigned duties safely.

Training includes:

- New employee orientation
- Job-specific safety training
- Refresher and periodic training
- Training related to new equipment, materials, or procedures

All training shall be documented and retained in accordance with regulatory requirements.

Policy Statement

Employees need to know the Town's position on safety and health and what we expect of them. They need a clear understanding of the rules and the consequences of breaking those rules. This is true in all areas of work, but it is especially important for workers' safety and health. As part of the policy statement, and in the employee safety handbook, the Town has a written statement setting forth its disciplinary policy. Company managers and supervisors will always be on the lookout for safety violations and will conscientiously and vigorously enforce the Town's commitment to safety.

2. Employee Safety Handbook

General Health & Safety Policies

The Town of Alpine is committed to providing all employees with a safe and healthy workplace. Hazards may be identified during planning and design, routine workplace inspections, job hazard analyses, or through employee reports.

All recognized safety and health hazards shall be eliminated or controlled as promptly as feasible, with priority given based on the level of risk posed. Engineering controls and substitution of less hazardous processes or materials are the preferred methods of hazard abatement. Personal protective equipment (PPE) shall be used when other control measures are not feasible or as an additional protective measure.

Safety rules have been developed with input from supervisors and employees. These rules address behaviors and work practices that can lead to accidents and injuries. All employees are expected to become familiar with and follow applicable safety rules. Supervisors are responsible for enforcing safe work practices.

Most accidents are preventable when employees follow safety rules and use required protective equipment.

THINK SAFE — WORK SAFE — BE SAFE

Why Work Safely?

- Your safety protects the people who matter most—your family.
- A work-related injury can impact your ability to work, participate in daily activities, and enjoy life outside of work.
- Working safely protects you, your coworkers, and the community.

What Does Working Safely Mean?

- Wearing required personal protective equipment.
- Performing tasks correctly and avoiding unsafe shortcuts.
- Staying alert and focused on the task at hand.
- Asking your supervisor for instructions before performing unfamiliar tasks.

Your Safety Rights

Employees have the following rights under federal and state law:

- The right to a workplace is free from recognized hazards.
- The right to receive information about workplace hazards and how to protect yourself.
- The right to know about chemical hazards and access Safety Data Sheets (SDS).
- The right to question instructions that may place you or others in danger.
- The right to access your medical and exposure records.

- The right to report safety concerns without fear of retaliation.

Your Safety Responsibilities

Employees are responsible for:

- Reporting all work-related injuries, illnesses, and near misses immediately.
- Following safety rules and safe work practices.
- Reporting unsafe conditions or hazards.
- Helping coworkers recognize unsafe conditions or behaviors.
- Asking questions when safety requirements are unclear.

Employee Safety Rules

Not all safety rules can be listed in one document. Employees must follow all general and department-specific safety rules and ask their supervisor for guidance when assigned unfamiliar tasks.

Access to Employee Exposure & Medical Records

Employees or their designated representatives may request access to medical or exposure records. Access will be provided within a reasonable time, not to exceed fifteen (15) working days. Requests may be made through the **Safety Officer**.

General Safety Rules

- Read and follow posted safety notices and instructions.
- Obey all warning signs and operating procedures.
- Assist coworkers when necessary to perform work safely.
- Horseplay, pranks, or unsafe behavior are strictly prohibited.
- Clean up spills immediately or report them.
- Report unsafe conditions or damaged equipment immediately.
- Wear required PPE at all times.
- Use ladders or step stools—never furniture.
- Do not report to work under the influence of alcohol or illegal drugs.

Hazard Communication

- All hazardous chemicals must be properly labeled.
- Safety Data Sheets (SDS) are available through supervisors or the Safety Officer.
- Use required PPE when handling chemicals.

Lockout/Tagout

- Never operate equipment with a lock or tag.
- Never remove locks or tags.
- Only authorized employees may perform lockout/tagout.

Electrical Safety

- Only trained personnel may perform electrical work.
- Do not use damaged cords or equipment.
- Do not use electrical equipment in wet conditions.

Machine Safety & Guarding

- Never operate equipment without training.
- Never remove or bypass guards.
- Report missing or damaged guards immediately.

Lifting & Material Handling

- Assess weight before lifting.
- Use assistance or equipment when needed.
- Lift with legs, not back.
- Avoid twisting while carrying loads.

Fire Safety

- Attempt to extinguish only very small fires if trained.
- For larger fires: activate alarm and evacuate.
- Assemble designated areas and report missing personnel.

Fire Extinguisher Use (PASS)

- Pull the pin
- Aim at the base
- Squeeze the handle
- Sweep side to side

Horseplay

Horseplay, pranks, scuffling, or throwing objects is prohibited and may result in disciplinary action.

Personal Protective Equipment (PPE)

Supervisors will identify required PPE for each task. Employees must:

- Inspect PPE before use
- Replace damaged PPE
- Store PPE properly

Bloodborne Pathogens

Employees who have not received bloodborne pathogen training or been offered the Hepatitis B

vaccination **must not** handle blood or bodily fluids.

If exposure occurs:

- Notify your supervisor immediately.
- Seek medical evaluation as directed.

Housekeeping Expectations

- Keep work areas clean and orderly.
- Clean spills immediately.
- Report trip and slip hazards.

Injuries & Accidents

- All injuries, illnesses, near misses, and accidents must be reported immediately.
- First aid incidents must be documented.
- Incidents requiring medical treatment must be investigated and documented.
- Failure to report injuries promptly may affect workers' compensation eligibility.

Workers' Compensation Fraud

The Town supports employees with legitimate work-related injuries or illnesses. Suspected fraud will be referred to the Town's workers' compensation carrier and appropriate authorities.

Drug & Alcohol Policy

The Town prohibits the use, possession, or influence of illegal drugs or alcohol during work hours or on Town property.

Testing may be required:

- Upon reasonable suspicion
- After workplace accidents involving injury or damage
- As a condition of employment

Refusal to submit to testing may result in disciplinary action.

Return-to-Work Policy

- Employees returning to work with medical restrictions may be assigned modified duties consistent with medical limitations whenever possible.

Failure to follow safety rules or procedures may result in disciplinary action in accordance with the Town of Alpine Disciplinary Action Program.

TOWN OF ALPINE

Employee Name: _____

Date.: _____

Training Topics Covered in The Employee Safety Handbook:

- GENERAL HEALTH & SAFETY POLICIES
- THE IMPORTANCE OF WORKING SAFELY & WHAT IT INVOLVES
- YOUR SAFETY RIGHTS
- EMPLOYEE RESPONSIBILITIES
- EMPLOYEE SAFETY RULES
- EMPLOYEE ACCESS TO EXPOSURE & MEDICAL RECORDS
- BLOODBORNE PATHOGENS – GENERAL AWARENESS
- REPORTING OF INJURIES AND ACCIDENTS
- SEEKING MEDICAL TREATMENT FOR WORK RELATED INJURIES
- WORKERS’ COMPENSATION FRAUD
- HORSE PLAY
- DISCIPLINARY ACTION
- RETURN TO WORK POLICY
- DRUG & ALCOHOL TESTING POLICY
- OSHA’S HAZARD COMMUNICATION STANDARD
- PERSONAL PROTECTIVE EQUIPMENT (PPE): JOB REQUIREMENTS, CARE & LIMITATIONS OF PPE.
- EYE SAFETY
- LOCKOUT/TAGOUT: CONTROL OF HAZARDOUS ENERGY
- ELECTRICAL SAFETY
- FORKLIFT OPERATION
- MACHINE SAFETY & GUARDING
- LIFTING & MOVING MATERIAL HOUSE KEEPING
- FIRE PROCEDURES & USE OF FIRE EXTINGUISHERS

I have read and understand all of the information covered in the Employee Safety Handbook. The topics covered in the handbook are listed above. In addition, I have read and understand the Town’s Accident Prevention and Safety Plan.

Employee Signature: _____

Witness Signature: _____

Date: _____

3. Disciplinary Action Program

Purpose

The purpose of the Disciplinary Action Program is to ensure consistent enforcement of safety rules and safe work practices across all Town of Alpine operations. Compliance with safety policies and procedures is a condition of employment. This program establishes a clear, fair, and documented process for addressing violations of safety rules in order to prevent injuries, illnesses, property damage, and regulatory violations.

This program supports and applies to **all safety-related policies, procedures, and programs** contained within the Town of Alpine Safety & Health Manual.

Policy Statement

The Town of Alpine is committed to providing a safe and healthy workplace for all employees. Employees are expected to comply with all safety rules, procedures, training requirements, and lawful supervisory instructions related to workplace safety.

Failure to comply with safety requirements, whether through unsafe acts, unsafe conditions, or failure to follow established procedures, will result in disciplinary action. Discipline is intended to be corrective, not punitive, and is designed to prevent recurrence through accountability and retraining.

Scope and Applicability

This Disciplinary Action Program applies to:

- All Town of Alpine employees
- All departments, job classifications, and work locations
- All safety-related programs, including but not limited to:
 - Employee Safety Handbook
 - Hazard Communication
 - Bloodborne Pathogens
 - Respiratory Protection
 - Confined Space
 - Lockout/Tagout
 - Electrical Safety
 - Machinery & Machine Guarding
 - Material Storage & Handling
 - Fire Prevention
 - Emergency Action
 - First Aid
 - Substance Abuse
 - OSHA / WYOSH compliance requirements

Contractors and temporary workers are expected to follow equivalent safety rules while on Town property

and may be removed from the worksite for safety violations.

Responsibilities

Safety Officer

The Safety Officer is responsible for:

- Ensuring this program is implemented consistently
- Reviewing safety violations and disciplinary documentation
- Verifying retraining requirements are met
- Maintaining disciplinary records related to safety violations

Supervisors

Supervisors are responsible for:

- Enforcing safety rules consistently
- Correcting unsafe acts or conditions immediately
- Documenting safety violations and corrective actions
- Assigning retraining when required
- Preventing employees from returning to work when unsafe conditions exist

Employees

Employees are responsible for:

- Following all safety rules and procedures
- Using required personal protective equipment
- Reporting hazards, injuries, and unsafe conditions
- Participating in required training and retraining
- Complying with corrective actions related to safety violations

Types of Safety Violations

Safety violations may include, but are not limited to:

- Failure to wear required PPE
- Failure to report injuries, near-misses, or hazards
- Removing, bypassing, or disabling safety guards
- Operating equipment without authorization or training
- Failure to follow Lockout/Tagout procedures
- Unsafe operation of vehicles, machinery, or tools
- Horseplay or reckless behavior
- Substance abuse violations
- Failure to follow emergency procedures

- Repeated unsafe acts or disregard for safety rules

Progressive Disciplinary Actions

Disciplinary action will be based on the severity of the violation, the employee’s work history, and the potential or actual risk created.

Disciplinary actions may include one or more of the following:

- **Verbal Warning**
 1. Documented by the supervisor
 2. Includes coaching and clarification of expectations
- **Written Warning**
 1. Formal documentation placed in the employee file
 2. Includes required retraining
- **Suspension**
 1. Temporary removal from duties
 2. May require retraining and demonstration of competency before return
- **Termination of Employment**
 1. For serious violations or repeated noncompliance

Nothing in this program limits the Town’s authority to bypass progressive steps when a violation presents **immediate danger**, involves **willful misconduct**, or results in **serious injury, fatality, or major property damage**.

Immediate Disciplinary Action

Certain violations may result in immediate suspension or termination, including but not limited to:

- Willful disregard of safety procedures
- Operating equipment after being instructed not to
- Removing safety guards without authorization
- Lockout/Tagout violations
- Substance abuse violations
- Falsification or omission of accident or injury information
- Failure to report injuries or accidents

Retraining Requirements

Unsafe acts require **documented retraining** before the employee resumes affected job duties.

Retraining shall:

- Address the specific violation
- Reinforce applicable safety procedures
- Be documented by the supervisor or Safety Officer

- Be completed prior to return to full duty when required

Documentation and Recordkeeping

All disciplinary actions related to safety shall be documented and maintained by the Town.

Documentation may include:

- Supervisor notes
- Written warnings
- Retraining records
- Incident or accident investigation reports
- Safety Officer review and sign-off

These records may be reviewed during internal audits, OSHA/WYOSH inspections, or incident investigations.

Non-Retaliation

Employees will not be retaliated against for:

- Reporting injuries, near-misses, or hazards
- Participating in accident investigations
- Exercising their safety rights under OSHA/WYOSH

False reporting, however, may result in disciplinary action.

Program Evaluation

The Safety Officer will periodically review this program to ensure effectiveness, consistency, and compliance with applicable regulations. Updates may be made as necessary to improve enforcement and workplace safety.

4. Accident Reporting & Investigation

Purpose

The purpose of accident reporting and investigation is to identify causes of incidents and implement corrective actions to prevent recurrence. All incidents are considered preventable.

Employee Involvement and Training

This plan guides employee actions related to accident reporting and investigation. At the time of hire, the Safety Officer explains the purpose of the Accident Reporting and Investigation Plan and how employees may be affected by it.

Employees are instructed on:

- How and when to report work-related injuries or illnesses; and
- Their role in accident and incident reporting.

The Town does not discriminate against employees for reporting injuries, requesting records, or exercising rights under the Occupational Safety and Health Act.

Reporting Requirements

Employees shall immediately report:

- Work-related injuries or illnesses
- Near-miss incidents
- Property damage
- Unsafe conditions or hazards

Delays in reporting may hinder investigation and corrective action.

Investigation

All incidents shall be investigated promptly to determine:

- What occurred
- How it occurred
- Why it occurred
- Corrective actions needed

Investigations are conducted to improve safety, not assign blame.

Failure to comply with accident reporting and investigation requirements may result in disciplinary action

in accordance with the Town of Alpine Disciplinary Action Program.

Employee Information and Training

It is important that employees understand the system and have a reference to turn to if they have any questions. Therefore, in addition to issuing a written statement of the Town's disciplinary policy, the Town has established a Disciplinary Action Program that clearly identifies unacceptable conduct, outlines examples of major and minor safety violations, and explains the corrective actions that may be taken for first, second, or repeated offenses. This program is intended to ensure consistent, fair, and documented enforcement of safety rules and safe work practices.

Supervisors and management are responsible for enforcing safety rules and disciplinary actions in a consistent and impartial manner. Disciplinary action is intended to be corrective rather than punitive and may include retraining, reassignment, suspension, or termination, depending on the severity of the violation and the employee's work history.

Employee Involvement and Training

This plan is an internal document intended to guide employee actions and behaviors related to accident reporting and investigation. At the time of hire, the Safety Officer explains to employees the purpose of the Accident Reporting and Investigation Plan and how employees may be affected by it.

Employees are instructed on:

- How and when to report work-related injuries or illnesses; and
- Their role in accident and incident reporting.

The Town does not discriminate against employees for:

- Reporting a work-related fatality, injury, or illness;
- Filing a safety or health complaint;
- Requesting access to injury and illness records; or
- Exercising any rights afforded under the Occupational Safety and Health Act.

Documentation

Incident investigations shall be documented and retained in accordance with recordkeeping requirements.

Corrective Action

Hazards identified shall be corrected promptly through engineering controls, administrative changes, training, or procedural updates.

5. OSHA / WYOSH Injury & Illness Recording and Reporting

(UPDATED – 29 CFR 1904)

Purpose

This section establishes requirements for recording and reporting occupational injuries and illnesses in accordance with **OSHA 29 CFR 1904**, as adopted and enforced by **WYOSH**.

Recordkeeping

The Town of Alpine shall maintain required injury and illness records, including:

- OSHA Form 300 (Log of Work-Related Injuries and Illnesses)
- OSHA Form 300A (Summary of Work-Related Injuries and Illnesses)
- OSHA Form 301 (Injury and Illness Incident Report)

Records shall be maintained for **five (5) years** following the end of the calendar year they cover.

Annual Summary

(UPDATED – 29 CFR 1904)

At the end of each calendar year, the Safety Officer performs the following steps:

- Reviews the OSHA 300 Log of Work-Related Injuries and Illnesses to verify that entries are complete and accurate;
- Corrects any deficiencies identified in the entries;
- Prepares an Annual Summary of Work-Related Injuries and Illnesses (OSHA Form 300A);
- Ensures that the Safety Officer certifies that he or she reasonably believes, based on knowledge of the process by which the information was recorded, that the annual summary is correct and complete; and
- Posts the OSHA 300A Summary of Work-Related Injuries and Illnesses on the Main Office bulletin board from February 1 through April 30 of the year following the year covered by the records.

Employee Access to Report Forms

All employees, former employees, their personal representatives, and authorized employee representatives have the right to access required injury and illness records, subject to the following provisions:

- A copy of the OSHA 300 Log of Work-Related Injuries and Illnesses shall be provided by the end of the next business day following a request.

- The Town may omit employee names from the OSHA 300 Log in cases involving privacy concern cases, as permitted by 29 CFR 1904.
- A copy of the OSHA Form 301 Injury and Illness Incident Report shall be provided to an employee, former employee, or personal representative by the end of the next business day following a request.

A personal representative is:

- Any individual designated in writing by the employee or former employee; or
- The legal representative of a deceased or legally incapacitated employee or former employee.
- Authorized employee representatives (such as collective bargaining agents) shall be provided the “Tell Us About the Case” section of OSHA Form 301 within seven (7) calendar days. All other personally identifiable information shall be removed prior to release.
- The first copy of any requested record shall be provided at no cost. The Town may charge a reasonable fee for additional copies.

Employees also have access to the OSHA 300A Annual Summary, which is posted from February 1 through April 30.

The Town does not discriminate against employees who request access to records required by 29 CFR 1904 or who otherwise exercise rights afforded by the Occupational Safety and Health Act.

Record Retention

The Safety Officer shall retain the following records for five (5) years following the end of the calendar year to which they relate:

- OSHA 300 Log of Work-Related Injuries and Illnesses (including any privacy case list);
- OSHA 300A Annual Summary; and
- OSHA Form 301 Injury and Illness Incident Reports.

During the retention period, the OSHA 300 Log shall be updated to reflect:

- Newly discovered recordable injuries or illnesses; and
- Any changes in classification of previously recorded cases.

If the Town undergoes a change in ownership or legal status, responsibility for maintaining OSHA 29 CFR 1904 records shall be transferred to the successor entity, as required by regulation.

Reporting Fatalities and Hospitalizations

The Safety Officer shall report the following work-related incidents to OSHA/WYOSH:

- Work-related fatalities within eight (8) hours; and
- In-patient hospitalizations, amputations, or loss of an eye within twenty-four (24) hours.

Reports shall be made by telephone or electronically to OSHA/WYOSH using the OSHA toll-free

number:

1-800-321-OSHA (1-800-321-6742)

The following information shall be provided:

- Establishment name;
- Location of the incident;
- Time of the incident;
- Type of reportable event;
- Number of affected employees;
- Names of injured employees, if available;
- Contact person and phone number; and
- Brief description of the incident.

Motor vehicle accidents occurring on public roadways or incidents involving commercial or public transportation systems are not required to be reported to OSHA/WYOSH but must be recorded on injury and illness records if otherwise recordable.

Variations

If the Town seeks to maintain injury and illness records in a manner different from that prescribed by OSHA 29 CFR 1904, a variance petition may be submitted to the Assistant Secretary of Labor for Occupational Safety and Health, U.S. Department of Labor, Washington, DC 20210.

Alternative recordkeeping systems may be approved if they collect equivalent information, comply with the Occupational Safety and Health Act, and do not interfere with enforcement or administration. Refer to 29 CFR 1904 for variance procedures.

Other Reporting Requirements

When an authorized government representative requests records required under 29 CFR 1904, the Safety Officer shall provide copies within four (4) business hours.

If the Town receives an OSHA injury and illness survey, the Safety Officer shall complete and submit the survey within thirty (30) calendar days, or by the date specified on the survey, whichever is later.

If the Town receives a Survey of Occupational Injuries and Illnesses from the Bureau of Labor Statistics (BLS), the Safety Officer shall complete and return the survey in accordance with the instructions provided.

Workers' Compensation Fraud

The Town is committed to supporting employees who sustain legitimate, work-related injuries or illnesses. Suspected Workers' Compensation fraud shall be referred to the Town's Workers' Compensation insurer and the appropriate state authorities for investigation.

Workers' Compensation fraud is a serious offense and may result in criminal prosecution. Employees are encouraged to report suspected fraud to their supervisor. Reports will be handled confidentially to the extent permitted by law.

Recordable Injuries and Illnesses

Work-related injuries and illnesses shall be recorded when they result in:

- Death
- Days away from work
- Restricted work or job transfer
- Medical treatment beyond first aid
- Loss of consciousness
- Diagnosis of a significant injury or illness

Reporting to WYOSH

The Town shall report the following to WYOSH:

- **Work-related fatalities within 8 hours**
- **In-patient hospitalizations, amputations, or loss of an eye within 24 hours**

Employee Access

Employees and their representatives may review injury and illness records in accordance with OSHA/WYOSH access requirements.

Retaliation Prohibited

Employees shall not be retaliated against for reporting injuries, illnesses, or safety concerns.

6. Safety Inspections, Audits & Accident Investigations

Purpose

Accident prevention and hazard control are the result of a well-designed and effectively implemented safety and health program. Regular inspections, audits, and accident investigations are essential tools for identifying unsafe conditions, evaluating program effectiveness, and preventing future incidents.

The Town of Alpine is committed to identifying hazards, correcting deficiencies, and investigating incidents to reduce the risk of injury, illness, or property damage.

Policy

The Town does **not maintain a formal safety committee**. Responsibility for safety inspections, audits, and accident investigations rests with the **Safety Officer** and designated supervisors or managers.

These activities are conducted to:

- Identify unsafe conditions and practices;
- Evaluate compliance with safety procedures and regulatory requirements; and
- Implement corrective actions to prevent recurrence.

Safety inspections, audits, and investigations are **preventive and corrective in nature** and are not intended to assign blame.

Safety Inspections & Audits

Safety inspections and audits are conducted to identify hazards before they result in accidents or injuries and to evaluate the effectiveness of safety program administration.

Types of Inspections

Supervisor and Management Walk-Through Inspections

Supervisors and managers conduct routine walk-through inspections of work areas and equipment to ensure conditions are safe prior to work activities. Identified hazards shall be corrected as soon as practicable.

Periodic Safety Inspections

The Safety Officer may conduct periodic inspections of job sites, facilities, and operations to identify hazards, assess compliance, and recommend corrective actions. Findings shall be documented as appropriate.

Equipment Inspections

Equipment inspections are conducted on a routine basis to ensure safety equipment and machinery are in proper working order and will function as intended.

Program Audits

Safety and health program audits may be conducted periodically to evaluate compliance with applicable regulations and Town safety programs. Program audit records shall be retained in accordance with recordkeeping requirements.

Records of inspections, audits, and corrective actions shall be maintained for the periods required by regulation or Town policy.

Accident Investigations

It is the policy of the Town that all work-related accidents, injuries, illnesses, and significant near-miss incidents are investigated in a timely and professional manner to determine contributing factors and identify corrective actions.

Accident investigations are conducted to:

- Determine what occurred and why;
- Identify contributing conditions or practices; and
- Develop corrective measures to prevent recurrence.

The **Safety Officer**, or a designated supervisor or manager, is responsible for conducting or overseeing accident investigations.

Investigations shall be initiated as soon as practicable following the incident and documented using the Town's Accident Investigation Report form. Corrective actions identified during investigations shall be implemented and tracked to completion.

Reporting to Town Council

Summary information regarding accidents, trends, and corrective actions may be provided to Town Council for informational purposes. Town Council does not conduct accident investigations or participate in investigative activities.

7. Hazard Communication Program

(Updated – 29 CFR 1910.1200, WYOSH)

Purpose

The purpose of this Hazard Communication Program is to ensure that employees are informed of the hazardous chemicals present in the workplace, understand the associated hazards, and know the protective measures required to work safely.

This program is intended to comply with the requirements of **OSHA 29 CFR 1910.1200**, as adopted and enforced by the **Wyoming Occupational Safety and Health Administration (WYOSH)**.

Scope and Applicability

This program applies to all Town of Alpine employees who may be exposed to hazardous chemicals during the course of their work, including but not limited to operations involving maintenance, public works, water and wastewater systems, parks, and facilities.

This program does not apply to:

- Hazardous waste operations covered by other regulatory programs;
- Consumer products used in the same manner and frequency as typical consumer use; or
- Articles that do not release hazardous chemicals under normal conditions of use.

Responsibilities

Safety Officer

The Safety Officer is responsible for:

- Implementing and maintaining the Hazard Communication Program;
- Ensuring hazardous chemical inventories are current;
- Ensuring Safety Data Sheets (SDS) are obtained and accessible;
- Coordinating employee training; and
- Monitoring compliance with applicable regulations.

Supervisors

Supervisors are responsible for:

- Ensuring chemicals in their areas are properly labeled;
- Informing employees of chemical hazards present in their work areas; and

- Ensuring employees follow safe work practices.

Employees

Employees are responsible for:

- Following safe handling procedures;
- Using required personal protective equipment (PPE);
- Reading container labels and SDSs; and
- Reporting missing labels, SDSs, or unsafe conditions.

Hazardous Chemical Inventory

The Town maintains a written inventory of hazardous chemicals present in the workplace. The inventory includes chemicals used, stored, or handled by employees.

The chemical inventory should be reviewed and updated as necessary when new chemicals are introduced or existing chemicals are removed.

Labels and Other Forms of Warning

All hazardous chemical containers shall be labeled in accordance with the Hazard Communication Standard. Labels shall include:

- Product identifier;
- Signal word;
- Hazard statement(s);
- Precautionary statement(s); and
- Pictogram(s), where required.

Portable containers intended for immediate use by the employee who transfers the chemical are not required to be labeled.

Employees shall not remove or deface labels on hazardous chemical containers.

Safety Data Sheets (SDS)

Safety Data Sheets are maintained for all hazardous chemicals and are readily accessible to employees during all work shifts.

SDSs may be maintained electronically or in hard copy form, provided employees have unrestricted access without barriers.

Employees are trained on how to read and interpret SDS information.

Employee Information and Training

Employees receive Hazard Communication training:

- At the time of initial assignment;
- When new hazardous chemicals are introduced; and
- When changes in hazards occur.

Training includes:

- An overview of the Hazard Communication Standard;
- Identification of hazardous chemicals in the workplace;
- Explanation of labels and pictograms;
- How to access and interpret SDSs; and
- Measures employees can take to protect themselves, including PPE and safe work practices.

Training shall be documented and retained in accordance with recordkeeping requirements.

Non-Routine Tasks

When employees are required to perform non-routine tasks involving hazardous chemicals, they should be informed of:

- The hazards associated with the task; and
- Protective measures required prior to performing the work.

Contractors and Outside Employers

Contractors performing work for the Town shall be informed of:

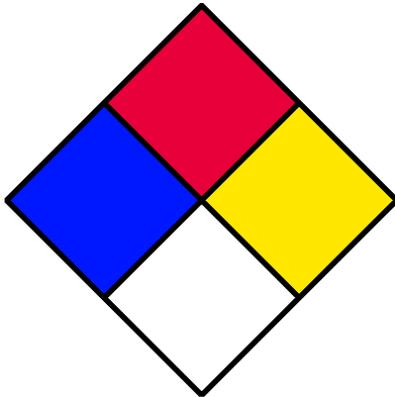
- Hazardous chemicals they may be exposed to; and
- Required precautionary measures.

Contractors are responsible for informing their employees of hazards associated with chemicals they bring onto Town property.

Program Availability

This Hazard Communication Program is available to employees, their representatives, and regulatory agencies upon request.

Uniform Labeling Systems



Chemical Name & No.
__Health
__Flammability
__Reactivity
Personal Protection
  
Additional Information
<small>For additional hazard information and instructions, consult the specific chemical Material Safety Data Sheet</small>

FLAMMABLE		
HEALTH 4 Too dangerous to enter vapor or Liquid 3 Extremely dangerous use full protective clothing 2 Hazardous - Use breathing apparatus 1 Slightly hazardous 0 Like ordinary material	4 4 Extremely flammable 3 Ignites at normal temperatures 2 Ignites when moderately heated 1 Must be preheated to burn 0 Will not burn	REACTIVITY 4 May detonate - Vacate area if materials are exposed to fire 3 Strong shock or heat may detonate - Use monitors from behind explosive resistant barriers 2 Violent chemical change possible - Use hose streams from distance 1 Unstable if heated - Use normal precautions 0 Normally stable
3	3	
W		

8. Personal Protective Equipment (PPE) Program

(Updated – OSHA 29 CFR 1910 Subpart I, WYOSH)

Purpose

The Town of Alpine provides required Personal Protective Equipment (PPE) to employees to protect against workplace hazards. This program establishes requirements for hazard assessment, PPE selection, training, use, care, and maintenance.

This program applies to PPE requirements **excluding hearing conservation, respiratory protection, and hazardous materials response**, which are addressed under separate programs.

Program Administration

The Safety Officer is responsible for administering and maintaining the PPE Program, including:

- Conducting hazard assessments
- Determining required PPE
- Coordinating training and certification
- Reviewing and updating the program

This written program is maintained by the Safety Officer and is available to employees upon request.

General Policy

Engineering and administrative controls shall be the primary means of hazard control. When such controls are not feasible or sufficient, PPE shall be provided, used, and maintained to reduce employee exposure to hazards.

PPE required by regulation shall be provided **at no cost to employees**.

Responsibilities

Safety Officer

- Conducts workplace hazard assessments
- Determines required PPE
- Coordinates PPE training and certification

Supervisors

- Ensure employees are trained on required PPE
- Enforce PPE use
- Monitor PPE condition and proper use

Employees

- Wear PPE as required
- Properly care for assigned PPE
- Report damaged, defective, or missing PPE

Hazard Assessment

The Town shall conduct workplace hazard assessments to identify potential hazards, including but not limited to:

- Impact and penetration hazards
- Chemical exposures
- Harmful dusts
- Heat and light radiation
- Electrical hazards

When hazards are identified, appropriate PPE shall be selected, fitted, and assigned.

PPE Selection and Fit

PPE shall be selected based on the type and severity of the hazard and shall meet or exceed applicable regulatory and consensus standards.

Proper fit is essential to PPE effectiveness and employee acceptance. Adjustable PPE shall be individually fitted where applicable.

Defective or Damaged PPE

Defective, damaged, or improperly functioning PPE shall **not** be used and shall be removed from service immediately. Replacement PPE shall be provided as necessary.

Training and Certification

Employees required to use PPE shall receive training covering:

- When PPE is required
- What PPE is required
- Proper donning, doffing, adjustment, and wear
- PPE limitations
- Care, maintenance, and disposal

Employees must demonstrate understanding of the training before performing work requiring PPE. Training certification shall be documented in accordance with OSHA requirements.

Eye and Face Protection

Approved eye and face protection shall be worn where there is a reasonable possibility of injury from:

- Flying particles
- Molten metal
- Chemical splashes
- Harmful dusts or vapors
- Injurious light radiation

Eye and face protection shall:

- Meet applicable ANSI standards
- Provide side protection where required
- Accommodate prescription lenses when necessary
- Be clearly marked to identify the manufacturer

Visitors, contractors, and others entering eye hazard areas shall also wear appropriate eye protection.

Head, Foot, and Hand Protection

(Updated – OSHA 29 CFR 1910 Subpart I, WYOSH)

Head Protection

Protective headgear is required to protect employees from impact, penetration, electrical, heat, and fire hazards.

Protective helmets should be worn when working in areas where head injury hazards exist, including construction and maintenance activities.

Protective helmets shall meet **ANSI Z89.1** requirements and be selected based on hazard exposure:

- Type I or Type II (impact protection)
- Class G (General – low voltage)
- Class E (Electrical – high voltage)
- Class C (Conductive – not permitted where electrical hazards exist)

Bump caps may be used only for minor scalp protection and should not replace protective helmets where impact or falling-object hazards exist.

Foot Protection

Protective footwear shall be worn when employees are exposed to hazards such as:

- Falling or rolling objects
- Puncture hazards
- Electrical hazards

- Compression hazards

Footwear shall meet applicable **ASTM standards** and be selected based on task and hazard exposure, including impact resistance, puncture resistance, metatarsal protection, and electrical hazard ratings.

Hand Protection

Hand protection is required when employees are exposed to hazards including:

- Chemical exposure or skin absorption
- Cuts, lacerations, abrasions, or punctures
- Thermal burns or temperature extremes

No single glove protects against all hazards. Gloves shall be selected based on the specific task and exposure.

Glove Restrictions

- Gloves shall **not** be worn around moving machinery where entanglement hazards exist
- Lockout/tagout procedures shall be followed prior to servicing or repair

Chemical Use

Before working with chemicals, employees shall:

- Review labels and Safety Data Sheets (SDS)
- Select gloves compatible with the chemical
- Consider permeation and exposure duration

Contaminated gloves shall be removed, cleaned if appropriate, or disposed of according to manufacturer guidance.

Program Review

The Safety Officer shall periodically review the PPE Program to ensure effectiveness and compliance with OSHA and WYOSH requirements. Updates shall be made as necessary.

9. Bloodborne Pathogens Program

Policy Statement

It is the policy of the Town to provide a safe and healthful workplace for all employees. This Bloodborne Pathogens Program establishes procedures to protect employees from occupational exposure to blood and other potentially infectious materials (OPIM) that may occur during first aid, emergency response, and cleanup activities.

This program is intended to comply with **29 CFR 1910.1030 – Bloodborne Pathogens**.

Scope

This program applies to employees who, during emergency response or assigned duties, may reasonably anticipate contact with blood or other potentially infectious materials. This includes:

- Employees providing first aid or emergency assistance in response to workplace injuries
- Janitorial or custodial personnel responsible for cleanup of accident scenes or contaminated areas

This program applies only to occupational exposure that may occur as a result of workplace incidents.

Responsible Persons

The following groups share responsibility for effective implementation of the Bloodborne Pathogens Program:

- Safety Officer
- Department Supervisors and Foremen
- Employees

Safety Officer Responsibilities

The Safety Officer is responsible for the overall administration and effectiveness of the Bloodborne Pathogens Program. Duties include, but are not limited to:

- Implementing and maintaining the Exposure Control Plan for all applicable work areas
- Coordinating with management and employees to develop and enforce bloodborne pathogen policies and procedures
- Reviewing and updating the Exposure Control Plan as required
- Maintaining applicable reference materials
- Acting as the facility liaison during OSHA inspections
- Conducting periodic audits to ensure program effectiveness
- Maintaining records of employees requiring training
- Developing and coordinating required education and training programs

Department Supervisors and Foremen Responsibilities

Department Supervisors and Foremen are responsible for implementing exposure control measures within their respective areas. They work directly with the Safety Officer and employees to ensure:

- Safe work practices are followed
- Required protective equipment is available and used
- Exposure incidents are reported promptly

Employee Responsibilities

Employees play a critical role in the success of the Bloodborne Pathogens Program. Employees are responsible for:

- Knowing which tasks may result in occupational exposure
- Attending required Bloodborne Pathogens training
- Following established work practice and engineering controls
- Using required personal protective equipment
- Practicing good personal hygiene

Availability of the Exposure Control Plan

The Town’s Exposure Control Plan is available to all employees for review during normal working hours. Employees are informed of its availability during training sessions. Copies of the plan are maintained in the Safety Officer’s office.

Plan Review and Update

The Exposure Control Plan shall be reviewed and updated:

- At least annually
- Whenever changes in tasks, procedures, or job classifications affect occupational exposure
- Whenever new positions or work processes introduce potential exposure risks
- When new engineering or work practice controls are implemented

Exposure Determination

An exposure determination has been conducted to identify job classifications in which employees may reasonably anticipate occupational exposure to blood or OPIM. This determination is made **without regard to the use of personal protective equipment**.

The following job classifications may have occupational exposure:

- **Janitorial Personnel**
Tasks include cleaning restrooms, first aid stations, or accident scenes.
- **Foremen (First Aid Trained Only)**
Tasks include responding to work-related injuries.
- **Designated First Aid Personnel**

Tasks include providing first aid or emergency care for injured employees.

The Safety Officer, in coordination with Supervisors, will review and update this list as job duties or procedures change.

Methods of Compliance

To minimize or eliminate exposure to bloodborne pathogens, the Town implements the following controls:

- Universal Precautions
- Engineering Controls
- Work Practice Controls
- Personal Protective Equipment (PPE)
- Housekeeping Procedures

Universal Precautions

Universal Precautions are observed at all times. All blood and OPIM are treated as infectious regardless of the perceived status of the source individual.

- Gloves must be worn when contact with blood, OPIM, mucous membranes, or non-intact skin is anticipated.
- Eye and face protection (goggles or face shields) must be worn when splashes or sprays are reasonably anticipated.
- Hands and skin surfaces must be washed immediately after contact with blood or OPIM and after glove removal.
- Contaminated sharps (razors, blades, broken glass) must be disposed of in puncture-resistant, leak-proof, labeled containers.
- CPR barrier devices must be used whenever feasible.
- Contaminated clothing must be removed as soon as possible.
- Eating, drinking, smoking, applying cosmetics or lip balm, and handling contact lenses are prohibited in areas where exposure may occur.

Engineering Controls

Engineering controls are used to reduce employee exposure and include:

- Sharps disposal containers
- Biohazard-labeled waste containers and bags
- Accessible handwashing facilities located in restrooms and designated first aid areas

Personal Protective Equipment

PPE requirements are governed by the Town's Personal Protective Equipment (PPE) Program

Housekeeping and Decontamination

Maintaining a clean and sanitary workplace is essential. The following procedures apply:

- Surfaces contaminated with blood or OPIM must be cleaned as soon as possible
- Visible contamination is removed using disposable materials
- Surfaces are disinfected using a **10:1 water-to-bleach solution**
- Contaminated cleanup materials are placed in red biohazard-labeled bags
- Regulated waste (bandages, feminine hygiene products, etc.) is disposed of according to applicable regulations

The Safety Officer is responsible for establishing and monitoring decontamination schedules to ensure effectiveness.

Hepatitis B Vaccination, Post-Exposure Evaluation, and Follow-Up

Hepatitis B Vaccination Program

To reduce the risk of Hepatitis B virus (HBV) infection, the Town provides a Hepatitis B vaccination program to employees who have been identified as having occupational exposure to blood or other potentially infectious materials (OPIM).

The Hepatitis B vaccination series is made available **at no cost to the employee** and is offered:

- Within **10 working days of initial job assignment** involving occupational exposure; or
- As soon as possible following an exposure incident, if the employee is not previously vaccinated.

Vaccinations are administered under the supervision of a **licensed physician or other licensed healthcare professional**.

Employees who decline the Hepatitis B vaccination must sign a written declination statement using the language required by **29 CFR 1910.1030, Appendix A**. Employees who initially decline the vaccine but later choose to receive it may request the vaccination at any time, and it will be provided within ten (10) working days at no cost.

The Safety Officer is responsible for coordinating vaccination scheduling and maintaining employee consent and declination records (see Appendices A and B).

Post-Exposure Evaluation and Follow-Up

An exposure incident is defined as a specific eye, mouth, other mucous membrane, non-intact skin, or parenteral contact with blood or OPIM resulting from the performance of an employee's duties.

When an exposure incident occurs, the Town immediately focuses on:

1. Investigating the circumstances surrounding the exposure incident; and

2. Ensuring the exposed employee receives prompt medical evaluation and follow-up care.

Exposure Incident Investigation

The Safety Officer investigates all exposure incidents as soon as practicable, and no later than **24 hours** following notification. The investigation includes documentation of:

- Date, time, and location of the incident
- Description of how exposure occurred
- Identification of the material involved
- Identification of the source individual, if known
- Personal protective equipment in use at the time of exposure
- Immediate actions taken following the incident

This information is documented using the **Exposure Incident Investigation Form** (Appendix C), or an equivalent form containing the same information.

Medical Evaluation and Follow-Up Procedures

Following an exposure incident, the Town ensures the following steps are completed (see Appendix D):

- The exposed employee receives documentation of:
 - The routes of exposure
 - The circumstances under which the exposure occurred
- When feasible and permitted by law, the source of an individual's blood is tested for **HBV and HIV** infectivity. Results are made available to the exposed employee, and the employee is informed of applicable laws regarding disclosure.
- The exposed employee's blood is collected and tested for HBV and HIV serological status as soon as possible after exposure, following employee consent.
- A confidential medical evaluation is conducted by a licensed healthcare professional to determine:
 - Need for post-exposure prophylaxis
 - Recommended medical treatment
 - Counseling and follow-up testing, if required

All medical evaluations and follow-up care are provided at no cost to the employee and conducted in accordance with current medical guidelines.

Confidentiality

All medical information related to exposure incidents is treated as confidential. The Town protects employee privacy and discloses medical information only as required by law or with the employee's written consent.

Information Provided to the Healthcare Professional

The Town provides the evaluating healthcare professional with the following information:

- A copy of **29 CFR 1910.1030 – Bloodborne Pathogens**

- A description of the employees' duties as they relate to the exposure incident
- Documentation of the exposure incident, including the Incident Investigation Form
- Relevant employee medical records
- Any additional information required to complete the evaluation

Healthcare Professional's Written Opinion

Within **15 days** of completion of the medical evaluation, the healthcare professional provides a written opinion to the Town. The written opinion is limited to:

- Whether the Hepatitis B vaccine is indicated and whether the employee has received the vaccine
- Confirmation that the employee has been informed of the evaluation results
- Confirmation that the employee has been informed of any medical conditions requiring further evaluation or treatment

No confidential medical information or test results are included in the written opinion.

The Town provides a copy of the written opinion to the exposed employee.

Medical Records

The Town maintains confidential medical records for employees with occupational exposure in accordance with **29 CFR 1910.1020**. Records include:

- Employee name and identification number
- Hepatitis B vaccination status
- Results of medical evaluations, testing, and follow-up procedures
- Copies of healthcare professional written opinions
- Documentation provided to healthcare professionals

Medical records are maintained for the duration of employment plus **30 years** and are not disclosed without written employee consent, except as required by law.

Training Requirements

Employees with occupational exposure receive Bloodborne Pathogens training:

- At the time of initial assignment
- At least annually thereafter
- Whenever job duties or exposure risks change

Training includes, at a minimum:

- Access to **29 CFR 1910.1030** and the Town's Exposure Control Plan
- Epidemiology, symptoms, and transmission of bloodborne diseases (HBV, HIV)
- Identification of exposure-related tasks
- Use and limitations of engineering controls, work practices, and PPE

- Proper selection, use, removal, and disposal of PPE
- Information on the Hepatitis B vaccine and vaccination program
- Procedures to follow after an exposure incident
- Explanation of biohazard labels, signs, and color-coded containers
- Opportunity for employees to ask questions

Training Methods

Training is conducted through instructor-led sessions with employee participation and instructional materials. Time is provided for discussion and questions.

Recordkeeping

Training records are maintained and include:

- Dates of training sessions
- Summary of training content
- Name and qualifications of instructors
- Names and job titles of attendees

Training records are maintained by the Safety Officer and made available to employees, their representatives, and OSHA upon request.

Labels and Signs

The Town uses biohazard labels and red color-coded containers to warn employees of potential exposure hazards. The Safety Officer oversees labeling compliance.

Items requiring labeling include:

- Regulated waste containers
- Sharps disposal containers
- Containers used to store or transport blood or OPIM
- Laundry containers holding contaminated items
- Contaminated equipment or equipment components

Respiratory Protection Integration -

- Respirator use inside confined spaces shall comply with the **Respiratory Protection Program**.
- IDLH conditions require:
 - Supplied-air respirators or SCBA
 - Trained attendants and rescue capability
- Medical clearance and fit testing requirements apply to confined space respirator use.

Excavation & Confined Space Overlap

When excavations meet confined space criteria:

- Both **Excavation & Trenching Safety** and **Permit-Required Confined Space** requirements apply.
- Protective systems, access/egress, and atmospheric testing shall be coordinated by the Competent Person and Entry Supervisor.

Rescue & Emergency Response

- Rescue procedures shall be documented on the confined space permit.
- Non-entry rescue shall be used whenever feasible.
- Emergency response procedures in this manual apply to confined space incidents.

Training

Employees involved in confined space entry shall receive:

- Confined space training
- Hazard recognition training
- Emergency and rescue procedures
- Respiratory protection training where applicable

Training shall be documented and reviewed annually.

Enforcement

Failure to follow confined space procedures or permit requirements may result in disciplinary action.

10. Respiratory Protection Program

(FINAL – 29 CFR 1910.134, WYOSH-compliant)

Purpose

The purpose of this Respiratory Protection Program is to protect Town of Alpine employees from exposure to airborne contaminants that may cause illness or injury and to ensure compliance with **OSHA 29 CFR 1910.134**, as adopted and enforced by **Wyoming Occupational Safety and Health (WYOSH)**.

Respiratory protection shall be used when engineering and administrative controls are not feasible or do not adequately reduce exposure.

Scope

This program applies to all Town of Alpine employees who may be required to wear respiratory protection during routine operations or emergency conditions, including but not limited to:

- Water and wastewater treatment operations
- Confined space entry
- Excavation and trenching
- Chemical handling
- Maintenance and repair activities
- Emergency response

Program Administration

The **Public Works Director**, acting as the Town Safety Officer, is designated as the **Respiratory Protection Program Administrator**.

The Program Administrator is responsible for:

- Implementing and maintaining this program
- Conducting or coordinating hazard evaluations
- Selecting appropriate respirators
- Ensuring medical evaluations and fit testing
- Providing training
- Maintaining required records
- Reviewing the program annually

Supervisors ensure employees comply with program requirements.

Employees are responsible for proper use and care of assigned respirators.

Hazard Evaluation

A hazard evaluation shall be conducted to identify:

- Airborne contaminants present
- Exposure levels
- Oxygen-deficient atmospheres
- IDLH (Immediately Dangerous to Life or Health) conditions

Hazard evaluations shall be updated when conditions, tasks, or materials change.

Respirator Selection

Respirators should be selected based on:

- Type and concentration of contaminants
- Applicable OSHA exposure limits
- Assigned Protection Factors (APFs)
- Work conditions and task duration

Only **NIOSH-approved respirators** shall be used.

Medical Evaluation

Employees required to wear respirators shall receive a medical evaluation prior to use to determine their ability to safely wear a respirator.

- Medical evaluations shall be provided at no cost to the employee
- Evaluations shall be conducted by a licensed healthcare professional
- Follow-up evaluations shall be provided as required

Fit Testing

Employees using tight-fitting respirators shall receive fit testing:

- Prior to initial use
- Annually thereafter
- Whenever a different respirator is used
- When facial changes occur that could affect fit

Fit testing shall be documented.

Respirator Use

Employees shall:

- Use respirators in accordance with training
- Perform user seal checks each time a respirator is donned
- Leave the area if respirator malfunction occurs
- Not alter or modify respirators

Respirators shall not be worn in atmospheres exceeding their approved limitations.

Maintenance and Care

Respirators shall be:

- Cleaned and disinfected after use
- Inspected before each use
- Stored to prevent damage, contamination, or deformation
- Repaired only by trained personnel using manufacturer-approved parts

IDLH Atmospheres

In IDLH conditions:

- Atmosphere-supplying respirators (SAR or SCBA) shall be used
- At least one additional trained employee shall be present
- Emergency rescue procedures shall be in place

Training

Employees required to use respirators shall receive training on:

- Respiratory hazards
- Proper use and limitations of respirators
- Donning, doffing, and seal checks
- Maintenance and storage
- Emergency procedures

Training shall be conducted prior to use and at least annually thereafter and documented.

Program Evaluation

The Respiratory Protection Program should be evaluated periodically to ensure effectiveness and compliance. Deficiencies shall be corrected promptly.

Recordkeeping

The Town shall maintain:

- Medical evaluation records
- Fit testing records
- Training records
- Hazard evaluation documentation

Records shall be retained in accordance with OSHA and WYOSH requirements.

Enforcement

Failure to comply with this program may result in disciplinary action.

11. Confined Space Program – Alignment & Integration Section

(FINAL – 29 CFR 1910.146, WYOSH-compliant)

Note: This section intentionally **does not duplicate** the Town’s full Permit-Required Confined Space Program. It **integrates and cross-references** confined space requirements across this manual to eliminate gaps and conflicts.

Purpose

This section ensures that confined space hazards and controls are consistently addressed throughout Town of Alpine operations and aligned with excavation, atmospheric testing, respiratory protection, emergency response, and training requirements.

Scope

This section applies to all Town of Alpine employees and contractors involved in or supporting confined space entry, including but not limited to:

- Lift stations
- Vaults
- Tanks
- Manholes
- Wet wells
- Pits
- Any space meeting the definition of a permit-required confined space

Program Authority

The **Permit-Required Confined Space Program** governs all confined space entry activities. This manual section serves to align related programs and ensure consistent implementation.

Atmospheric Testing Coordination

- Atmospheric testing requirements in **Excavation & Trenching Safety and Respiratory Protection** apply equally to confined space entry.
- Testing shall be conducted:
 - Before entry
 - Continuously or periodically during entry
 - After any condition change
- Oxygen-deficient atmospheres (<19.5%), flammable gases, and toxic vapors shall be addressed in accordance with the confined space permit.

Excavation & Trenching Overlap

When an excavation meets the definition of a confined space:

- **Both** the Excavation & Trenching Safety Program **and** the Permit-Required Confined Space Program apply.
- Protective systems, access/egress, atmospheric testing, and hazard controls shall be coordinated by:
 - The designated **Competent Person**; and
 - The **Entry Supervisor**
- Conflicting requirements shall be resolved using the **more protective standard**.

Respiratory Protection Integration

- Respirator use inside confined spaces shall comply with the **Respiratory Protection Program**.
- IDLH (Immediately Dangerous to Life or Health) conditions require:
 - Supplied-air respirators or SCBA
 - Trained attendants
 - Rescue capability on standby
- Medical clearance and fit testing requirements apply to all respirator use in confined spaces.

Rescue and Emergency Response

- Rescue procedures shall be documented on the confined space entry permit.
- **Non-entry rescue** shall be used whenever feasible.
- Emergency response procedures contained in this manual apply to confined space incidents unless superseded by permit-specific requirements.

Training Requirements

Employees involved in confined space entry shall receive training covering:

- Confined space hazard recognition
- Permit procedures
- Atmospheric monitoring
- Emergency and rescue procedures
- Respiratory protection requirements, where applicable

Training shall be documented and reviewed at least annually.

Enforcement

Failure to follow confined space procedures, permit requirements, or associated safety programs may result in disciplinary action in accordance with the Town’s Disciplinary Action Program.

Program Availability

The full **Permit-Required Confined Space Program** is maintained separately and is available to employees, their representatives, and regulatory agencies upon request.

12. Excavation & Trenching Safety Program

Purpose

The purpose of this section is to establish minimum safety requirements for excavation and trenching activities performed by Town of Alpine employees to prevent cave-ins, struck-by incidents, falls, hazardous atmospheres, and other excavation-related hazards.

This program complies with **OSHA 29 CFR 1926 Subpart P**, as adopted and enforced by **Wyoming Occupational Safety and Health (WYOSH)**.

Scope

This program applies to all Town of Alpine employees and contractors performing or working near excavations, trenches, or earth-disturbing activities, including but not limited to:

- Utility installation and repair
- Sewer and water line work
- Roadway, drainage, and infrastructure projects
- Emergency repairs

Definitions

- **Excavation:** Any man-made cut, cavity, trench, or depression formed by earth removal.
- **Trench:** A narrow excavation where the depth is greater than the width and the width does not exceed 15 feet.
- **Competent Person:** An individual designated by the Town who is capable of identifying existing and predictable excavation hazards and has the authority to take prompt corrective measures, including stopping work.

Competent Person Designation

The Town of Alpine shall designate a **Competent Person** for each excavation project.

The Competent Person must:

- Have training and experience in soil analysis and protective systems
- Be knowledgeable in WYOSH excavation standards
- Conduct and document required inspections
- Have authority to stop work immediately if unsafe conditions exist

Pre-Excavation Requirements

Before excavation begins:

- All surface encumbrances that could create hazards shall be removed or supported.
- Underground utilities shall be located prior to digging.

- **Wyoming One Call: 1-800-849-2476**
- Exact utility locations shall be determined as excavation progresses.
- Adjacent structures, sidewalks, pavements, and roadways shall be evaluated for stability and supported as necessary.

Access and Egress

- A stairway, ladder, ramp, or other safe means of egress shall be provided in excavations **4 feet or deeper**.
- Employees shall not travel more than **25 feet laterally** to reach a means of egress.

Protective Systems

Employees shall be protected from cave-ins unless:

- The excavation is entirely in stable rock, or
- The excavation is less than **5 feet deep**, and the Competent Person determines no cave-in hazard exists.

Acceptable protective systems include:

- Sloping and benching
- Shoring systems
- Shield systems (trench boxes)

Protective systems should be selected and installed according to:

- OSHA/WYOSH standards
- Manufacturer's tabulated data
- Engineer-approved designs when required

Employees shall **never** be inside a trench box or shield while it is being installed, removed, or moved vertically.

Spoil Piles and Equipment

- Excavated material, equipment, and spoil piles shall be kept at least **2 feet** from the edge of the excavation.
- Employees are prohibited from working beneath suspended loads.

Atmospheric Hazards

- Excavations **greater than 4 feet deep** shall be tested for:
 - Oxygen deficiency (<19.5%)
 - Flammable gases
 - Toxic atmospheres
- Testing shall be conducted before entry and as conditions change.

- Emergency rescue equipment shall be readily available when hazardous atmospheres may exist.

Water Accumulation

Employees shall not work in excavations where water is present or accumulating unless adequate protective measures are in place, such as:

- Pumps
- Special support systems
- Safety harnesses and lifelines

Inspections

- Excavations, adjacent areas, and protective systems shall be inspected:
 - Daily before the start of work
 - As conditions change
 - After rainstorms or hazard-increasing events
- If a hazardous condition is identified, employees shall be removed immediately until corrective actions are taken.

Traffic and Public Protection

- Employees exposed to vehicular traffic should wear high-visibility garments.
- Walkways or bridges shall be provided where employees or equipment cross excavations.
- Guard rails should be installed when walkways are **6 feet or higher**.

Prohibited Activities

- Employees shall not work underloads handled by lifting or digging equipment.
- Employees shall not work on excavation faces above others unless falling material hazards are controlled.

Training

All employees involved in excavation activities shall receive training on:

- Excavation hazards
- Protective systems
- Emergency procedures
- Competent Person authority

Training shall be documented.

Enforcement

Failure to comply with excavation safety requirements may result in disciplinary action up to and

including termination.

13. Lockout / Tagout Program (Control of Hazardous Energy)

(Updated – OSHA 29 CFR 1910.147, WYOSH)

Purpose

The purpose of this Lockout/Tagout (LOTO) Program is to prevent injury to employees by controlling hazardous energy during servicing, maintenance, repair, or inspection of machines and equipment.

This program is intended to comply with **OSHA 29 CFR 1910.147**, as adopted and enforced by **Wyoming Occupational Safety and Health (WYOSH)**.

Scope and Applicability

This program applies to all Town of Alpine employees who perform servicing or maintenance activities where the unexpected energization, startup, or release of stored energy could cause injury.

This program applies to energy sources including, but not limited to:

- Electrical
- Mechanical
- Hydraulic
- Pneumatic
- Thermal
- Chemical
- Gravitational

This program does **not** apply to:

- Normal production operations where servicing is not required; or
- Cord-and-plug connected equipment where unplugging completely controls the hazard and the plug remains under the exclusive control of the employee performing the work.

Responsibilities

Safety Officer

The Safety Officer is responsible for:

- Implementing and maintaining the Lockout/Tagout Program;
- Ensuring required procedures are developed when necessary;
- Coordinating training; and
- Conducting periodic inspections of energy control procedures.

Supervisors

Supervisors are responsible for:

- Ensuring employees follow energy control procedures;
- Ensuring lockout/tagout devices are available and used properly; and
- Assisting with investigations involving hazardous energy incidents.

Employees

Employees are responsible for:

- Following lockout/tagout procedures;
- Using only authorized lockout/tagout devices;
- Not attempting to remove or bypass lockout/tagout devices; and
- Reporting unsafe conditions or failures of energy control.

Authorized and Affected Employees

- **Authorized employees** are those who perform lockout/tagout and servicing or maintenance.
- **Affected employees** are those whose job requires them to operate or use equipment on which servicing or maintenance is being performed.

Energy Control Procedures

Where required, written energy control procedures shall be developed for machines or equipment with multiple energy sources or complex shutdown requirements.

Energy control procedures include:

1. Preparation for shutdown;
2. Equipment shutdown;
3. Isolation of energy sources;
4. Application of lockout/tagout devices;
5. Release or restraint of stored energy;
6. Verification of isolation; and
7. Safe removal of lockout/tagout devices.

Lockout/Tagout Devices

Lockout/tagout devices shall:

- Be durable;
- Be standardized where feasible;
- Identify the employee applying the device; and
- Be used exclusively for energy control.

Tags alone shall not be used unless lockout is not feasible and equivalent protection is provided.

Group Lockout / Tagout

When servicing is performed by more than one employee, a group lockout procedure shall be used to ensure equivalent protection. Each authorized employee shall apply their own lockout device or personal lock to a group lockout device.

Shift or Personnel Changes

Specific procedures shall be utilized during shift or personnel changes to ensure continuity of lockout/tagout protection and orderly transfer of energy control responsibility.

Training and Communication

Training shall be provided to:

- Authorized employees on energy control procedures;
- Affected employees on the purpose and use of lockout/tagout; and
- Other employees whose work may be affected.

Retraining shall be provided when:

- Job assignments change;
- Equipment or processes change; or
- Inspections indicate deficiencies.

Training shall be documented and retained in accordance with recordkeeping requirements.

Periodic Inspections

The Safety Officer shall ensure that periodic inspections of energy control procedures are conducted at least annually to ensure effectiveness and compliance.

Inspections shall:

- Be conducted by an authorized employee other than the one using the procedure;
- Include a review of employee responsibilities; and
- Be documented.

Outside Contractors

When outside contractors perform servicing or maintenance activities involving hazardous energy:

- The Town shall inform contractors of its lockout/tagout procedures; and
- Contractors should inform the Town of their energy control procedures.

Program Review and Availability

This Lockout/Tagout Program shall be reviewed periodically and updated as necessary. The program is available to employees, their representatives, and regulatory agencies upon request.

14. Electrical Safety & Ground-Fault Protection Program

(Updated – OSHA 29 CFR 1910 Subpart S & 29 CFR 1926.404, WYOSH)

Purpose

The purpose of this Electrical Safety and Ground-Fault Protection Program is to protect employees from electrical hazards such as electric shock, burns, arc flash, and electrocution.

This program establishes requirements for the safe use of electrical equipment, tools, and installations and complies with applicable **OSHA electrical standards as adopted and enforced by WYOSH.**

Scope and Applicability

This program applies to all Town of Alpine employees who work with or around electrical equipment, power tools, extension cords, temporary wiring, or electrical installations.

This program applies to:

- Permanent electrical installations
- Temporary wiring and power sources
- Portable electrical tools and equipment
- Outdoor and wet-location electrical use
- Ground-fault protection systems

This program does **not** authorize employees to perform electrical work beyond their training or qualifications.

Responsibilities

Safety Officer

The Safety Officer is responsible for:

- Implementing and maintaining the Electrical Safety Program;
- Ensuring inspections and corrective actions are conducted;
- Coordinating training; and
- Monitoring compliance with applicable electrical safety standards.

Supervisors

Supervisors are responsible for:

- Ensuring electrical equipment is used safely;
- Removing damaged or unsafe electrical equipment from service; and
- Ensuring employees follow safe electrical work practices.

Employees

Employees are responsible for:

- Using electrical equipment in a safe manner;
- Inspecting electrical tools, cords, and equipment prior to use;
- Using required ground-fault protection;
- Reporting damaged equipment or unsafe conditions; and
- Not modifying electrical equipment or bypassing safety features.

General Electrical Safety Requirements

- Only qualified people may perform electrical repairs or modifications.
- Electrical panels, disconnects, and breaker boxes shall remain accessible and unobstructed.
- Electrical cords shall not be used as permanent wiring.
- Damaged cords, plugs, or tools shall be removed from service immediately.
- Electrical equipment shall be used in accordance with manufacturer instructions.
- Employees shall not work on energized electrical systems unless de-energization is infeasible and appropriate safeguards are in place.

Portable Electrical Tools and Extension Cords

- Portable electrical tools shall be grounded or double-insulated.
- Extension cords shall be rated for the intended use and environment.
- Extension cords shall not be repaired with tape or splices.
- Cords shall be protected from damage and shall not be run through doors, windows, or across traffic areas unless protected.

Ground-Fault Circuit Interrupter (GFCI) Protection

Ground-fault protection should be used where employees may be exposed to electrical hazards, including:

- Outdoor work locations;
- Wet or damp locations;
- Construction, maintenance, or repair activities; and
- Temporary power installations.

GFCI Requirements

- All 120-volt, single-phase, 15- and 20-amp receptacles used for temporary power shall be protected by GFCIs.
- GFCIs may be provided through:
 - GFCI-protected receptacles;
 - GFCI circuit breakers; or
 - Portable GFCI devices.

Inspection and Testing

- GFCI devices shall be tested prior to use or in accordance with manufacturer instructions.
- Defective GFCI devices shall be removed from service until repaired or replaced.

Temporary Wiring

Temporary wiring shall:

- Be approved for the intended use;
- Be protected from physical damage;
- Be removed immediately upon completion of the project or when no longer needed; and
- Comply with applicable OSHA and National Electrical Code (NEC) requirements.

Lockout/Tagout and Electrical Energy Control

Electrical energy sources shall be controlled in accordance with the Town’s **Lockout/Tagout (Control of Hazardous Energy) Program** when servicing or maintaining electrical equipment.

Training

Employees who work with or around electrical equipment shall receive training on:

- Recognition of electrical hazards;
- Safe use of electrical tools and equipment;
- GFCI protection requirements; and
- Reporting unsafe electrical conditions.

Training shall be provided at the time of assignment and as conditions or equipment change.

Inspections and Corrective Action

Electrical equipment, tools, and installations shall be inspected periodically. Identified hazards shall be corrected promptly. Equipment that cannot be safely repaired shall be removed from service.

Program Availability

This Electrical Safety and Ground-Fault Protection Program is available to employees, their representatives, and regulatory agencies upon request.

Training for Non-Qualified Employees

Training for Non-Qualified Employees is general electrical safety precautions to provide an awareness and understanding of electrical hazards.

Electrical Safety Rules for Non-Qualified Workers

1. Do not conduct any repairs to electrical equipment
2. Report on all electrical deficiencies to your supervisor

3. Do not operate equipment if you suspect an electrical problem
4. Water and electricity do not mix.
5. Even low voltages can kill or injure you
6. Do not use cords or plugs if the ground prong is missing
7. Do not overload electrical receptacles

Training for Qualified Employees

Training for Qualified Employees includes specific equipment procedures and requirements for:

Electrical Safety, 29 CFR 1910.331 to 1910.339

Standard Operating Procedure

Working on or Near Exposed Energized Circuits

In the rare situation when energized equipment (or working in near proximity to energized equipment) cannot be de-energized, the following work practices must be used to provide protection:

- Caution: Unqualified Employees are prohibited from working on or near exposed energized circuits.
- Obtain permission from Manager to work on or near energized electrical circuits
- Lockout and Tagout all circuits possible
- Treat all circuits as energized.
- Remove all conductive clothing and jewelry (rings, watches, wrist/neck chains, metal buttons, metal writing instruments, etc.).
- Use proper personal protective equipment, shields and/or barriers to provide effective electrical insulation from energized circuits. This may include electrically rated insulated gloves, aprons, rubber soled shoes, insulated shields, insulated tools, etc.
- Provide adequate lighting. Do not enter areas with exposed energized parts unless illumination (lighting) is provided so that Employee may work safely. Do not reach around obstructions of view or lighting (blindly) into areas where exposed energized parts are located.
- Employees entering a Confined Space with exposed energized parts must use protective barriers, shields, or equipment or insulated materials rated at or above the present voltage to avoid contact.

- Doors or other hinged panels shall be constructed and secured to prevent them from swinging into an Employee and causing contact with exposed energized parts.
- Housekeeping in areas of exposed energized parts may not be completed in areas with close contact unless adequate safeguards (insulation equipment or barriers) are present. Conductive cleaning material (Steel Wool, Silicon Carbide, etc.) or liquids may not be used unless procedures (Lock and Tag Out, etc.) are in place and followed.
- Station is a safety observer outside work area. The sole function of this person is to quickly deenergize all sources of power or pull workers free from electrical work area with a non-conductive safety rope if contact is made with an energized electrical circuit.

Standard Operating Procedures

Electrical work practices and equipment-specific procedures are addressed through training, manufacturer instructions, and task-specific guidance. Where written procedures are required by regulation, they are maintained separately and referenced within this manual.

15. Machinery & Machine Guarding Safety Program

(OSHA 29 CFR 1910 Subpart O – WYOSH)

Purpose

The purpose of this Machinery and Machine Guarding Safety Program is to protect Town employees from injuries associated with moving machinery parts, points of operation, in-running nip points, rotating components, and mechanical power transmission hazards.

This program establishes minimum requirements for the **safe operation, guarding, inspection, maintenance, and training** associated with machinery and complies with applicable OSHA standards adopted and enforced by WYOSH, including **29 CFR 1910 Subpart O**.

Scope and Applicability

This program applies to **all Town of Alpine employees** who operate, service, maintain, inspect, or work near machinery or mechanical equipment, including but not limited to:

- Public Works equipment
- Water and wastewater equipment
- Parks and facilities maintenance equipment
- Shop machinery and tools

Covered hazards include:

- Points of operation
- In-running nip points
- Rotating parts
- Flying chips or sparks
- Mechanical power transmission components

Nothing in this program authorizes an employee to operate machinery for which they have not been trained or approved.

Responsibilities

Safety Officer

The Safety Officer is responsible for:

- Implementing and maintaining this program;
- Ensuring machine guarding requirements are met;
- Coordinating inspections and corrective actions;
- Ensuring employee training is completed and documented; and

- Monitoring compliance with OSHA/WYOSH standards.

Supervisors

Supervisors are responsible for:

- Ensuring machinery is operated safely;
- Verifying guards are in place and functional;
- Removing unsafe machinery from service;
- Ensuring Lockout/Tagout procedures are followed during servicing; and
- Ensuring employees comply with safe work practices.

Employees

Employees are responsible for:

- Operating machinery only if trained and authorized;
- Using required guards and safety devices;
- Never removing, bypassing, or defeating machine guards;
- Following Lockout/Tagout procedures when required;
- Reporting missing guards, damaged equipment, or unsafe conditions immediately.

Machinery & Equipment Safety – Administrative Duties and Safe Work Practices

(Updated – Aligned with OSHA 29 CFR 1910 Subpart O, WYOSH)

Administrative Duties

The Safety Officer is responsible for developing, implementing, and maintaining the Town's Machinery and Equipment Safety and Guarding Program and has authority to make decisions necessary to ensure its effectiveness.

The Safety Officer is qualified by training and experience commensurate with the complexity of the machinery and equipment operated by the Town and is responsible for oversight of evaluations, inspections, and training related to machine safety.

This written program is maintained by the Safety Officer and is available to employees upon request. Employees are encouraged to report hazards or suggest improvements to the Safety Officer to support continuous improvement of machine safety practices.

Policy

All mechanical motion is potentially hazardous. Employees working in areas where machinery or equipment is operated may be exposed to hazards such as rotating components, cutting or shearing blades, in-running nip points, reciprocating parts, belts and pulleys, gears, and uncontrolled movement of failing parts.

Employees must remain alert to these hazards and follow all required safety practices and guarding requirements.

Training Requirements

Employees shall be trained to:

1. Safely operate each machine they are required to use;
2. Recognize potential accident-producing situations; and
3. Take appropriate action when hazards are identified.

Only employees who have received required training, or who are undergoing supervised on-the-job training, are permitted to operate machinery.

General Machinery Safety Requirements

- Machinery should be guarded to protect employees from exposure to moving parts and mechanical hazards.
- Guards remain in place during operation.
- Guards shall only be removed for servicing or maintenance when equipment is locked out.
- Machinery shall be operated according to manufacturer instructions.
- Loose clothing, jewelry, gloves (where prohibited), or unsecured hair that could become entangled is prohibited during machine operation.
- Only authorized employees may operate machinery.

Machine Guarding Requirements

Machine guarding shall be provided wherever employees may be exposed to hazards. Acceptable guarding methods include:

- Fixed guards
- Interlocked guards
- Adjustable guards
- Self-adjusting guards

All guards shall:

- Prevent contact with hazardous moving parts;
- Be securely fastened and durable;
- Not create additional hazards;
- Allow safe operation and maintenance.

Guarded Areas

Machine guarding should protect employees from exposure to:

- **Point-of-operation hazards** (blades, cutters, rotating tools)

- **Power transmission hazards** (belts, chains, gears, shafts, pulleys)
- **Top, bottom, and rear exposures**
- **Unusual operations**, where jigs or fixtures provide equivalent protection

Guards removed for servicing or adjustment **must be replaced immediately** before the equipment is returned to service.

Mechanical Power Transmission Apparatus

All belts, pulleys, chains, gears, shafts, couplings, and other transmission components shall be guarded in accordance with **29 CFR 1910.219**.

- Fan blades less than **7 feet** above floor or work level shall be guarded with openings no larger than **½ inch**.
- Revolving drums, barrels, or containers shall be enclosed or guarded.
- Fixed-location machinery shall be anchored to prevent movement or “walking.”

Lockout/Tagout Integration

Whenever guards are removed or machinery is serviced, maintained, or adjusted, energy sources shall be controlled in accordance with the Town’s **Lockout/Tagout (Control of Hazardous Energy) Program**.

No servicing or maintenance shall occur without proper energy isolation.

Inspections and Maintenance

- Machinery and guards shall be inspected at intervals appropriate to the equipment and work environment.
- Defective or damaged machinery or guards shall be removed from service immediately.
- Repairs shall only be performed by authorized personnel.
- Inspection records shall be maintained using the approved **Machinery & Machine Guarding Safety Inspection Checklist**.

New Equipment and Modifications

Machine guarding requirements shall be reviewed:

- During installation of new equipment;
- During modification or relocation of machinery; and
- Before equipment is placed into service.

Supervisors shall ensure guarding and safety requirements are met prior to operation.

Training

Employees who operate or work near machinery shall receive training on:

- Machine hazards;
- Guarding requirements;
- Safe operating procedures;
- Lockout/Tagout awareness;
- Reporting unsafe conditions.

Training shall occur:

- Prior to initial assignment;
- When new equipment is introduced; and
- When hazards or procedures change.

Contractors and Outside Personnel

Contractors performing work involving machinery on Town property shall:

- Comply with applicable machine guarding requirements; and
- Follow their own safety programs.

The Town will coordinate safety responsibilities as needed.

Disciplinary Action

Compliance with this program is the conditions of employment. Failure to follow machinery safety or guarding requirements may result in disciplinary action, up to and including termination, in accordance with Town policy.

Program Evaluation

The Safety Officer shall periodically evaluate the effectiveness of this program, including:

- Review of incidents and near-misses;
- Workplace inspections; and
- Employee feedback.

Updates should be made as necessary to improve safety.

Program Availability

This program is available to employees, their representatives, and regulatory agencies upon request.

Appendices (Maintained Separately)

- Machinery & Machine Guarding Safety Inspection Checklist
- Machine-Specific SOPs (where applicable)

16. Housekeeping & Material Storage

(Updated – OSHA / WYOSH Compliance)

Housekeeping Program

Purpose

Good housekeeping is essential to maintaining a safe and efficient workplace. Clean, orderly work areas reduce hazards such as slips, trips, falls, fires, and equipment damage while improving productivity and employee morale.

This section establishes standardized housekeeping expectations for all Town of Alpine facilities, worksites, and grounds in accordance with applicable OSHA/WYOSH requirements.

Program Administration

The Safety Officer is responsible for administering and maintaining the Housekeeping Program. Supervisors are responsible for enforcing housekeeping requirements within their assigned areas. This written program is maintained by the Safety Officer and is available to employees upon request.

General Policy

Housekeeping is a shared responsibility. All employees shall maintain clean, orderly, and hazard-free areas throughout the workday. Housekeeping is a continuous process and is not limited to end-of-shift cleanup.

Routine Walk-Around Assessments

Supervisors and/or the Safety Officer shall periodically conduct walk-around assessments to identify housekeeping deficiencies, including:

- Spills or leaks
- Obstructed aisles or exits
- Trip or fire hazards

Employees are encouraged to report housekeeping hazards or recommend improvements.

Responsibilities

Safety Officer

- Oversees the housekeeping program
- Monitors trends and corrective actions
- Updates the program as needed

Supervisors

- Enforce housekeeping standards
- Initiate corrective actions
- Ensure work areas remain safe

Employees

- Maintain cleanliness in assigned areas
- Promptly report unsafe conditions
- Clean up after completing tasks when safe to do so

Failure to comply may result in disciplinary action in accordance with Town policy.

Smoking Policy

Smoking is prohibited inside Town buildings and within fifty (50) feet of material storage areas. Smoking is permitted only in designated outdoor areas. Smoking materials shall be disposed of in approved receptacles.

Office and Administrative Areas

- Aisles, exits, and fire protection equipment shall remain clear (minimum three-foot clearance)
- Supplies shall be stored in designated locations
- Spills shall be cleaned immediately
- Waste receptacles shall be properly lined
- File drawers shall remain closed when unattended
- Office equipment and space heaters shall be turned off and unplugged at the end of the day

Work Areas

- Aisles, exits, fire extinguishers, and eyewash stations shall remain unobstructed
- Spills and leaks shall be cleaned immediately and reported if repairs are required
- Refuse shall be placed in designated containers
- Floors and walking surfaces shall be kept free of excessive debris

Break Areas and Restrooms

- Employees shall clean up after themselves
- Hazardous or flammable materials are prohibited
- Personal food shall not be stored overnight unless refrigeration is provided
- Waste shall be disposed of properly

Maintenance and Storage Areas

- Aisles, exits, and fire equipment shall remain unobstructed
- Materials shall be stored neatly and securely
- Spills shall be cleaned immediately

- Waste materials shall be disposed of properly

Grounds and Outdoor Areas

- Walkways, entrances, and docks shall remain clear
- Snow and ice shall be removed prior to operations
- Materials shall be stored only in designated areas
- Landscaping shall not create trip hazards or obstruct access

The Maintenance Department is responsible for grounds upkeep.

Housekeeping Program Review

The Safety Officer shall periodically review housekeeping practices and update this program as necessary.

Note: Detailed requirements for flammable materials, compressed gas cylinders, and material storage configurations are addressed in the *Material Storage* section below.

17. Material Storage Program

(Updated – OSHA / WYOSH Compliance)

Purpose

Proper material storage prevents fires, maintains clear exits and aisles, and reduces the risk of injuries. This section establishes requirements for the safe storage of general materials, flammable substances, and compressed gas cylinders.

General Material Storage Requirements

1. Materials shall not be stored within 18 inches of sprinkler heads or ceilings
2. A minimum three-foot clearance shall be maintained around exits and doors
3. Aisles shall remain clear and appropriately marked
4. Materials and equipment shall not be stored in aisles or exits
5. Platforms, shelves, and racks shall not be overloaded and shall have load limits posted

Flammable and Combustible Material Storage

1. Flammable liquids shall be stored in approved flammable storage cabinets or approved outdoor locations
2. Safety containers with flame arresters shall be used when required
3. Open containers are prohibited except during active use
4. Storage areas shall be ventilated and free from ignition sources
5. Flammable materials shall not be stored in electrical rooms

Compressed Gas Cylinder Safety

Receiving

- Inspect cylinders for damage and labeling
- Verify hydrostatic test dates
- Ensure SDS availability

Storage

- Cylinders shall be stored upright and secured
- Caps shall be in place when not in use
- Incompatible gases shall be stored separately
- Cylinders shall be protected from heat, impact, and damage

Movement

- Cylinders shall be transported using approved carts
- Caps shall remain in place during transport

Use

- Inspect regulators and hoses before use
- Secure cylinders during use
- Close valves when not in use

Responsibilities**Safety Officer**

- Oversees compliance and program implementation

Supervisors

- Enforce storage requirements and correct deficiencies

Employees

- Follow storage procedures and report unsafe conditions

Material Storage Program Review

Material storage practices shall be periodically reviewed by the Safety Officer to ensure continued effectiveness and compliance.

18. Fire Prevention Plan (FPP)

(Updated – OSHA 29 CFR 1910.39, WYOSH)

Purpose

The purpose of the Fire Prevention Plan (FPP) is to prevent the occurrence of fires by identifying fire hazards, controlling ignition sources, and managing combustible materials. This plan works in conjunction with the Town’s Emergency Action Plan (EAP) and other safety programs.

Fire prevention measures reduce the risk of fires by eliminating or controlling fuel sources, ignition sources, and unsafe work practices.

Scope and Coordination

This Fire Prevention Plan addresses:

- Major workplace fire hazards and their handling and storage;
- Potential ignition sources and control procedures;
- Fire protection equipment provided for incipient-stage fires;
- Responsibilities for maintaining fire prevention systems and controls.

Emergency evacuation procedures, alarm systems, employee accountability, rescue, and medical response are addressed in the **Emergency Action Plan**.

Program Administration

The Safety Officer is responsible for administering and maintaining the Fire Prevention Plan, coordinating compliance with applicable fire codes, and reviewing the plan as necessary.

This written plan is maintained by the Safety Officer and is available to employees, their representatives, and regulatory officials upon request.

Responsibilities

Safety Officer

The Safety Officer shall:

1. Develop and maintain the Fire Prevention Plan for normal and after-hours operations;
2. Coordinate fire prevention efforts with local fire authorities when appropriate;
3. Ensure fire prevention measures are integrated with other safety programs;
4. Ensure employees receive training on fire hazards and prevention practices;
5. Ensure fire protection equipment is maintained and inspected as required.

Supervisors

Supervisors shall:

- Enforce fire prevention and housekeeping requirements;
- Ensure flammable materials are properly stored;
- Correct fire hazards promptly.

Employees

Employees shall:

- Follow fire prevention procedures;
- Report fire hazards immediately;
- Use flammable materials only as authorized and instructed.

Workplace Fire Hazards

The Town shall control hazardous accumulations of combustible materials to prevent rapid fire spread, smoke generation, or explosions.

Examples of workplace fire hazards include:

- Improper storage of flammable or combustible materials;
- Accumulation of wastepaper, rags, or debris;
- Oil-soaked or solvent-soaked materials;
- Heat-producing equipment without proper safeguards.

Employees shall be informed of fire hazards in their work areas and trained in prevention measures applicable to their duties.

Control of Fuel Sources

Flammable and combustible materials shall be:

- Stored in approved containers and cabinets;
- Kept away from ignition sources;
- Managed in quantities consistent with operational needs.

Waste materials capable of spontaneous combustion or rapid ignition shall be disposed of promptly in approved containers.

Control of Ignition Sources

Potential ignition sources shall be controlled, including:

- Open flames;
- Hot work activities;
- Sparks from tools or equipment;

- Electrical equipment and wiring.

Heat-producing equipment should be maintained in accordance with manufacturer recommendations. Safety devices such as temperature limit switches, flame failure controls, and similar systems should be inspected and maintained to ensure proper operation.

General housekeeping requirements are addressed in the Housekeeping Program.

Maintenance of Fire Protection Equipment

(Updated – OSHA 29 CFR 1910.39 & 1910.157, WYOSH)

Purpose

Fire protection equipment must be properly maintained to ensure it functions as intended during an emergency. This section establishes responsibilities for inspection, maintenance, and monitoring of fire protection equipment installed to prevent or control fires.

Responsibilities

The Safety Officer is responsible for ensuring fire protection equipment is inspected, maintained, and serviced in accordance with applicable standards and manufacturer recommendations.

Fire Protection Equipment Maintenance

1. Fire extinguishers shall be:
 - Visually inspected **monthly**;
 - Maintained in operable condition at all times; and
 - Subject to periodic servicing and hydrostatic testing in accordance with **NFPA and manufacturer requirements**.
2. Fire extinguishers shall be:
 - Readily accessible;
 - Clearly visible and properly mounted; and
 - Fully charged and unobstructed.
3. Defective or discharged fire extinguishers should be removed from service immediately and repaired or replaced.
4. Records of inspections and maintenance shall be maintained by the Safety Officer or designee.

Housekeeping for Fire Prevention

The Town shall control accumulations of flammable and combustible waste materials to reduce fire risk.

The following fire-prevention housekeeping practices shall be maintained:

1. Aisles, exits, fire extinguishers, and emergency equipment shall remain unobstructed with a minimum **three (3) foot clearance**.
2. Storage areas shall be kept orderly, and materials stored properly upon receipt.

3. Process leaks shall be reported promptly for repair and cleanup.
4. Combustible waste shall be removed regularly. Oily rags shall be stored in approved containers, and flammable materials shall be stored in approved fire cabinets when not in use.
5. At the end of the business day, office equipment and space heaters shall be turned off and unplugged as appropriate to reduce fire risk.

Training

Employees shall receive training on:

- Fire hazards present in their work areas;
- Fire prevention practices;
- Proper handling and storage of flammable and combustible materials; and
- The purpose and location of fire protection equipment.

Employees are **not required** to fight fires. Use of fire extinguishers is voluntary and limited to incipient-stage fires only.

Emergency evacuation procedures, alarm systems, drills, headcounts, and return-to-work authorization are addressed in the **Emergency Action Plan (EAP)**.

Fire Extinguisher Awareness

Employees who may choose to use fire extinguishers shall receive basic instruction covering:

- Types of fires;
- Appropriate extinguisher selection;
- Limitations of extinguishers; and
- When evacuation is required instead of attempting fire control.

No employee shall be required or expected to use fire extinguishers without appropriate training.

Disciplinary Action

Failure to comply with fire prevention and housekeeping requirements may result in disciplinary action in accordance with Town policy.

Program Review

The Safety Officer shall periodically review fire prevention practices, equipment maintenance records, and training effectiveness to ensure continued compliance and effectiveness.

Fire Extinguishers and Fire Classification Awareness

Fire extinguishers are provided for use on incipient-stage fires only. Employees are **not required** to fight fires and shall evacuate in accordance with the Emergency Action Plan if conditions are unsafe.

Employees shall receive basic instruction on fire classifications and extinguisher types:

- **Class A** – Ordinary combustibles (wood, paper, cloth)
 - Extinguishers: Water or ABC dry chemical
- **Class B** – Flammable liquids, gases, greases
 - Extinguishers: Foam, CO₂, or ABC dry chemical
- **Class C** – Energized electrical equipment
 - Extinguishers: CO₂ or ABC dry chemical
- **Class D** – Combustible metals
 - Extinguishers: Specialized agents; fire department response required

Fire extinguishers should be clearly labeled, inspected, and maintained in accordance with applicable standards.

Training

Employees shall be trained on:

- Fire hazards specific to their work areas;
- Safe handling and storage of flammable materials;
- Proper response to fire emergencies;
- Location and purpose of fire extinguishers.

Program Review

The Safety Officer shall periodically review the Fire Prevention Plan to ensure effectiveness and compliance with regulatory requirements. Updates shall be made as necessary.

19. Emergency Action Plan (EAP)

(Updated – OSHA 29 CFR 1910.38, WYOSH)

Purpose

The Town of Alpine Emergency Action Plan (EAP) is designed to protect employees during emergencies that may reasonably be expected to occur at Town facilities or worksites, including after-hours operations.

This plan establishes procedures for reporting emergencies, employee evacuation, and coordination with emergency responders to ensure employee safety.

Scope

This Emergency Action Plan addresses emergencies including, but not limited to:

- Fires
- Severe weather events (tornadoes, winter storms)
- Hazardous material releases or spills
- Utility failures
- Bomb threats or civil disturbances
- Medical emergencies

Emergency response activities such as firefighting, spill containment, or rescue operations are **not** required of employees and are addressed by emergency responders.

Program Administration

The Safety Officer (or designee) is responsible for administering and maintaining the Emergency Action Plan. Responsibilities include:

- Maintaining the written plan;
- Ensuring emergency procedures are communicated to employees;
- Coordinating with local emergency responders when appropriate; and
- Reviewing and updating the plan as needed.

This plan is maintained by the Safety Officer and is available to employees upon request.

Emergency Reporting Procedures

Employees shall immediately report emergencies by:

- Activating the nearest alarm system, where available; and/or
- Call **911** or local emergency services.

Emergency contact numbers shall be posted in conspicuous locations at Town facilities and worksites.

Employee Alarm Systems

The Town maintains employee alarm systems in accordance with **29 CFR 1910.165**. Alarm systems are designed to:

- Alert employees to emergencies;
- Be distinctive and recognizable; and
- Be audible or visible as necessary to ensure employee awareness.

Specific alarms may be designated for certain emergencies, such as tornado warnings.

Evacuation Procedures

When evacuation is required:

- Employees shall exit the facility immediately using the nearest safe exit;
- Elevators shall not be used during evacuation unless directed by emergency responders;
- Employees shall proceed to designated assembly areas as identified for their location.

Evacuation routes and assembly areas shall be communicated to employees and posted where applicable.

Accounting for Employees

After evacuation, supervisors shall account for employees using attendance rosters or other reasonable means and report missing employees to emergency responders.

Employees Requiring Assistance

Procedures should be established to assist employees with disabilities or those requiring additional assistance during evacuations. Supervisors shall ensure these procedures are communicated and practiced as appropriate.

Critical Operations

Employees assigned to shut down critical operations before evacuation shall do so **only if it can be performed safely** and without delaying evacuation.

Training and Drills

Employees shall receive training on:

- Emergency reporting procedures;
- Alarm recognition;
- Evacuation routes and assembly areas;
- Their roles during emergencies.

Training shall be provided:

- Upon initial assignment; and
- When the plan is updated or procedures change.

Periodic drills may be conducted to evaluate plan effectiveness.

Plan Review and Maintenance

The Safety Officer shall review the Emergency Action Plan periodically and update it as necessary to reflect changes in facilities, operations, or regulations.

Availability

The Emergency Action Plan shall be kept in the workplace and made available to employees, their representatives, and regulatory officials upon request.

20. First Aid Program

Purpose

The Town is committed to protecting employees from occupational injuries and illnesses. While prevention remains the primary goal, the Town is prepared to respond promptly and appropriately when injuries or illnesses occur.

This written First Aid Program establishes procedures to ensure immediate and effective first aid response and compliance with **29 CFR 1910.151 – Medical Services and First Aid**.

Administrative Duties

The Safety Officer is designated as the First Aid Program Administrator and is responsible for establishing, implementing, and maintaining this written First Aid Program. The Safety Officer has full authority to make decisions necessary to ensure the effectiveness of the program.

A copy of this written program is maintained in the Safety Officer's office and is available for employee review upon request.

Employees are encouraged to provide suggestions for improvement. The Town is committed to continuous improvement and maintaining a safe and responsive workplace.

Town Policy

In the absence of an infirmary, clinic, or hospital in close proximity to the workplace, the Town ensures that:

- Adequately trained personnel are available to render first aid, and
- Properly stocked first aid supplies are readily accessible at all work locations.

First aid kits are provided for the treatment of minor injuries such as cuts, burns, headaches, nausea, and similar non-emergency conditions. All employees must know the location of first aid kits and notify their supervisor when a kit is used.

Employees who sustain work-related injuries or illnesses requiring professional medical treatment must notify their supervisor **before** seeking treatment whenever possible. Failure to notify supervision may affect the benefit of eligibility for Workers' Compensation benefits.

The Safety Officer is responsible for inspecting first aid kits prior to deployment and **at least weekly** thereafter to ensure supplies are complete and serviceable.

In all cases requiring emergency medical treatment, emergency services shall be contacted immediately.

Minor First Aid Treatment

First aid kits are located in the main office building and in each Town vehicle.

If an employee sustains a minor injury requiring first aid:

- Notify the supervisor.
- Administer appropriate first aid.
- Document kit usage on the Accident Investigation Report.
- Understand that first aid kits are **not** a substitute for professional medical care when needed.
- Provide required information for accident documentation.

Non-Emergency Medical Treatment

For non-emergency, work-related injuries requiring professional medical care:

- Notify the supervisor immediately.
- Obtain authorization from management prior to treatment.
- Proceed to the designated medical facility.
- Transportation assistance will be provided if necessary.
- Complete all required accident investigation documentation.

Portable eyewash stations shall be used immediately if hazardous substances contact the eyes or body. Supervisors must be notified whenever an eyewash station is used.

Emergency Medical Treatment

If an employee sustains a serious or life-threatening injury:

- Call for help immediately.
- Contact emergency medical services using posted emergency numbers.
- Do not move the injured employee unless necessary to prevent further harm.
- Provide all relevant details for accident investigation documentation.

Where emergency medical facilities are not within **3–4 minutes** of the workplace, the Town ensures trained First Aid and CPR responders are available.

First Aid Supplies and Equipment

The Safety Officer ensures first aid supplies meet the specific hazards and operational needs of the workplace. First aid kits include, at a minimum:

- Bandages, compresses, and gauze pads
- Antiseptic swabs
- Burn treatments
- Adhesive tape
- Disposable gloves
- Eye dressings and eyewash solution
- Instant cold packs
- Antibiotic ointment

- Ammonia inhalation (where appropriate)

All first aid supplies are stored in weather-resistant containers with individually sealed items.

Kits are inspected before job deployment and **at least weekly** thereafter. Expended or expired items are replaced promptly.

Program Evaluation

The First Aid Program is evaluated annually by the Safety Officer to ensure effectiveness and regulatory compliance. Program updates are made as necessary based on incidents, inspections, or changes in operations.

21. Substance Abuse Program

Purpose

The Town is committed to maintaining a safe, healthy, and productive workplace. Substance abuse can adversely affect employee safety, job performance, morale, and the Town’s ability to serve the public effectively.

This Substance Abuse Program is intended to:

- Promote a safe and healthy work environment
- Reduce accidents, injuries, absenteeism, and property damage
- Protect the public, Town employees, and Town property
- Support compliance with applicable laws and regulations

This program also encourages employees to seek assistance for substance abuse issues before those issues impact workplace safety or job performance.

Program Administration

The **Human Resource Director** serves as the Substance Abuse Program Administrator and is responsible for developing, implementing, and maintaining this written program. The Program Administrator has the authority to make necessary decisions to ensure effective administration and compliance.

The Human Resource Director is qualified by training and experience to oversee this program and conduct periodic evaluations of its effectiveness.

Town Policy

The Town is committed to a **drug- and alcohol-free workplace** due to concerns regarding:

- Workplace safety
- Employee health and well-being
- Productivity and performance
- Public trust and liability
- Regulatory compliance

Prohibited Conduct

The possession, use, sale, distribution, or manufacture of illegal drugs is strictly prohibited during working hours or on Town property.

Employees shall not report to work or remain at work while under the influence of alcohol, illegal drugs, or misused prescription medications that impair their ability to perform job duties safely and effectively.

The lawful use of prescribed medications is permitted when taken in accordance with a physician’s instructions, provided the medication does not impair the employee’s ability to safely perform job

responsibilities. Employees are responsible for notifying their supervisor if prescribed medication may affect job performance or safety.

Violations of this policy may result in disciplinary action **up to and including termination of employment**, in accordance with Town policy and applicable law.

Each employee will be provided a copy of this Substance Abuse Policy.

Employee Responsibility and Assistance

Employees are encouraged to seek help if they believe they may have a substance abuse problem. Seeking assistance voluntarily will not, by itself, subject an employee to disciplinary action.

Employees who are concerned about a coworker’s behavior are encouraged to express concern and recommend that the individual seek professional help. Substance abuse can affect not only the individual involved, but coworkers, families, and the Town as a whole.

Drug and Alcohol Testing

The Town reserves the right to conduct drug and alcohol testing under the following circumstances, in accordance with applicable laws and regulations:

- Pre-employment testing
- Following a work-related injury requiring medical treatment
- Following an accident involving property damage
- Reasonable suspicion based on observable behavior or performance indicators

A confirmed positive test result may result in disciplinary action **up to and including termination of employment**.

Detailed testing procedures, including collection, confidentiality, and employee rights, are addressed in the Drug and Alcohol Testing section of this program.

Town-Sponsored Activities

The use of alcohol or illegal drugs is prohibited during **Town-sponsored activities**, including events held on or off Town property.

Supervisor Responsibilities and Training

Supervisors play a critical role in enforcing this program. Their responsibilities include:

1. Observing and documenting job performance and workplace behavior
2. Addressing performance issues in a professional, objective manner
3. Referring employees to appropriate assistance resources when needed
4. Initiating testing or disciplinary procedures when warranted

Supervisors are **not responsible for diagnosing substance abuse**, but are trained to recognize potential warning signs, including:

- Physical indicators (e.g., coordination problems, frequent illness)
- Mood changes
- Increased absenteeism
- Aggressive or erratic behavior
- Increased accident rates
- Deterioration in workplace relationships

Supervisor training includes:

- Overview of the Substance Abuse Policy
- Recognition of signs and symptoms of substance abuse
- Proper documentation practices
- Drug and alcohol testing procedures
- Available treatment and assistance resources

Supervisor training is provided by the Human Resources Department, with assistance from the Safety Officer as needed.

Employee Education and Awareness

All employees participate in substance abuse education and awareness training upon hire and periodically thereafter.

Training topics include:

- Dangers of drug and alcohol abuse
- Town substance abuse policy
- Available counseling and assistance resources
- Disciplinary consequences of policy violations
- Effects of substance abuse on safety, productivity, and health
- Drug and alcohol testing procedures
- Recognition of substance abuse warning signs
- Impact of substance abuse on families and the community

Training is conducted through classroom instruction, discussion, and educational materials.

Recordkeeping

The Human Resources Department maintains all records related to substance abuse training, testing, and policy enforcement in a confidential manner, consistent with applicable privacy laws.

Conviction Notification

Employees must notify the Town if they are convicted of violating a criminal drug statute occurring in the workplace. When required by law or contract, the Town will notify the appropriate contracting or funding

agency within **ten (10) days** of receiving notice of such a conviction.

Employee Sanctions

Employees convicted of violating criminal drug statutes or who violate this policy may be subject to disciplinary action or may be required to satisfactorily participate in a substance abuse assistance or rehabilitation program, as determined by the Town and consistent with applicable law.

22. OSHA / WYOSH Inspection Management

Purpose

This section establishes procedures for managing OSHA/WYOSH inspections to ensure that inspections are handled professionally, efficiently, and in compliance with applicable laws and regulations. These procedures are intended to protect the Town's rights while demonstrating good-faith cooperation with regulatory authorities.

Opening Conference

At the beginning of an OSHA/WYOSH inspection, the inspector will conduct an opening conference with Town representatives.

During the opening conference:

1. **Inspector Introduction and Purpose**
 - The inspector shall explain the purpose and reason for the inspection (e.g., employee complaint, referral, fatality, catastrophe, programmed inspection).
2. **Employee Complaint Inspections**
 - When an inspection is conducted due to an employee complaint, the Town has the right to:
 - Receive a copy of the complaint (with identifying information redacted);
 - Be informed of the subject matter and scope of the complaint.
 - The Town does **not** have the right to know the identity of the employee complaining.
3. **Scope of Inspection**
 - The Town's representative shall clearly determine the scope of the inspection and request identification of the OSHA/WYOSH standards that will apply.
 - The inspector should explain why specific areas or operations will be examined.
4. **Compliance Programs**
 - The inspector shall be informed if the Town participates in any OSHA/WYOSH compliance assistance or cooperative programs.

Walkaround Inspection

During the walkaround portion of the inspection:

1. A designated Town representative shall accompany the inspector at all times.
2. The Town should respond to questions truthfully but should not volunteer information beyond what is requested.
3. The inspector may select a non-management employee to accompany the inspection, as permitted by regulation.
4. Employee interviews shall be limited to a reasonable number and conducted in a manner that does not unnecessarily disrupt operations.
5. If the inspection appears to expand beyond the scope discussed during the opening conference, the Town representative shall respectfully question and document the change.
6. If the inspector takes photographs, videos, or samples, the Town representative should take duplicate photographs or notes for documentation purposes.

7. If a condition is identified that can be corrected immediately, the Town should correct it promptly to demonstrate good-faith compliance.
8. If the inspector becomes hostile, abusive, or exceeds the agreed scope of inspection, the Town may consult legal counsel regarding whether to request that the inspection be paused pending further discussion with the Area Director.
9. All interactions shall remain professional, cooperative, and non-confrontational.

Examination of Records

The inspector may request to review certain records, including but not limited to:

- Injury and illness records, including fatalities and hospitalizations
- OSHA Forms 300, 300A, and 301 and required postings
- OSHA Health & Safety Poster
- Employee training records
- Hazard Communication Program documentation
- Safety Data Sheets (SDSs)

Only records required by law shall be provided.

Closing Conference

At the conclusion of the inspection, the inspector will conduct a closing conference.

During the closing conference:

1. The inspector shall explain any apparent violations or deficiencies observed during the inspection.
2. The Town shall ask clarifying questions regarding:
 - Identified hazards;
 - Expected corrective actions (abatement);
 - Abatement timelines.
3. Inspectors typically do not disclose proposed penalties during the closing conference.
4. The inspector shall explain the Town's rights to contest citations, penalties, and abatement requirements.
5. The inspector shall provide or reference OSHA Publication 3000, which outlines employer rights and responsibilities following an inspection.

Post-Inspection Actions

Following the inspection:

1. The inspector submits a report to the Area Director, who determines whether citations and penalties will be issued.
2. The Town reviews any citations received and determines whether to:
 - Accept the citation and comply with abatement requirements; or
 - Exercise its right to contest the citation, penalties, or abatement period.
3. The Town shall correct identified deficiencies as required to prevent repeat violations and reduce

potential penalties.

Appendices

APPENDIX A — Disciplinary & Enforcement Forms

A-1. Safety Hazard Citation Form

(Administrative enforcement tool)

- Used by supervisors or the Safety Officer
- Documents unsafe acts or conditions
- Supports corrective action and retraining
- Placed in employee file as applicable

NOTE:

Disciplinary actions resulting from citations are governed exclusively by the **Disciplinary Action Program**.

SAFETY HAZARD CITATION FORM

Town of Alpine
Safety & Health Program

1. General Information

- **Date of Observation:** _____
- **Time:** _____
- **Location / Facility / Department:**

- **Observed By (Name & Title):**

- **Employee(s) Involved (if applicable):**

2. Hazard Description

- **Type of Hazard (check all that apply):**

- Physical
- Electrical
- Chemical
- Biological
- Ergonomic
- Confined Space
- Excavation/Trenching
- Vehicle/Equipment
- Housekeeping
- Other: _____

- **Detailed Description of Hazard:**

(Describe the unsafe condition or practice observed, including equipment involved, conditions present, and potential exposure.)

3. Risk Assessment

- **Potential Severity:**

Low Moderate High Imminent Danger

• **Likelihood of Injury or Incident:**

Unlikely Possible Likely Certain

• **Immediate Action Required?**

Yes No

If yes, describe actions taken:

4. Corrective Action Required

• **Required Corrective Action(s):**

(List specific actions required to eliminate or control the hazard.)

• **Responsible Person / Position:**

• **Target Completion Date:** _____

5. Temporary Controls (if applicable)

• **Interim Measures Implemented:**

- Area Barricaded
- Equipment Locked Out / Tagged Out
- PPE Issued
- Work Stopped
- Warning Signage Posted
- Other: _____

Details:

6. Follow-Up & Verification

• **Corrective Action Completed On:** _____

• **Verified By (Name & Title):** _____

- **Verification Notes:**

- Hazard Corrected
- Hazard Reduced
- Further Action Required

7. Acknowledgment

I acknowledge that I have been informed of the hazard identified above and understand the required corrective actions.

- **Employee Signature (if applicable):** _____
- **Date:** _____
- **Safety Officer / Supervisor Signature:** _____
- **Date:** _____

8. Recordkeeping

- **Citation Number:** _____
- **Filed In:**
 - Safety Officer Log
 - Department Safety File
 - Corrective Action Tracking System

Important Notice

This Safety Hazard Citation Form is issued for the purpose of identifying and correcting unsafe conditions or practices. It is **preventive and corrective in nature**, not disciplinary, and is intended to support compliance with applicable safety and health regulations.

APPENDIX B — Accident & Incident Reporting Forms

B-1. Employee Injury / Illness Report Form

(Initial employee report)

B-2. Supervisor Accident Investigation Report

(Root cause, corrective action, retraining)

B-3. Witness Statement Form

B-4. Near-Miss / Hazard Observation Report (Optional but Recommended)

Used in conjunction with:

- Accident Reporting & Investigation Program
- OSHA / WYOSH Injury & Illness Recordkeeping (29 CFR 1904)

TOWN OF ALPINE

Employee Report of Accident, Injury or Illness

Instructions: Please Print. Fill in all blanks. If a blank does not pertain to your accident, injury or illness write "N/A" in that blank. When completed, return this form to your supervisor.

Name: _____

Sex ___ Age _____

Address _____ Phone Number _____

Marital Status Single Married Separated Divorced Widowed
#of Dependents _____

Employment Start Date	Time in Present Job
Job Title	Supervisor's Name
Department	Date & Time of Accident
Location of Accident	Task being Performed
Name of Witness	Name of Witness
Describe how the accident happened	
What caused the Accident	
What could have prevented this accident	
Date & Time you first sought medical attention	
Name of Hospital or Doctor	
Were you using required safety equipment?	
Do you have a job at another company?	

The information I have provided either in my own writing or verbally for the purpose of this form is true and correct. I understand that providing false or misleading information or omission of information on this report or any other form relating to this claim of injury/accident may result in termination of my employment.

Signature of Employee: _____ Date: _____

Signature of Witness: _____

TOWN OF ALPINE

Supervisor Accident Investigations Report

Supervisor's Name: _____

Basic Rules for Accident Investigation

- Find the cause to prevent future accidents - Use an unbiased approach during investigation
- Interview witnesses & injured employees at the scene - conducting a walkthrough of the accident
- Conduct interviews in private - Interview one witness at a time.
- Get signed statements from all involved.
- Take photos or make a sketch of the accident scene.
- What hazards are present - what unsafe acts contributed to accident
- Ensure hazardous conditions are corrected immediately.

Date & Time		Location	
Tasks performed		Witnesses	
Resulted in	__ Injury __ Fatality __ Property Damage	Property Damage	
Injured		Injured	
Describe Accident Facts & Events			
Supervisor's Incident Cause Analysis <i>Check ALL that apply to this accident</i>			
Unsafe Acts		Unsafe Conditions	
Improper work technique		Poor Workstation design	
Safety rule violation		Unsafe Operation Method	
Improper PPE or PPE not used		Improper Maintenance	
Operating without authority		Lack of direct supervision	
Failure to warn or secure		Insufficient Training	
Operating at improper speeds		Lack of experience	
By-passing safety devices		Insufficient knowledge of job	
Protective equipment not in use		Slippery conditions	
Improper loading or placement		Excessive noise	
Improper lifting		Inadequate guarding of hazards	
Servicing machinery in motion		Defective tools/equipment	
Horseplay		Poor housekeeping	

Drug or alcohol use		Insufficient lighting	
Unsafe Acts require a written warning and re-training <u>before</u> the Employee resumes work			
Date		Date	
Re-Training Assigned		Unsafe Condition Guarded	
Re-Training Completed		Unsafe Condition Corrected	
Supervisor Signature		Supervisor Signature	

Incident Report Review

Supervisor _____ Date _____

Safety Officer _____ Date _____

Plant Manager _____ Date _____

Management Comments:

\

WITNESS STATEMENT FORM

Town of Alpine – Safety & Health Program

1. Incident Information

- **Date of Incident / Observation:** _____
- **Time:** _____
- **Location / Facility:** _____
- **Type of Event (check one):**
 - Injury
 - Near Miss
 - Property Damage
 - Safety Hazard
 - Unsafe Act
 - Other: _____

2. Witness Information

- **Witness Name:** _____
 - **Job Title / Department (if applicable):** _____
-

- **Phone Number:** _____
- **Email:** _____
- **Relationship to Incident (check one):**
 - Direct Witness
 - Arrived Immediately After
 - Heard or Observed Relevant Conditions
 - Other: _____

3. Witness Statement

Please describe **only what you personally observed**.
Do not include opinions, assumptions, or conclusions.

(Attach additional pages if necessary.)

4. Additional Observations

- **Weather / Environmental Conditions (if relevant):**

- **Equipment, Tools, or Materials Observed:**

- **Any Immediate Actions Taken:**

5. Diagrams / Sketches (Optional)

Use the space below to draw or describe the scene, equipment layout, or positions of individuals.

6. Witness Certification

I certify that this statement is true and accurate to the best of my knowledge and reflects only what I personally observed.

- **Witness Signature:** _____
- **Date:** _____

7. Receipt & Review

- **Received By (Name & Title):**

- **Date Received:** _____
- **Associated Report(s):**
 - Incident Report
 - Safety Hazard Citation
 - Near Miss Report
 - Corrective Action Record

Reference Number(s): _____

Important Notice

This witness statement is collected for safety review and regulatory compliance purposes. It is intended to support fact-finding and hazard correction and does not assign fault or disciplinary action.

NEAR MISS HAZARD OBSERVATION REPORT

Town of Alpine – Safety & Health Program

1. General Information

- **Date of Observation:** _____
- **Time:** _____
- **Location / Facility / Department:**

- **Reported By (Name & Title):**
 Employee Supervisor Safety Officer Other: _____
 Name: _____
- **Was anyone injured?**
 No (Near Miss) Yes → Complete Incident/Injury Report

2. Near Miss Description

Please describe **what almost happened**, including the sequence of events and the hazard involved.
 (Do not assign blame or include opinions.)

3. Hazard Type

(Check all that apply)

- Slip / Trip / Fall
- Electrical
- Vehicle / Mobile Equipment
- Machinery / Tools
- Confined Space
- Excavation / Trenching
- Chemical / Hazardous Materials
- Biological

- Ergonomic
- Housekeeping
- Weather / Environmental
- Other: _____

4. Potential Outcome (If the Near Miss Had Become an Incident)

- **Most Likely Injury or Damage:**
 - Minor Injury
 - Serious Injury
 - Fatality
 - Property Damage
 - Environmental Impact
- **Potential Severity:**
 - Low Moderate High Catastrophic

5. Immediate Actions Taken (If Any)

- Hazard Removed
- Area Secured / Barricaded
- Equipment Shut Down
- PPE Issued or Used
- Work Stopped
- Warning Given
- None

Details:

6. Recommended Corrective Actions

(Engineering, administrative, training, or PPE controls)

- **Responsible Person / Position:**

- **Target Completion Date:** _____

7. Follow-Up & Review

- **Reviewed By (Name & Title):**

- **Review Date:** _____

- Corrective Action Implemented
- Further Action Required
- Referred to Safety Committee / Safety Officer

8. Employee Acknowledgment (Optional)

Reporting near misses is encouraged and will not result in discipline.

- **Employee Signature (optional):** _____
- **Date:** _____

9. Recordkeeping

- **Report Number:** _____
- **Filed In:**
 - Near Miss Log
 - Department Safety File
 - Corrective Action Tracking System

Important Notice

This Near Miss Hazard Observation Report is intended to identify unsafe conditions or practices **before an injury or incident occurs**. It is preventive in nature and supports continuous improvement of workplace safety. Reporting near misses is encouraged and does not assign fault or disciplinary action.

TOWN OF ALPINE

Exposure Incident Investigation Form

Date of Incident: _____ Time of Incident: _____

Location: _____

Potentially Infectious Materials Involved:

Type: _____ Source: _____

Circumstances: Work being performed, etc. _____

How Incident Was Caused: {Accident, equipment malfunction, etc.}

Personal Protective Equipment Used: _____

Actions Taken: Decontamination, clean-up, reporting, etc.

Recommendations For Avoiding Repetition: _____

TOWN OF ALPINE

Post-Exposure Evaluation and Follow-up Checklist

The following steps must be taken, and information transmitted to healthcare professionals, in the event of an employee's exposure to Bloodborne Pathogen.

<u>Activity</u>	<u>Completion Date</u>
1. Employee furnished with documentation regarding exposure incident:	_____
2. Source individual identified: _____ _____ (Source individual)	
3. Source individual's blood collected and results given to exposed employee: _____ _____ Consent from source has not been obtained.	_____
4. Exposed employee's blood collected and tested:	_____
5. Appointment arranged for employee with healthcare professional: _____ _____ (Healthcare Professional Name)	
Documentation forwarded to healthcare professionals: _____ Bloodborne Pathogens Standard. _____ Description of exposed employees' duties. _____ Description of exposure incident, including exposure routes. _____ Results of source individual's blood testing. _____ Employee's medical records.	

Machinery & Machine Guarding Safety Inspection Checklist

(OSHA 29 CFR 1910 Subpart O – WYOSH)

Section 1 – Equipment Identification

- Department / Location: _____
- Machine / Equipment Name: _____
- Manufacturer / Model: _____
- Serial or Asset ID: _____
- Supervisor Responsible: _____
- Inspection Date: _____
- Inspector Name & Title: _____

Section 2 – Machine Guarding Requirements

(29 CFR 1910.212, 1910.219)

Item	Yes	No	N/A
Point-of-operation guarding present and effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Power transmission components guarded (belts, chains, gears, shafts, pulleys)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guards securely fastened and in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guards do not create additional hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guards prevent accidental contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No guards removed, bypassed, or defeated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fan blades <7 ft guarded (≤½-inch openings)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Revolving drums/barrels guarded where required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fixed-location machinery properly anchored	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3 – Operational Safety

Item	Yes	No	N/A
Operator trained and authorized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Machine operated by manufacturer instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency stop controls functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Item	Yes	No	N/A
Proper PPE used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No unsafe modifications present	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work practices prevent reach-in or pinch hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate lighting and visibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4 – Maintenance & Lockout/Tagout

(29 CFR 1910.147)

Item	Yes	No	N/A
Lockout/Tagout used for servicing/maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy sources identified and controlled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guards reinstalled after maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment tested before return to service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5 – New Equipment / Modifications

Item	Yes	No	N/A
Guarding reviewed before startup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment modifications reviewed for safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees trained in new or modified equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 6 – Deficiencies & Corrective Actions

Deficiency Identified Immediate Action Taken Corrective Action Required Date Corrected

Section 7 – Certification

I certify that this inspection was conducted and that unsafe conditions were corrected or removed from service.

- Inspector Signature: _____
- Date: _____
- Supervisor Acknowledgment: _____
- Date: _____

APPENDIX C — OSHA Recordkeeping Forms & References

C-1. OSHA Form 300 — Log of Work-Related Injuries & Illnesses

C-2. OSHA Form 300A — Annual Summary

C-3. OSHA Form 301 — Injury & Illness Incident Report

Administrative Use Only

Maintained by the Safety Officer in accordance with 29 CFR 1904.

OSHA FORM 300**Town of Alpine**

Log of Work-Related Injuries and Illnesses

Year: _____

Case No.	
Employee Name	
Job Title	
Date of Injury Onset	
Location of Event	
Description of Injury or Death	
Days Away	
Job Transfer Restriction	
Other Recordable	
Days away from Work	
Days Job Transfer/Restriction	

Injury / Illness Classification (check one per case):

- Injury
 Skin Disorder
 Respiratory Condition
 Poisoning
 Hearing Loss
 Other Illness

Case No.	
Employee Name	
Job Title	
Date of Injury Onset	
Location of Event	
Description of Injury or Death	
Days Away	
Job Transfer Restriction	
Other Recordable	
Days away from Work	
Days Job Transfer/Restriction	

Injury / Illness Classification (check one per case):

- Injury
- Skin Disorder
- Respiratory Condition
- Poisoning
- Hearing Loss
- Other Illness

Instructions

- Record **each OSHA-recordable case** within **7 calendar days**
- One line per case
- Maintain for **5 years**
- Update if case status changes

OSHA FORM 300A

Summary of Work-Related Injuries and Illnesses	
Town of Alpine	
Year Covered:	
Injury and Illness Summary	
Total Number of Cases	
Total Deaths	
Total Cases with Days Away from Work	
Total Cases with Job Transfer or Restriction	
Total Other Recordable Cases	
Total Number of Days	
Days Away from Work	
Days of Job Transfer or Restriction	
Injury and Illness Types	
Injuries	
Skin Disorders	
Respiratory Conditions	
Poisoning	
Hearing Loss	
Other Illnesses	

Annual Certification

I certify that I have examined this document and believe that the entries are true, accurate, and complete.

Certifying Official Name & Title:

Signature: _____ **Date:** _____

Posting Requirement

- Must be posted February 1 – April 30
- Post where employee notices are normally displayed
- Do not post OSHA 300

OSHA FORM 301

Injury and Illness Incident Report

(One completed for each OSHA 300 entry)

1. Employee Information

Name: _____

Home Address: _____

Date of Birth: _____

Job Title: _____

2. Healthcare Information

Was employee treated in an emergency room? Yes No

Was employee hospitalized overnight? Yes No

Name of healthcare provider/facility: _____

3. Incident Information

Date of Incident: _____

Time Incident Occurred: _____

Location of Incident:

Describe what the employee was doing just before the incident:

Describe what happened:

Describe the injury or illness:

Object or substance that directly harmed employee:

4. Case Completion

Prepared By: _____

Title: _____

Date Prepared: _____

APPENDIX D — Training & Certification Records

D-1. Safety Training Attendance Record

D-2. PPE Training Certification

D-3. Respiratory Protection Training & Fit Test Record

D-4. Confined Space Training Record

D-5. Excavation & Trenching Training Record

D-6. Lockout / Tagout Authorized Employee Training Record

D-7. First Aid / CPR Training Record

Training records are retained in accordance with regulatory requirements and Town policy.

D-1. SAFETY TRAINING ATTENDANCE RECORD

Town of Alpine – Safety & Health Program

Training Topic: _____

Training Date: _____

Training Location: _____

Instructor Name & Title: _____

Description of Training Content Covered: _____

Employee Name (Print)	Job Title	Department	Signature	Date

Materials Distributed (check all that apply):

Handouts SOP Policy Update PPE Guidance Video Other: _____

Instructor Signature: _____ Date: _____

D-2. PPE TRAINING CERTIFICATION

(29 CFR 1910.132)

Employee Name: _____

Job Title / Department: _____

This certifies that the employee listed above has received training covering:

- When PPE is necessary
- What PPE is required
- How to properly don, doff, adjust, and wear PPE
- Limitations of PPE
- Proper care, maintenance, useful life, and disposal

PPE Types Covered:

- Hard Hat Eye Protection Hearing Protection
- Gloves High-Visibility Fall Protection
- Respiratory Other: _____

Training Date: _____

Trainer Name & Title: _____

Employee Signature: _____ Date: _____

Trainer Signature: _____ Date: _____

D-3. RESPIRATORY PROTECTION TRAINING & FIT TEST RECORD

(29 CFR 1910.134)

Employee Name: _____

Department: _____

Respirator Type: _____

Model / Size: _____

Medical Evaluation Completed?

- Yes Date: _____
- No (Not Authorized for Use)

Training Covered:

- Respirator limitations
- Proper use in emergency situations
- Inspection and seal check procedures
- Cleaning and storage
- Cartridge change schedule

Fit Test Information

- Qualitative Fit Test
- Quantitative Fit Test

Fit Test Date: _____

Result: Pass Fail

Test Conducted By: _____

Employee Signature: _____ Date: _____

Program Administrator Signature: _____ Date: _____

D-4. CONFINED SPACE TRAINING RECORD

(29 CFR 1910.146)

Employee Name: _____

Department: _____

Training Type:

- Entrant
- Attendant
- Entry Supervisor

Training Date: _____

Topics Covered:

- Hazard recognition
- Permit procedures
- Atmospheric testing
- Ventilation procedures
- Communication methods
- Rescue procedures
- Lockout / isolation methods
- PPE requirements

Trainer Name & Title: _____

Employee Signature: _____ Date: _____

Trainer Signature: _____ Date: _____

D-5. EXCAVATION & TRENCHING TRAINING RECORD

(29 CFR 1926 Subpart P – applicable to municipal excavation work)

Employee Name: _____

Department: _____

Is employee designated as a **Competent Person**?

Yes No

Training Date: _____

Topics Covered:

- Soil classification
- Protective systems (sloping, benching, shoring, shielding)
- Spoil pile placement
- Utility locating procedures
- Access/egress requirements
- Daily inspection requirements
- Hazard recognition

Trainer Name & Title: _____

Employee Signature: _____ Date: _____

Trainer Signature: _____ Date: _____

D-6. LOCKOUT / TAGOUT AUTHORIZED EMPLOYEE TRAINING RECORD

(29 CFR 1910.147)

Employee Name: _____

Department: _____

Employee Classification:

- Authorized Employee
- Affected Employee
- Other Employee

Training Date: _____

Topics Covered:

- Energy source identification
- Isolation procedures
- Lock and tag application
- Release from lockout
- Group lockout procedures
- Verification of zero energy

Equipment Covered (if applicable):

Trainer Name & Title: _____

Employee Signature: _____ Date: _____

Trainer Signature: _____ Date: _____

D-7. FIRST AID / CPR TRAINING RECORD

Employee Name: _____

Department: _____

Training Provider: _____

Certification Type:

- First Aid
- CPR
- AED
- Bloodborne Pathogen Awareness

Certification Date: _____

Expiration Date: _____

Certification Number (if applicable): _____

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

APPENDIX E — Hazard Assessments & Checklists

E-1. PPE Hazard Assessment Certification

(OSHA 1910.132(d))

E-2. Job Hazard Analysis (JHA) Form

E-3. Housekeeping Inspection Checklist

E-4. Machinery & Machine Guarding Inspection Checklist

E-5. Electrical Safety / GFCI Inspection Checklist

E-6. Fire Extinguisher Monthly Inspection Log

E-1. PPE HAZARD ASSESSMENT CERTIFICATION

(OSHA 29 CFR 1910.132(d))

Town of Alpine – Safety & Health Program

This certifies that a workplace hazard assessment has been performed to determine the need for personal protective equipment (PPE).

Department / Work Area Assessed: _____

Location(s): _____

Assessment Date: _____

Job Tasks Evaluated:

- Water/Wastewater Operations
- Street & Snow Removal
- Equipment Maintenance
- Park Maintenance
- Shop Work
- Confined Space Entry
- Excavation
- Other: _____

Hazard Identification (Check all that apply)

- Impact (falling/flying objects)
- Penetration
- Compression
- Chemical Exposure
- Harmful Dust
- Light Radiation (welding, cutting)
- Noise
- Electrical Hazards
- Biological Hazards
- Slip/Trip/Fall
- Other: _____

PPE Required

- Hard Hat
- Safety Glasses / Face Shield
- Hearing Protection
- Cut-Resistant Gloves
- Chemical Gloves
- High-Visibility Apparel
- Steel-Toe Boots
- Respiratory Protection
- Fall Protection
- Other: _____

Certification Statement

I certify that the above hazard assessment was conducted in accordance with OSHA 1910.132(d) and that appropriate PPE has been identified.

Assessor Name & Title: _____

Signature: _____ **Date:** _____

E-2. JOB HAZARD ANALYSIS (JHA) FORM

Job/Task Title: _____

Department: _____

Date: _____

Completed By: _____

Step of Job	Potential Hazard	Severity (L/M/H)	Control Measures (Engineering, Admin, PPE)

Required PPE for Task: _____

Special Procedures Required:

- Lockout/Tagout
- Confined Space Permit
- Excavation Permit
- Traffic Control Plan
- Hot Work Permit
- Other: _____

Supervisor Signature: _____ Date: _____

E-3. HOUSEKEEPING INSPECTION CHECKLIST

Facility / Area: _____

Inspection Date: _____

Inspector: _____

Item	Yes	No	N/A	Comments / Corrective Action
Floors clean and dry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Walkways unobstructed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Exits clearly marked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency exits clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Materials properly stored	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste containers emptied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Spill kits accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Lighting adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Corrective Action Required? Yes No

Responsible Party: _____

Completion Date: _____

E-4. MACHINERY & MACHINE GUARDING INSPECTION CHECKLIST

(29 CFR 1910 Subpart O)

Equipment Inspected: _____

Location: _____

Inspection Date: _____

Inspector: _____

Inspection Item	Yes	No	N/A	Comments
Guards securely in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
No exposed rotating parts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency stop functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Belts/pulleys enclosed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Lockout devices available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Operator trained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Deficiencies Identified: _____

Corrective Action: _____

E-5. ELECTRICAL SAFETY / GFCI INSPECTION CHECKLIST

(29 CFR 1910 Subpart S)

Location / Panel / Equipment: _____

Inspection Date: _____

Inspector: _____

Inspection Item	Yes	No	N/A	Comments
GFCI outlets tested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Test date labeled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Extension cords undamaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Panels properly labeled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
No open knockouts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cords not run through doors/windows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
No daisy-chaining power strips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

GFCI Test Results: Pass Fail

Corrective Action Required: _____

E-6. FIRE EXTINGUISHER MONTHLY INSPECTION LOG

(OSHA 1910.157)

Facility / Location: _____

Extinguisher ID Number: _____

Type (ABC, CO2, etc.): _____

Month	Pressure Gauge OK	Pin & Seal Intact	No Damage	Accessible	Inspector Initials
Jan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Feb	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Apr	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
May	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jun	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jul	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Aug	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sep	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Oct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Nov	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dec	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Annual Service Tag Current? Yes No

If No, Corrective Action: _____

APPENDIX F — Permit & Authorization Forms

F-1. Permit-Required Confined Space Entry Permit

(Full confined space program maintained separately)

F-2. Excavation / Trenching Daily Inspection Log

F-3. Hot Work Permit (if applicable)

F-4. Lockout / Tagout Procedure Template

(Machine-specific when required)

F-1. PERMIT-REQUIRED CONFINED SPACE ENTRY PERMIT

(Full Confined Space Program maintained separately – 29 CFR 1910.146)

Town of Alpine – Safety & Health Program

1. General Information

Permit Number: _____

Location of Space: _____

Description of Space: _____

Purpose of Entry: _____

Date of Entry: _____

Permit Valid From: _____ **to:** _____

2. Personnel

Entry Supervisor: _____

Authorized Entrants:

1. _____

2. _____

Attendant(s): _____

Rescue Service: _____

Rescue Contact Number: _____

3. Hazard Identification

- Oxygen Deficiency/Enrichment
- Flammable Gas/Vapor
- Toxic Gas (H₂S, CO, etc.)
- Engulfment
- Mechanical Hazards
- Electrical Hazards
- Water / Flow Hazard

Other: _____

4. Atmospheric Testing (Record in Order)

Time	O ₂ %	LEL %	CO ppm	H ₂ S ppm	Tester Initials
------	------------------	-------	--------	----------------------	-----------------

Acceptable Entry Conditions:

O₂: 19.5%–23.5%

LEL: <10%

CO: <35 ppm (or site-specific)

H₂S: <10 ppm (or site-specific)

5. Isolation & Control Measures

- Lockout / Tagout Completed
- Lines Blanked / Capped
- Mechanical Disconnect
- Ventilation in Place
- Barriers / Barricades
- Traffic Control
- Other: _____

6. Required Equipment

- Gas Monitor (Calibrated)
- Ventilation Blower
- Retrieval System (Tripod / Winch)
- Harness
- Communication Equipment
- PPE: _____

7. Entry Supervisor Certification

I certify that all required precautions have been taken and entry conditions are acceptable.

Entry Supervisor Signature: _____ Date: _____

Permit Cancellation Time: _____

Reason for Cancellation: _____

F-2. EXCAVATION / TRENCHING DAILY INSPECTION LOG

(29 CFR 1926 Subpart P)

Project Location: _____

Date: _____

Competent Person: _____

Excavation Details

- **Depth:** _____
- **Soil Type:** A B C
- **Protective System:** Sloping Benching Shoring Shield

Daily Inspection Checklist

Item	Yes	No	N/A	Comments
Utilities located	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Spoil pile ≥2 ft from edge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Access/egress within 25 ft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
No standing water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Protective system installed correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
No signs of cave-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Traffic control in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Weather Conditions: _____

Corrective Action Taken (if any): _____

Competent Person Signature: _____ **Date:** _____

F-3. HOT WORK PERMIT

(Welding, Cutting, Grinding – 29 CFR 1910.252)

Location of Work: _____

Description of Work: _____

Date: _____

Permit Valid From: _____ **to:** _____

Fire Prevention Checklist

- Combustibles removed (35 ft radius)
- Fire watch assigned
- Fire extinguisher available
- Sprinklers operational
- Area protected from sparks
- Floor openings covered
- Confined space evaluated

Fire Watch Name: _____

Fire Watch Required Until: _____

Authorization

Supervisor Authorizing Work: _____

Signature: _____ Date: _____

Permit Closed By: _____ Date: _____

F-4. LOCKOUT / TAGOUT PROCEDURE TEMPLATE

(29 CFR 1910.147)

Equipment Name / ID: _____

Location: _____

Prepared By: _____

Date: _____

1. Energy Sources Identified

- Electrical
- Hydraulic
- Pneumatic
- Mechanical
- Thermal
- Gravity
- Other: _____

2. Shutdown Procedure

1. Notify affected employees
2. Shut down equipment using normal procedures
3. Isolate energy sources (describe below):

3. Lockout / Tagout Steps

- Apply lock(s) at: _____
- Apply tag(s) stating: "DO NOT OPERATE"
- Release stored energy (bleed, block, discharge, etc.)

4. Verification of Isolation

Method of Verification: _____

Verified By: _____ Date: _____

5. Release from Lockout

- Inspect work area
- Remove tools
- Ensure employees are clear
- Remove locks/tags
- Notify affected employees

Authorized Employee Signature: _____

APPENDIX G — Medical & Exposure Records

G-1. Bloodborne Pathogen Exposure Incident Investigation Form

G-2. Hepatitis B Vaccination Consent / Declination Form

(29 CFR 1910.1030 Appendix A language)

Confidential medical records

Maintained in accordance with 29 CFR 1910.1020.

G-1. BLOODBORNE PATHOGEN EXPOSURE INCIDENT INVESTIGATION FORM

(29 CFR 1910.1030)

Town of Alpine – Exposure Control Program

CONFIDENTIAL MEDICAL RECORD

This form contains protected employee medical information and shall be maintained in accordance with 29 CFR 1910.1020. Access is limited.

1. Employee Information

Employee Name: _____

Job Title / Department: _____

Employee ID (if applicable): _____

Date of Birth: _____

2. Exposure Incident Information

Date of Exposure: _____

Time of Exposure: _____

Location of Incident: _____

Type of Exposure (check all that apply):

- Needlestick / Sharps Injury
- Splash to Eyes / Nose / Mouth
- Contact with Broken Skin
- Bite
- Other: _____

Body Fluid(s) Involved:

- Blood
- Saliva
- Vomit
- Other Potentially Infectious Material (OPIM): _____

3. Description of Incident

Describe the task being performed and how the exposure occurred.
(Attach additional pages if necessary.)

4. PPE & Controls in Use at Time of Exposure

- **PPE Worn (check all that apply):**
 - Gloves
 - Eye Protection
 - Face Shield
 - Gown / Protective Clothing
 - Mask / Respirator
 - None
- **Engineering / Work Practice Controls in Place:**

5. Source Individual Information (If known)

- **Source Individual Identified?** Yes No
- **Known or Suspected Infectious Status (if known):**
 - HBV HCV HIV Unknown

(Note: Testing and disclosure handled per medical provider and law.)

6. Immediate Actions Taken

- Area washed/flushed
- Incident reported immediately
- Medical evaluation offered
- post-exposure prophylaxis discussed
- Sharps container secured (if applicable)

Details:

7. Medical Follow-Up

Healthcare Provider / Facility: _____

Date Employee Sent for Evaluation: _____

Employee Accepted Medical Evaluation? Yes No

8. Investigation & Corrective Action

Investigation Conducted By: _____

Date: _____

Root Cause(s) Identified:

- **Corrective Actions Implemented or Required:**

9. Signatures

Employee Signature: _____ **Date:** _____

Supervisor / Safety Officer Signature: _____ **Date:** _____

G-2. HEPATITIS B VACCINATION

CONSENT / DECLINATION FORM

(29 CFR 1910.1030 Appendix A)

Town of Alpine – Exposure Control Program

CONFIDENTIAL MEDICAL RECORD

Maintained in accordance with 29 CFR 1910.1020.

Employee Information

Employee Name: _____

Job Title / Department: _____

- Date: _____

Hepatitis B Vaccination Status

(Check one)

CONSENT TO VACCINATION

I understand that due to my occupational exposure to blood or other potentially infectious materials, I may be at risk of acquiring Hepatitis B virus (HBV) infection. I have been given the opportunity to be vaccinated with Hepatitis B vaccine at no charge to myself.

I understand that the vaccination consists of a series of injections and that medical evaluation may be required.

Employee Signature: _____ Date: _____

DECLINATION OF VACCINATION

(OSHA-required language – Appendix A)

I understand that due to my occupational exposure to blood or other potentially infectious materials, I may be at risk of acquiring Hepatitis B virus (HBV) infection. I have been given the opportunity to be vaccinated with Hepatitis B vaccine, at no charge to myself. However, I decline Hepatitis B vaccination at this time. I understand that by declining this vaccine, I continue to be at risk of acquiring Hepatitis B, a serious disease. If in the future I continue to have occupational exposure to blood or other potentially infectious materials and I want to be vaccinated with Hepatitis B vaccine, I can receive the vaccination series at no charge to me.

Employee Signature: _____ **Date:** _____

Employer / Program Administrator

Reviewed By: _____

Title: _____

Signature: _____ **Date:** _____

Recordkeeping Notice

- This form is a **confidential medical record**
- Maintained for **duration of employment + 30 years**
- Stored **separately from personnel and safety files**
- Access limited per **29 CFR 1910.1020**

APPENDIX H — Emergency Planning & Response Aids

H-1. Emergency Action Diagrams (Site-Specific)

- Exit routes
- Assembly areas
- Shelter locations

H-2. Emergency Contact List

Diagrams are posted at facilities and updated administratively as needed.

H-1. EMERGENCY ACTION DIAGRAMS

(Site-Specific – Posted at Facilities)

NOTE: Emergency Action Diagrams are maintained **on-site** and are not stored as controlled documents within the Safety Manual. Diagrams are reviewed and updated administratively as needed to reflect facility changes.

Required Elements on All Posted Diagrams

Each facility-specific diagram shall clearly identify:

Exit Routes

- Primary exit routes (clearly marked)
- Secondary/emergency exit routes
- Directional arrows showing travel paths
- Door locations and egress points

Assembly Areas

- Designated outdoor assembly/muster points
- Safe distance from structures, traffic, and hazards
- Clearly labeled “Assembly Area”
- Multiple areas identified if needed by facility size

Shelter Locations (if applicable)

- Severe weather shelter areas
- Interior refuge locations
- Utility-specific shelter points (e.g., control rooms)
- Clearly labeled and accessible

Diagram Posting Requirements

- Posted at main entrances
- Posted in common areas / break rooms
- Posted near time clocks (if applicable)
- Posted in high-risk work areas
- Visible and unobstructed

Administrative Tracking (Optional Record)

Facility Name: _____

Diagram Last Updated: _____

Updated By: _____

- No changes required
- Diagram updated due to layout change
- Diagram updated due to operational change

H-2. EMERGENCY CONTACT LIST

(Posted & Administrative Record)

Emergency contact lists shall be **posted at each facility** and reviewed periodically to ensure accuracy.

EMERGENCY CONTACT LIST

Town of Alpine

Emergency Services

- **Emergency (Fire / Police / EMS):** 911
- **County Dispatch (Non-Emergency):** _____

Town of Alpine Contacts

Public Works Director: _____ Phone: _____

Water / Wastewater On-Call: _____ Phone: _____

Safety Officer: _____ Phone: _____

Town Administrator / Clerk: _____ Phone: _____

Mayor (if applicable): _____ Phone: _____

Utilities & Critical Services

Electric Utility: _____ Phone: _____

Gas Utility: _____ Phone: _____

Water System Emergency: _____ Phone: _____

IT / Communications: _____ Phone: _____

Environmental / Regulatory (As Needed)

Wyoming DEQ (Spill / Incident): _____ Phone: _____

Poison Control: 1-800-222-1222

Contact List Review

Facility / Department: _____

Reviewed On: _____

Reviewed By: _____

- No updates required
- Contact information updated

Recordkeeping & Control Notes

- Emergency Action Diagrams are **visual aids**, not safety records
- Contact lists are reviewed **administratively** and updated as needed
- Posted materials must remain **current, legible, and accessible**
- Diagrams and contact lists support — but do not replace — the Emergency Action Plan

APPENDIX I — Contractor & External Coordination

I-1. Contractor Safety Acknowledgment Form

I-2. Hazard Communication Exchange Form

(Town ↔ Contractor chemical hazards)

I-1. CONTRACTOR SAFETY ACKNOWLEDGMENT FORM

Town of Alpine – Safety & Health Program

This form documents that contractors performing work for or on behalf of the Town of Alpine have been informed of applicable safety requirements.

1. Contractor Information

Contractor Company Name: _____

On-Site Supervisor / Foreman: _____

Phone Number: _____

Email: _____

Project / Work Description: _____

Work Location(s): _____

Dates of Work: _____

2. Safety Program Acknowledgment

The contractor acknowledges that they have been informed of the Town of Alpine’s applicable safety requirements and site-specific hazards.

- Contractor has reviewed applicable Town safety rules and procedures
- Contractor has its own written safety program
- Contractor agrees to comply with all applicable OSHA/WYOSH regulations
- Contractor agrees to ensure employees are properly trained and supervised

3. Site-Specific Hazards (Check all that apply)

- Traffic / Public Exposure
- Heavy Equipment
- Utilities (Water, Sewer, Electrical, Gas)
- Confined Spaces
- Excavation / Trenching
- Lockout / Tagout
- Hot Work
- Hazardous Materials

- Weather / Environmental
- Other: _____

4. Contractor Responsibilities

The contractor agrees to:

- Provide required PPE and training to their employees
- Follow Town permit requirements (confined space, hot work, excavation, etc.)
- Immediately report incidents, injuries, near misses, or hazards
- Correct unsafe conditions within their control
- Coordinate work activities with Town staff

5. Emergency & Incident Reporting

Emergency: 911

Town Point of Contact: _____ Phone: _____

Incident Reporting Method: _____

6. Acknowledgment

I certify that I understand and agree to comply with the Town of Alpine’s safety requirements while performing work on Town property or projects.

Contractor Representative Name: _____

Title: _____

Signature: _____ Date: _____

Town Representative Name: _____

Title: _____

Signature: _____

I-2. HAZARD COMMUNICATION EXCHANGE FORM

Town ↔ Contractor Chemical Hazard Exchange (29 CFR 1910.1200)

This form documents the exchange of chemical hazard information between the Town of Alpine and contractors working on Town property.

1. Project & Contractor Information

Project Name / Location: _____

Contractor Company Name: _____

Date of Exchange: _____

2. Chemicals Brought On-Site by Contractor

List all hazardous chemicals the contractor will bring onto Town property.

Chemical Name	Intended Use	Quantity	SDS Provided (Y/N)
---------------	--------------	----------	--------------------

- Safety Data Sheets attached
- No hazardous chemicals brought on-site

3. Chemicals Present On-Site (Town Disclosure)

The Town of Alpine informs the contractor of the following hazardous chemicals present at or near the work area:

Chemical Name	Location	Hazard Type
---------------	----------	-------------

Chemical Name

Location

Hazard Type

- SDSs available upon request
- SDS access location provided to contractor

4. Hazard Communication Methods

- Labeling system explained
- SDS access method explained
- Required PPE communicated
- Emergency procedures reviewed
- Spill response procedures reviewed

5. Coordination & Controls

Special Precautions Required:

Responsible Town Contact: _____ **Phone:** _____

6. Certification of Exchange

By signing below, both parties certify that chemical hazard information has been exchanged in accordance with OSHA 29 CFR 1910.1200.

Contractor Representative: _____

Signature: _____ Date: _____

Town Representative: _____

Signature: _____ Date: _____

Recordkeeping Notes

- Maintain with project/contract files
- Not a medical record
- Supports Hazard Communication Program compliance
- Produce upon OSHA/WYOSH request

APPENDIX J — Regulatory References (Non-Mandatory)

- OSHA / WYOSH standards list applicable to Town operations
- NFPA references used for fire protection equipment
- ANSI standards referenced for PPE and machinery guarding

Provided for reference only — regulatory authority remains with OSHA/WYOSH.

APPENDIX J — REGULATORY & CONSENSUS STANDARD REFERENCES

Town of Alpine – Safety & Health Program

This appendix provides a reference list of commonly applicable OSHA/WYOSH, NFPA, and ANSI standards that may apply to Town operations.

This appendix is provided for reference only and does not create new policy or requirements. Regulatory authority remains with OSHA and WYOSH.

J-1. OSHA / WYOSH STANDARDS APPLICABLE TO TOWN OPERATIONS

The following OSHA standards (as adopted and enforced by WYOSH) are commonly applicable to municipal operations including public works, utilities, parks, streets, buildings, and administrative facilities.

General Industry — 29 CFR Part 1910

- **1910 Subpart A** – General
- **1910 Subpart C** – General Safety and Health Provisions
- **1910 Subpart D** – Walking-Working Surfaces
- **1910 Subpart E** – Exit Routes and Emergency Planning
- **1910 Subpart F** – Fire Protection
- **1910 Subpart G** – Occupational Health & Environmental Control
- **1910 Subpart H** – Hazardous Materials
- **1910 Subpart I** – Personal Protective Equipment
- **1910 Subpart J** – General Environmental Controls
- **1910 Subpart K** – Medical and First Aid
- **1910 Subpart L** – Fire Protection
- **1910 Subpart M** – Compressed Gas and Air Equipment
- **1910 Subpart O** – Machinery and Machine Guarding
- **1910 Subpart S** – Electrical
- **1910 Subpart T** – Commercial Diving (if applicable)
- **1910 Subpart Z** – Toxic and Hazardous Substances

Key Program-Specific Standards

- **1910.1200** – Hazard Communication
- **1910.132–138** – Personal Protective Equipment
- **1910.134** – Respiratory Protection
- **1910.146** – Permit-Required Confined Spaces
- **1910.147** – Control of Hazardous Energy (Lockout/Tagout)
- **1910.157** – Portable Fire Extinguishers

1910.1030 – Bloodborne Pathogens

Construction-Related Activities (As Applicable)

Certain Town activities (excavation, trenching, street work) may fall under:

- **29 CFR Part 1926 Subpart P** – Excavations
- **29 CFR Part 1926 Subpart K** – Electrical
- **29 CFR Part 1926 Subpart L** – Scaffolds

J-2. NFPA REFERENCES USED FOR FIRE PROTECTION EQUIPMENT

The Town references applicable **NFPA consensus standards** for guidance related to fire protection equipment, installation, inspection, and maintenance.

- **NFPA 10** – Standard for Portable Fire Extinguishers
- **NFPA 13** – Installation of Sprinkler Systems (if applicable)
- **NFPA 25** – Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems
- **NFPA 70** – National Electrical Code (NEC)
- **NFPA 72** – National Fire Alarm and Signaling Code
- **NFPA 850** – Recommended Practice for Fire Protection for Electric Generating Plants and Substations (if applicable)

NFPA standards are referenced as **best-practice guidance** and do not supersede OSHA/WYOSH requirements.

J-3. ANSI STANDARDS REFERENCED FOR PPE & MACHINERY GUARDING

The following ANSI consensus standards are referenced as applicable for PPE selection, use, and equipment guarding.

Personal Protective Equipment

- ANSI Z87.1 – Eye and Face Protection
- ANSI Z89.1 – Industrial Head Protection
- ANSI Z535 Series – Safety Signs and Colors
- ANSI Z41 / ASTM F2413 – Protective Footwear
- ANSI S3.19 / S12.6 – Hearing Protection (Noise Reduction Ratings)

Machinery & Equipment Safety

- ANSI B11 Series – Machine Tool Safety
- ANSI A92 Series – Aerial Lifts (if applicable)
- ANSI A10 Series – Construction and Demolition Safety

ANSI standards are referenced to support equipment selection and safe work practices and **do not replace OSHA/WYOSH enforcement authority.**

J-4. Reference-Only Disclaimer

This appendix is provided **for informational and reference purposes only.**

It does not create new safety requirements, expand regulatory obligations, or replace applicable federal or state regulations.

Final authority for compliance, interpretation, and enforcement remains with **OSHA and WYOSH.**



STAFF REPORT

TO: Mayor and Town Council

FROM: Craig Leseberg

DATE: February 17, 2026

RE: Update of Accident Prevention & Safety Manual

RECOMMENDATION

Staff recommends that the Town Council adopt the updated Accident Prevention & Safety Manual by resolution, thereby formally establishing a comprehensive and operational workplace safety and health program and authorizing implementation of the program as written.

BACKGROUND

The Town of Alpine has long been subject to Occupational Safety and Health Administration (OSHA) and Wyoming Occupational Safety and Health (WYOSH) requirements applicable to public-sector employers. While the Town has historically addressed safety needs and complied with many requirements in practice, its prior Accident Prevention & Safety Manual did not fully establish or document an operational safety program consistent with current regulatory standards.

Over time, regulatory expectations have expanded to require specific written programs, documented training, hazard assessments, and equipment evaluations beyond general safety policies. In several areas, these requirements were addressed informally, combined into general policies, or not fully documented in a manner consistent with current OSHA/WYOSH expectations.

The updated Accident Prevention & Safety Manual was developed to address these gaps by:

- Establishing a formal, operational safety program, rather than a general safety reference document;
- Clearly documenting required safety programs, procedures, and responsibilities;
- Aligning written policies with current OSHA/WYOSH standards and enforcement practices; and

- Providing a clear framework for implementation, training, documentation, and ongoing compliance.

This update reflects the Town's obligation to comply with applicable safety regulations and its commitment to strengthening employee safety through a structured and defensible program.

NEED FOR ADOPTION

Although the Town was required to comply with safety regulations prior to this update, formal adoption of the updated manual is necessary to ensure the Town has a clearly authorized, enforceable, and consistently applied safety program.

Adoption by resolution:

- Establishes the manual as official Town policy;
- Provides clear authority for program administration and enforcement; and
- Supports consistent implementation across all departments.

KEY OPERATIONAL CHANGES

The updated manual clarifies that safety compliance requires active program implementation, not solely written policies. Key operational elements include:

- **Job-Specific Hazard Evaluations**
Each applicable position and task must be evaluated to identify workplace hazards.
- **Personal Protective Equipment (PPE) Hazard Assessments**
PPE assessments must be conducted, documented, and updated as conditions or job duties change.
- **Safety Equipment Identification and Use**
Required safety equipment must be identified based on hazard evaluations and made available to employees.
- **Documented Training Requirements**
Employees must receive job- and task-specific safety training, with documentation retained.
- **Formal Accident Reporting and Investigation Procedures**
Incidents, near-misses, and hazards must be reported, investigated, and documented.

- **Ongoing Inspections and Program Oversight**

Regular inspections, audits, and corrective actions are required components of the program.

These elements represent implementation requirements, not optional guidance.

IMPLEMENTATION TIMELINE AND RESPONSIBILITIES

Implementation of the Accident Prevention & Safety Manual will occur in phases to allow for orderly rollout, employee training, and identification of required equipment and resources. Adoption of the manual by resolution authorizes staff to proceed with the following timeline.

Phase 1 – Program Establishment (0–30 Days Following Adoption)

Responsible Party: Safety Officer (Public Works Director)

- Finalize and publish the adopted Accident Prevention & Safety Manual.
- Establish the manual as the Town’s governing safety document.
- Replace outdated safety reference materials with the adopted manual.
- Begin review of existing safety training materials, including the outdated safety PowerPoint, to identify gaps and required updates.
- Communicate program adoption and expectations to department supervisors and managers.

Phase 2 – Training Materials and Supervisor Orientation (30–60 Days)

Responsible Party: Safety Officer, with Department Supervisors

- Update and replace the existing safety PowerPoint presentation to align with the adopted manual, current OSHA/WYOSH standards, and Town operations.
- Develop or revise training materials for:
 - New employee safety orientation;
 - Supervisor safety responsibilities; and
 - Program-specific requirements (e.g., PPE, reporting, investigations).
- Conduct supervisor and management orientation covering:
 - Enforcement responsibilities;
 - Reporting and investigation procedures; and
 - Documentation requirements.

Phase 3 – Job Hazard and PPE Evaluations (60–120 Days)

Responsible Party: Safety Officer, with Department Supervisors

- Conduct job hazard analyses for applicable positions and tasks.
- Complete PPE hazard assessments to determine required safety equipment.
- Document findings and identify equipment, training, and procedural needs.
- Begin prioritizing safety equipment purchases based on identified hazards.

Phase 4 – Employee Training and Equipment Implementation (Ongoing After 90 Days)

Responsible Party: Safety Officer and Department Supervisors

- Deliver required employee safety training, including:
 - General safety orientation;
 - Job-specific and task-specific training; and
 - Refresher training as needed.
- Procure and distribute required safety equipment in accordance with Town purchasing policies.
- Ensure training and equipment use are documented and enforced.

Phase 5 – Program Oversight and Continuous Improvement (Ongoing)

Responsible Party: Safety Officer

- Conduct periodic inspections and audits.
- Track corrective actions and training completion.
- Update training materials and procedures as operations, equipment, or regulations change.
- Provide summary-level information to Town Council as appropriate.

FISCAL IMPACT

Adoption of the updated Accident Prevention & Safety Manual will result in fiscal impacts associated with program implementation.

Implementation requires systematic hazard evaluations, PPE assessments, and documented safety controls, which may necessitate:

- Purchase of personal protective equipment (PPE);
- Acquisition or upgrading of safety equipment and devices;
- Training costs; and
- Ongoing inspection, maintenance, and replacement expenses.

The specific costs are not yet known and will depend on the results of job hazard and PPE evaluations conducted during implementation. Staff anticipates that costs will be incremental and phased, rather than immediate or one-time.

Staff will return to Council, as appropriate, with budget requests or purchasing recommendations resulting from required safety evaluations.

CONCLUSION

Adoption of the updated Accident Prevention & Safety Manual formalizes a comprehensive and operational safety program, addresses previously undocumented regulatory requirements, and establishes a clear framework for phased implementation, oversight, and compliance. Staff recommends adoption by resolution and implementation as outlined above.



ORDINANCE NO. 2026-003

AN ORDINANCE ESTABLISHING UNIFORM PUBLIC NOTICE REQUIREMENTS FOR CERTAIN LAND USE ACTIONS WITHIN THE INCORPORATED BOUNDARIES OF THE TOWN OF ALPINE

BE IT ORDAINED BY THE GOVERNING BODY OF THE TOWN OF ALPINE, WYOMING:

SECTION 1: PURPOSE AND INTENT

The purpose of this Ordinance is to establish uniform, enhanced public notice requirements for specified land use actions, in order to ensure transparency, meaningful public participation, and procedural due process.

SECTION 2: APPLICABILITY

- a) The notice requirements of this Ordinance shall apply to the following land use actions:
- i. Simple Subdivision;
 - ii. Minor Subdivision;
 - iii. Major Subdivision;
 - iv. Annexation;
 - v. Planned Unit Developments (PUDs);
 - vi. Special Use Permit (SUPs);
 - vii. Land use plan map amendments and zone changes;
 - viii. Variance;
 - ix. Overlay district adoption or amendment; and
 - x. Any other discretionary land use approval requiring a public hearing before the Planning and Zoning Commission or Town Council, as determined by the Zoning Administrator or Town Clerk.

SECTION 3: REQUIRED PUBLIC NOTICE

3.1 Posted Notice (On-Site Signage)

- a) **Official Notice Sign.** The Planning & Zoning Administrator shall provide an official public notice sign.

- b) **Posting Responsibility.** The landowner(s) and/or applicant(s) shall be responsible for posting the notice sign on the subject property.
- c) **Physical Posting of Notice.** The applicant shall physically post the notice provided by the Town on the subject property. The notice must be placed in a location visible from the property line or adjacent public right-of-way and must remain posted for the full required notice period. The Town shall supply the official notice for posting, and the applicant is responsible for ensuring it is properly displayed and maintained on the property during the notice period.
- d) **Timing.** All required mailed notices shall be deposited with the United States Postal Service and postmarked no fewer than thirty (30) calendar days prior to the scheduled public hearing date.
- e) **Costs and Verification.** The landowner(s)/applicant(s) shall be responsible for all costs associated with producing and posting the notice and shall submit an **Affidavit of Public Notice** to the Town as verification of compliance.

3.2 Mailed Notice to Property Owners

- a) **Official Written Notice.** The Town of Alpine shall provide an official written notice to the owner(s)/applicant(s).
- b) **Mailing Responsibility.** The owner(s)/applicant(s) shall mail the notice to **all owners of property within five hundred (500) feet** of the property or properties under consideration.
- c) **Timing.** All required mailed notices shall be deposited with the United States Postal Service and postmarked no fewer than thirty (30) calendar days prior to the scheduled public hearing date.
- d) **Ownership Records.** Ownership shall be determined using the most current Lincoln County Assessor records available at the time of mailing.
- e) **Costs and Verification.** The applicant shall:
 - i. Pay all costs associated with the required mailed notices; and
 - ii. Submit a signed affidavit to the Town affirming that the applicant has complied with all applicable notice requirements.

3.3 Annexations — Certified Mail Notice Requirement

In addition to the notice requirements contained in this Ordinance, annexations shall comply with all applicable notice requirements established by Wyoming Statutes Title 15, Chapter 1, Article 4, and the Town of Alpine Uniform Annexation Process Ordinance, as amended.

Without limiting the foregoing, annexation proceedings require that a summary of the proposed annexation report and notice of the public hearing be sent by certified mail, not fewer than twenty (20) business days prior to the hearing, to all landowners within the territory proposed for annexation and to all affected public utilities as required by W.S. §§ 15-1-402 and 15-1-405 and applicable Town ordinance.

3.4 Published Legal Notice (Newspaper Advertising)

- a) **Public Hearing Requirement.** The following applications shall require at least one (1) public hearing before the Alpine Planning and Zoning Commission, to be held at a public facility within the Town of Alpine:
 - i. Minor Subdivision
 - ii. Major Subdivision
 - iii. Annexation
 - iv. Planned Unit Development (PUD)
 - v. Special Use Permit (SUP)
 - vi. Land use plan map amendments and zone changes
 - vii. Overlay district adoption or amendment
- b) **Notice to the Public.** Town residents and the general public shall be provided notice at least thirty (30) calendar days prior to the scheduled public hearing.
- c) **Publication.** Public notice shall be advertised in **one (1) newspaper of general circulation throughout Lincoln County**, in compliance with Wyoming Statutes §§ 18-3-518 and 18-3-519.
- d) **Costs and Verification.** The applicant shall be responsible for placing and paying for the advertisement. The applicant shall submit an **Affidavit of Published Public Notice** to the Town as verification.
- e) **Public Record.** Public comments received during the hearing shall be documented and retained for subsequent reference in the land use decision-making process.

3.5 Additional Hearings

- a) The following applications require a Town Council public hearing, and the Council may conduct additional public hearings prior to final action:

- i. Minor Subdivision
 - ii. Major Subdivision
 - iii. Annexation
 - iv. Overlay district adoption or amendment
- b) Variances shall require a public hearing before the Alpine Board of Adjustment.

SECTION 4: RECORD OF NOTICE

- a) The Town shall maintain a complete record demonstrating compliance with this Ordinance, including:
- i. Proof of newspaper publication;
 - ii. Mailing lists and affidavits;
 - iii. Affidavit of posted notice; and
 - iv. Hearing records and public comments.

SECTION 5: EFFECT OF NOTICE ERRORS

Failure to provide mailed notice to an individual property owner due to clerical error, postal error, or outdated ownership records shall not invalidate the proceeding, provided the Town has substantially complied with this Ordinance and all required published notices were properly completed.

SECTION 6: RELATIONSHIP TO OTHER LAWS

The notice requirements set forth in this Ordinance shall supersede and control over any conflicting notice provisions contained in any other ordinance, resolution, regulation, or provision of the Town of Alpine Land Use and Development Code. In the event of a conflict between this Ordinance and any other Town of Alpine law, the provisions of this Ordinance shall govern.

SECTION 7: SEVERABILITY

If any provision of this Ordinance is held invalid, such invalidity shall not affect the remaining provisions.

SECTION 8: EFFECTIVE DATE

This Ordinance shall take effect upon adoption and publication as required by law.

Passed First Reading on the day of March 2026.

VOTING RECORD:

Ayes:	Mayor Green:
Nays:	Burchard:
Abstentions:	Larsen:
Absent:	Wierda:
	Scaffide:

Passed Second Reading on the day of April 2026.

VOTING RECORD:

Ayes:	Mayor Green:
Nays:	Burchard:
Abstentions:	Larsen:
Absent:	Wierda:
	Scaffide:

Passed on Third and Final Reading day of April 2026.

VOTING RECORD:

Ayes:	Mayor Green:
Nays:	Burchard:
Abstentions:	Larsen:
Absent:	Wierda:
	Scaffide:

TOWN OF ALPINE

Eric Green, Mayor of Alpine

ATTEST:

Monica L. Chenault, Clerk / Treasurer

ATTESTATION OF THE TOWN CLERK

STATE OF WYOMING)
COUNTY OF LINCOLN)
TOWN OF ALPINE)

I hereby certify that the forgoing Ordinance No. 2026-003 shall be duly posted for ten (10) days in the Town Office.

I further certify that the foregoing Ordinance will be posted on the Town website in final form, upon its passing and approved by the Town Council as soon as is practicable.

I further certify that the forgoing Ordinance will be duly recorded in the BOOK OF ORDINANCES, TOWN OF ALPINE, LINCOLN COUNTY, WYOMING.

ATTEST:

Monica L. Chenault, Clerk / Treasurer

1st Reading



STAFF REPORT

TO: Mayor and Town Council

FROM: Sarah Greenwald, Assistant Clerk

DATE: March 3, 2026

RE: Discussion — Ordinance No. 2026-003, Uniform Public Notice Requirements

Request:

Council discussion regarding **Ordinance No. 2026-003**, which proposes standardized public notice requirements for specified land use actions within the Town of Alpine.

Background:

Public notice requirements for land use applications are currently addressed through multiple sources, including Town ordinances, state statutes, and administrative practice. These provisions are not consolidated into a single framework, which can create inconsistencies in notice procedures depending on application type.

This draft ordinance was prepared to establish a uniform system for notice requirements applicable to discretionary land use approvals requiring public hearings

Purpose:

The ordinance is intended to:

- Ensure transparency in land use decision-making
 - Promote meaningful public participation
 - Provide clear procedural standards and due process protections
-

Summary Of Proposed Provisions:

A. Applicability: The ordinance would apply to multiple land use actions, including subdivisions, annexations, special use permits, zone changes, variances, and other discretionary approvals requiring public hearings.

B. Types of Required Notice: The ordinance establishes standardized requirements for:

- 1. Posted Notice (On-Site Signage)**
 - i. Official notice sign provided by Town
 - ii. Applicant responsible for posting and maintaining sign
 - iii. Affidavit required verifying compliance
- 2. Mailed Notice**
 - i. Sent to property owners within 500 feet
 - ii. Must be postmarked at least 30 days prior to hearing
 - iii. Applicant responsible for mailing costs and affidavit
- 3. Published Notice**
 - i. Certain applications require public hearing notice published in newspaper
 - ii. Must be published at least 30 days prior
 - iii. Applicant responsible for publication costs
- 4. Annexation Notice**
 - i. Requires certified mail notice at least 20 business days prior
 - ii. Must comply with Wyoming statutory requirements

C. Recordkeeping: The Town would be required to maintain documentation demonstrating compliance, including affidavits, mailing lists, proof of publication, and hearing records.

D. Effect of Notice Errors: Failure to notify an individual property owner due to clerical or postal error would not invalidate proceedings if substantial compliance with the ordinance is achieved.

STAFF GOAL FOR Discussion:

Staff seeks Council direction regarding:

- Whether to proceed with formal readings
- Any desired revisions
- Additional notice requirements or modifications



**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-010**

A RESOLUTION AUTHORIZING THE ANNUAL DESIGNATION OF AN AUTHORIZED REPRESENTATIVE TO ATTEND MEETINGS OF THE ALPINE MEADOWS PROPERTY OWNERS' ASSOCIATION ON BEHALF OF THE TOWN OF ALPINE

WHEREAS, the Town of Alpine is the owner of **two (2) parcels of real property** located within the Alpine Meadows subdivision; and

WHEREAS, ownership of property within the Alpine Meadows subdivision confers membership in the Alpine Meadows Property Owners Association (“Association”); and

WHEREAS, governing documents of the Alpine Meadows Property Owners Association provide that when a property owner is an entity rather than a natural person, such owner may act through a designated Authorized Representative; and

WHEREAS, As a municipal corporation, the Town of Alpine must act through duly authorized officials or representatives; and

WHEREAS, The Town Council desires to establish a clear, consistent process for the **annual appointment** of an Authorized Representative to attend meetings of the Alpine Meadows Property Owners Association on behalf of the Town.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Alpine, Wyoming, that:

- 1. Authorized Representation.** The Town Council hereby authorizes the designation of an Authorized Representative to act on behalf of the Town of Alpine in matters related to participation in the Alpine Meadows Property Owners Association
- 2. Written Authorization Required.** The Authorized Representative shall be appointed annually by the Mayor and confirmed by the Town Council as part of the Town’s annual appointments resolution, unless otherwise amended by Council action
- 3. Parcels Covered.** The designation of the Authorized Representative shall apply to all parcels owned by the Town of Alpine within the Alpine Meadows subdivision.
- 4. Scope of Authority.** The Authorized Representative is authorized to:
 - a. Attend meetings of the Alpine Meadows Property Owners Association;
 - b. Speak on behalf of the Town regarding matters affecting Town-owned property;
 - c. Receive notices on behalf of the Town; and



TOWN OF ALPINE, WYOMING
RESOLUTION 2026-010

A RESOLUTION AUTHORIZING THE ANNUAL DESIGNATION OF AN AUTHORIZED REPRESENTATIVE TO ATTEND MEETINGS OF THE ALPINE MEADOWS PROPERTY OWNERS' ASSOCIATION ON BEHALF OF THE TOWN OF ALPINE

- d. Exercise any membership and voting rights associated with the Town's ownership of property, to the extent permitted by the Association's governing documents and as authorized by the Town Council.
- 5. **Written Designation.** Following annual appointment and confirmation, the designation of the Authorized Representative shall be made in writing and shall identify:
 - a. The Alpine Meadows Property Owners Association;
 - b. The Town-owned parcels to which the designation applies;
 - c. The name and title of the Authorized Representative; and
 - d. The effective term of the appointment.
- 6. **Administration.** The Mayor, Town Clerk, or their designee is authorized to execute and transmit the written designation to the Alpine Meadows Property Owners Association and to take any administrative actions necessary to implement this Resolution
- 7. **Limitations of Authority.** Nothing in this Resolution authorizes the Authorized Representative to bind the Town to contracts, financial obligations, or agreements beyond the scope expressly approved by the Town Council, nor does it authorize service on the Association's Board of Directors unless separately elected or appointed pursuant to the Association's governing documents.
- 8. **Effective Date.** This Resolution shall take effect immediately upon adoption.

PASSED, APPROVED AND ADOPTED this 3rd day of March 2026.

VOTING RECORD:

<i>Ayes:</i>	<i>Mayor Green:</i>
<i>Nays:</i>	<i>Burchard:</i>
<i>Abstentions:</i>	<i>Larsen:</i>
<i>Absent:</i>	<i>Wierda:</i>
	<i>Scaffide:</i>



**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-010
A RESOLUTION AUTHORIZING THE ANNUAL DESIGNATION OF AN AUTHORIZED
REPRESENTATIVE TO ATTEND MEETINGS OF THE ALPINE MEADOWS PROPERTY
OWNERS' ASSOCIATION ON BEHALF OF THE TOWN OF ALPINE**

SIGNED:

Eric Green, Mayor of Alpine

ATTEST:

Monica L. Chenault, Town Clerk/Treasurer



ALPINE

WYOMING

A PROPOSAL FOR THE

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

SUBMITTED BY

avenue & Cushing
CONSULTANTS Terrell®

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

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

Selection Committee Members,

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

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

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

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

Sincerely,



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

*Thomas is an authorized representative for
Avenue Consultants*

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

We commit to meet all federal milestones.

AVAILABILITY OF KEY PERSONNEL

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

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

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

PROJECT UNDERSTANDING

LOCAL & REGIONAL INITIATIVES

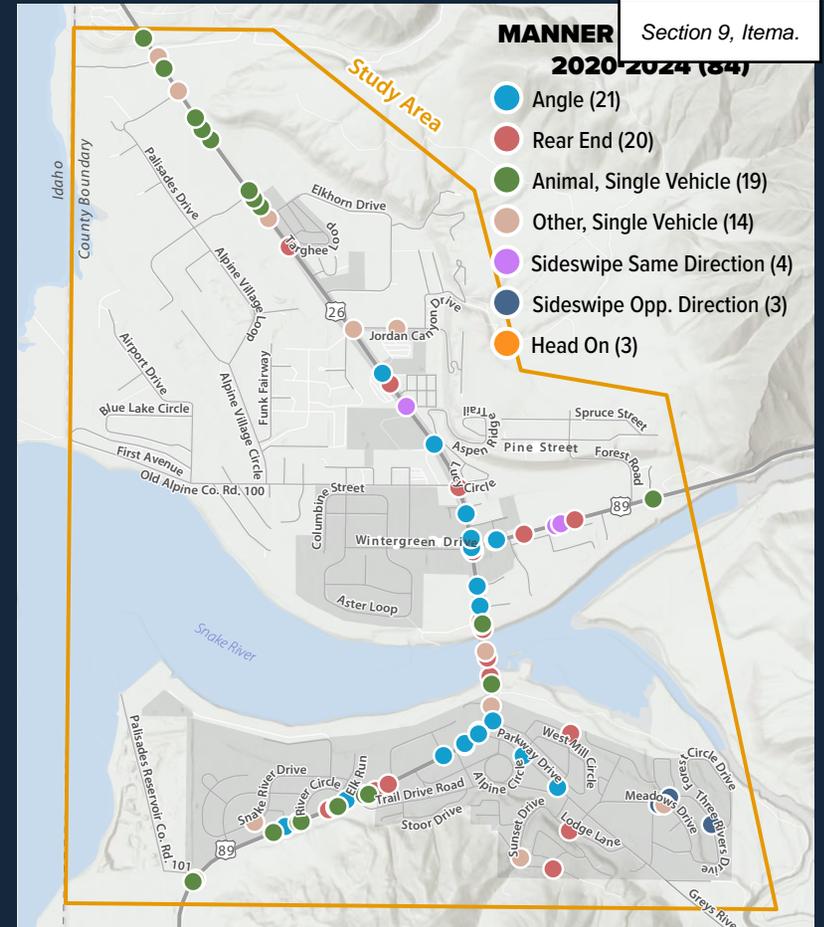
As providers of Alpine’s most recent planning efforts (Avenue recently completed the Lincoln County Transportation Master Plan, and Cushing Terrell is leading the Town’s General Plan update), our team has unique insight into the Town’s priorities, constraints, and near-term opportunities. This insight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

WORKING ALONG U.S. HIGHWAY 26/89

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

PURPOSE & IMPORTANCE OF THE S4A ACTION PLAN & DEMONSTRATION PROJECT

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



ALPINE'S MULTIMODAL SAFETY ISSUES

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

FIRM INFORMATION

AVENUE CONSULTANTS, INC.
CORPORATION est. 2006

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

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

EXPERIENCE

FIRM BACKGROUND & RELEVANT SS4A EXPERIENCE

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

NEPA EXPERIENCE FOR FHWA-FUNDED PROJECTS

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

ABILITY TO WORK WITH WYDOT & OTHER STATE AGENCIES

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

TEMPORARY DEMONSTRATION & PILOT SAFETY PROJECTS

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

RURAL & SMALL-TOWN EXPERIENCE

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

OUR UNIQUE FIT:

EXPERIENCE IN ALL 4 ELEMENTS, 1 TEAM



avenue & **Cushing
Terrell.**
CONSULTANTS



Focus groups held for the **Section 9, Item a.**
Plan led by **Nora Brand.**
Photo Credit: **Cushing Terrell**

PROJECT EXAMPLES

SS4A EXPERIENCE

- 1. MAG SS4A Safety Action Plan

NEPA & DEMONSTRATION PROJECT EXPERIENCE

- 2. Goodyear Safety Action Plan & Demonstration Project

WYDOT & STATE AGENCY EXPERIENCE

- 3. Lincoln County TMP

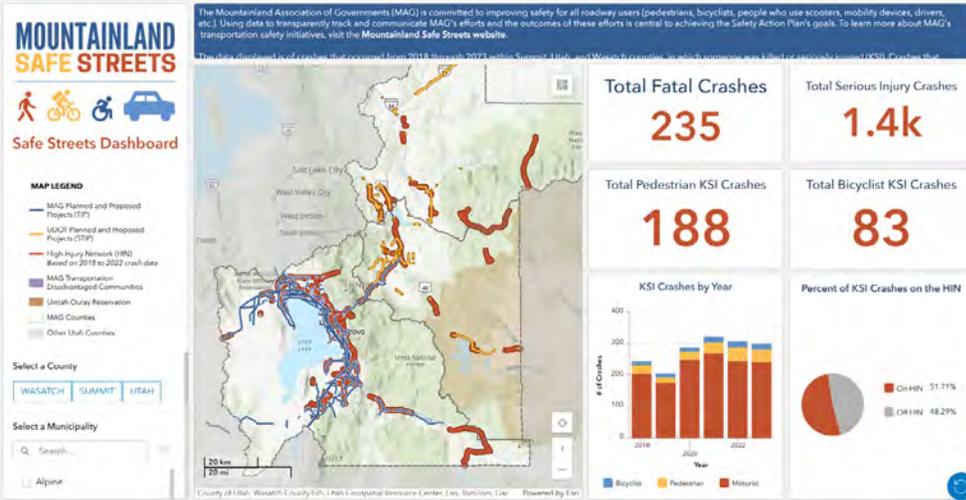
RURAL & SMALL-TOWN EXPERIENCE

- 4. Alpine General Plan Update

PROJECTS & REFERENCES

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

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



1. SS4A SAFETY ACTION PLAN

MOUNTAINLAND ASSOC. OF GOVERNMENTS, UT

AVENUE CONSULTANTS

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

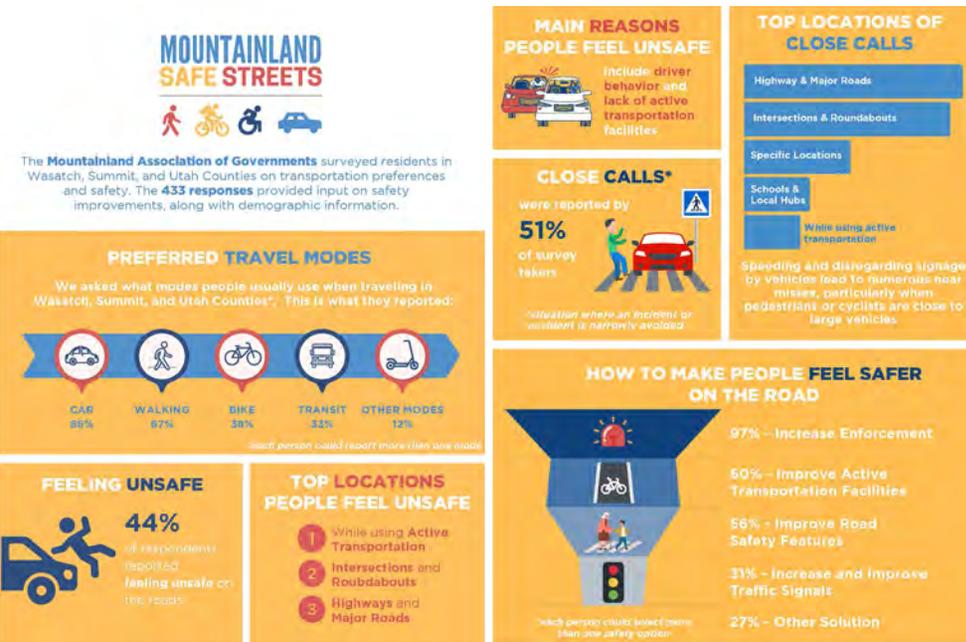


BENEFIT: Delivering an active transportation demonstration project by completing the NEPA documentation to implement treatments quickly.

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

PROJECT BUDGET: \$1.1 Million

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





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

AVENUE CONSULTANTS

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

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

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

PROJECT BUDGET: \$600,000

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

HOME COMMENT MAP PILOT PROJECT FAQs

ROAD SAFETY ACTION PLAN

About

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

Green Paint Examples

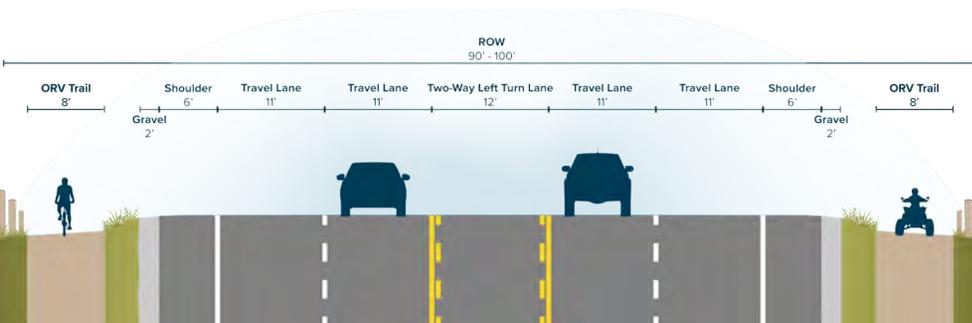
Below are examples of how green paint is used in bike lanes to remind drivers to watch for cyclists as they approach driveways and intersections. Similar temporary green paint will be added during the pilot period along Indian School Road and McDowell Road, as shown on the map.



3. TRANSPORTATION MASTER PLAN LINCOLN COUNTY, WY

AVENUE CONSULTANTS

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



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

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

PROJECT BUDGET: \$250,000

GRAPHICS: Top - Community Meeting in Afton
 Middle - US89 Cross-Section
 Bottom - Motorized User on US89 Trail



ECONOMIC VITALITY



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

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



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

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



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

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



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

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



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



4. GENERAL PLAN TOWN OF ALPINE, WY

CUSHING TERRELL

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

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

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

PROJECT BUDGET: \$250,000

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

ALPINE MASTER PLAN OPEN HOUSE #1 SUMMARY

BY THE NUMBERS



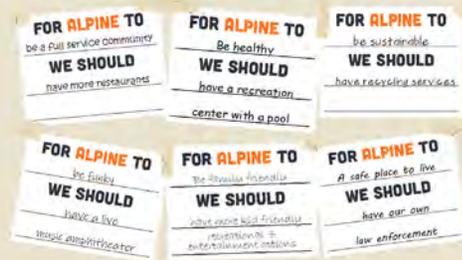
COMMUNITY VISION RANKING



WHAT WE CONTINUED TO HEAR



COMMUNITY IDEAS





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

Photo Credit: Avenue Consultants

PROJECT TEAM

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



THOMAS M.^A



GREG S.^A



KIRBY S.^A

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



ROB E.^A

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



TOBY L.^A

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



KATIE W.^A

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

A - AVENUE CONSULTANTS CT - CUSHING TERRELL



THOMAS MCMURTRY MBA, AICP, GISP

PROJECT MANAGER, 22 YRS

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

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

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

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

BENEFIT TO ALPINE

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



GREG SANCHEZ, PE
DEPUTY PROJECT MANAGER, 10 YRS

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

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

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

BENEFIT TO ALPINE

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

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

Photo Credit: Avenue Consultants



KIRBY SNIDEMAN, AICP
PLANNING LEAD, 18 YRS

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

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

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

BENEFIT TO ALPINE

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



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



ROB ELDREDGE, AICP
SAFE SYSTEMS LEAD, 20 YRS

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

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

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

BENEFIT TO ALPINE

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



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



TOBY LOWRY
DEMONSTRATION LEAD, 7 YRS

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

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

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

BENEFIT TO ALPINE

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



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

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

Photo Credit: Avenue Consultants



KATIE GAZ-WILLIAMS
OUTREACH LEAD, 15 YRS

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

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

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

BENEFIT TO ALPINE

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

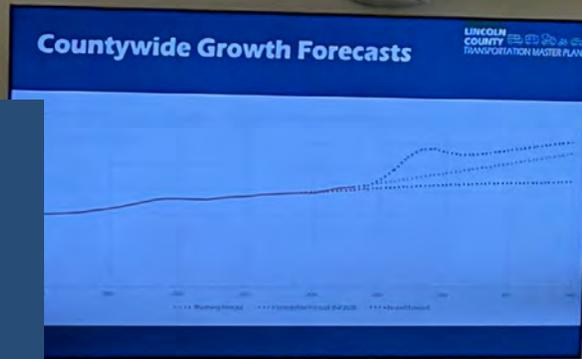


Nora Bland will support **Stakeholder Coordination**, building on the relationships and momentum she developed over the past year while helping lead outreach for the Town of Alpine General Plan and engaging a wide range of community groups to gather input. **Lemasaniai Save** will support Katie in **Outreach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



Lincoln County Stakeholder Meeting led by Thomas McMurtry.

Photo Credit: Avenue Consultants



TASK 1

Project Management

TASK 2

Safety Assessment

TASK 3

Existing & Future Conditions

TASK 4

Community Connectivity

TASK 5

Transportation Inventory, Asset Management, Project Priority List

TASK 6

Action Plan Development

TASK 7

Stakeholder Involvement & Coordination

TASK 8

Demonstration Project

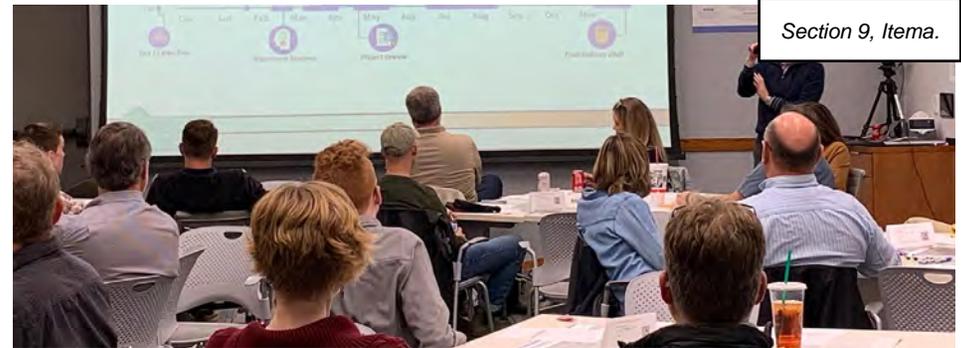
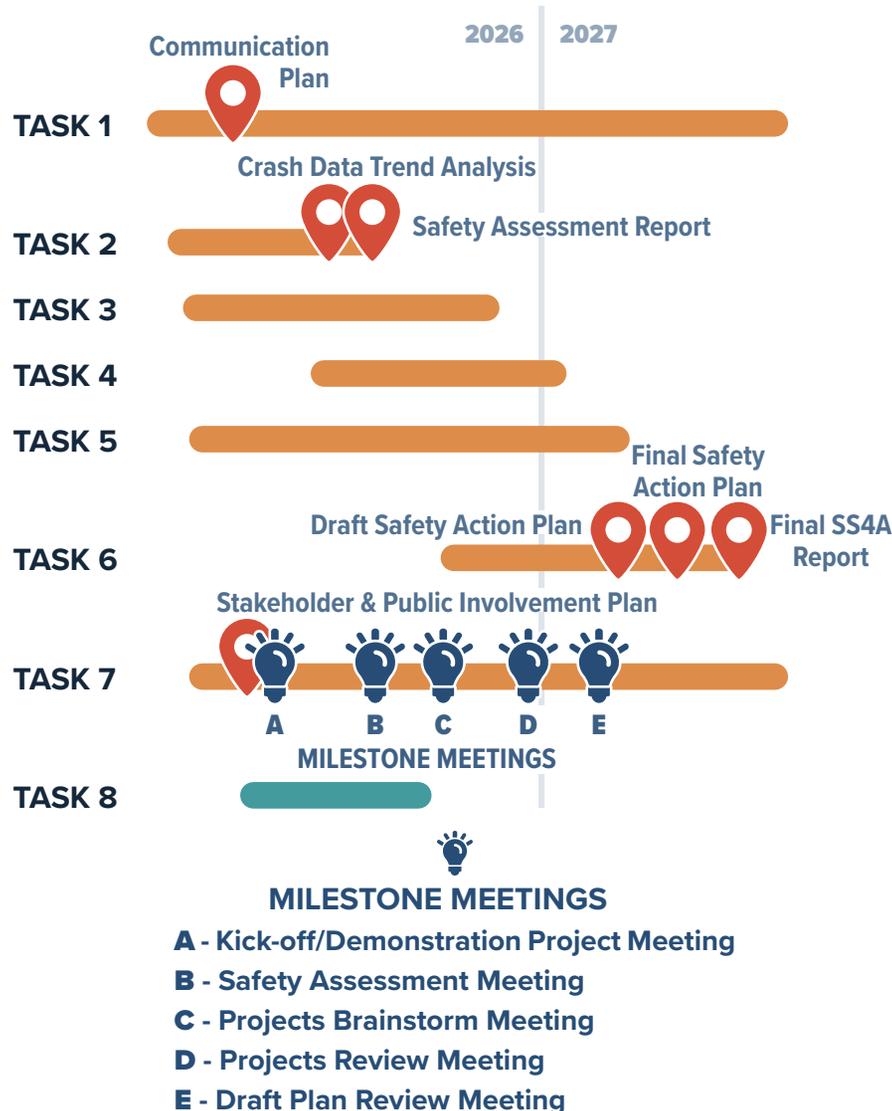
PROJECT APPROACH, SCHEDULE, & PRESENTATIONS

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

APPROACH

PROJECT TIMELINE

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



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

Photo Credit: Avenue Consultants

TASK 1. PROJECT MANAGEMENT

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

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

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

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

CONTINUED

APPROACH

TASK 2. SAFETY ASSESSMENT

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

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

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

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

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

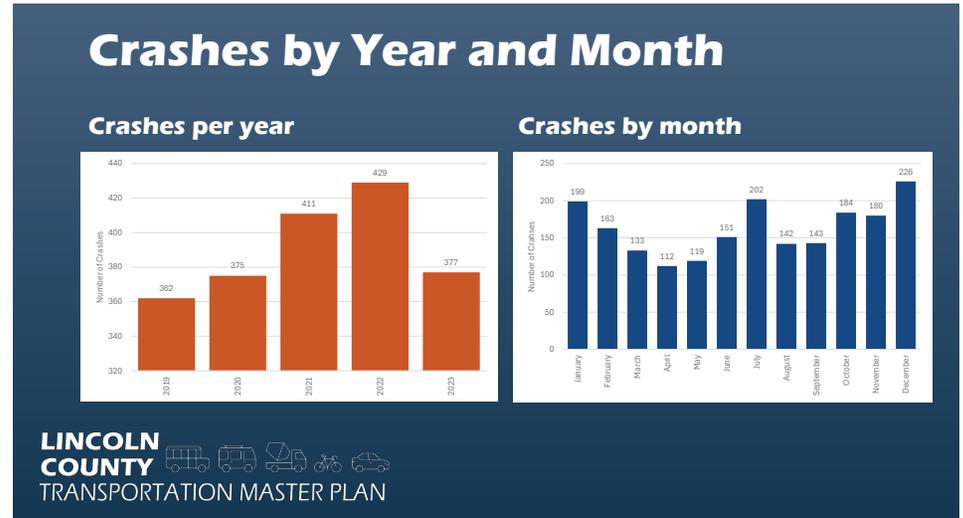
We will identify and map:

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

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

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

Photo Credit: Avenue Consultants



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

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

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

CONTINUED

APPROACH

TASK 3: EXISTING & FUTURE CONDITIONS

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

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

OPERATIONAL ANALYSIS OF INTERSECTIONS & CORRIDOR SEGMENTS

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

IDENTIFICATION OF MULTIMODAL CONFLICTS & CONSTRAINTS

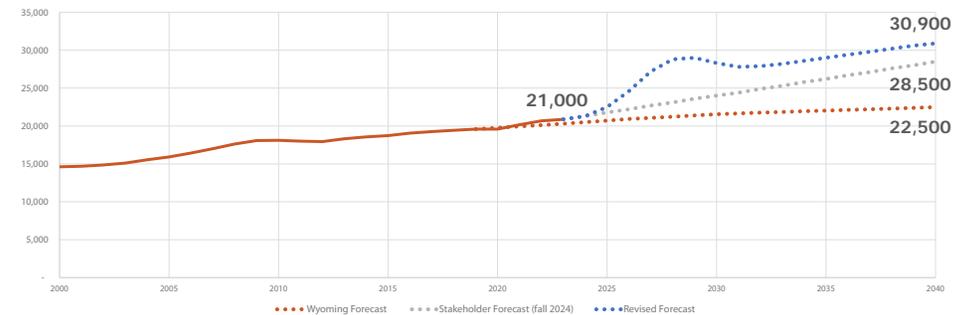
We will identify where people walking and biking face the greatest risk or discomfort, including crossing needs, missing pedestrian space, limited shoulders, driveway density, sight distance, and seasonal/winter constraints. We will also note “small changes with big benefit” opportunities where feasible.

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

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

Countywide Growth Forecasts

LINCOLN COUNTY TRANSPORTATION MASTER PLAN



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

Photo Credit: Avenue Consultants

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

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

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

CONTINUED

APPROACH

TASK 4. COMMUNITY CONNECTIVITY

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

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

EXISTING SIDEWALKS, PATHWAYS, CROSSINGS, AND MULTIMODAL FACILITIES

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

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

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

IDENTIFICATION OF PRIORITY CORRIDORS AND MISSING LINKS

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

OPPORTUNITIES TO ENHANCE SAFETY AND COMFORT FOR NON-MOTORIZED USERS

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

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

We are looking to improve connectivity for pedestrians in Alpine

Photo Credit: Google Street View



CONTINUED

APPROACH

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

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

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

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

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

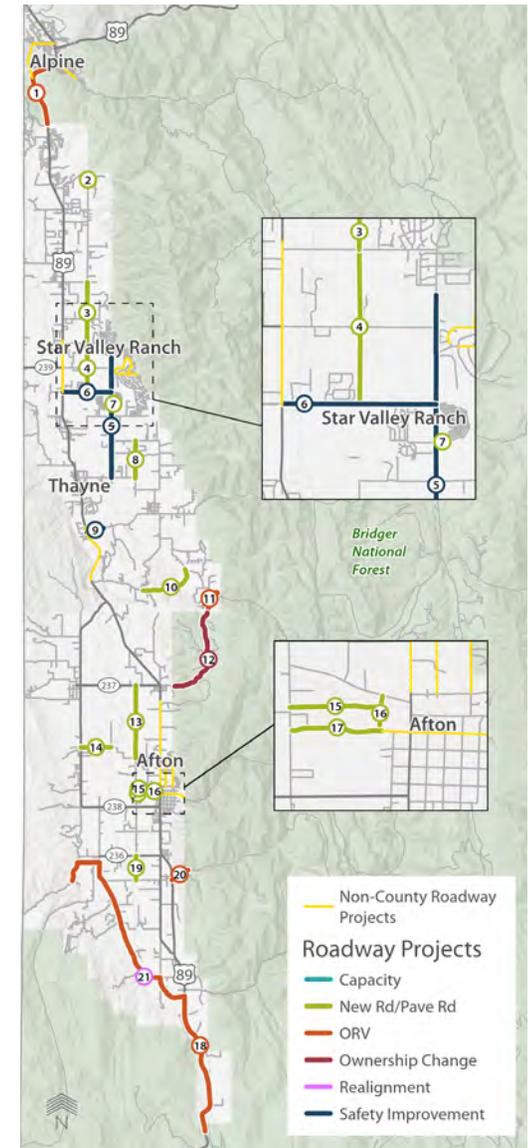
PRIORITIZED LIST OF SHORT-, MID-, AND LONG-TERM SAFETY IMPROVEMENTS

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

COST ESTIMATES, PHASING RECOMMENDATIONS, AND IMPLEMENTATION STRATEGIES

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

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



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

Photo Credit: Avenue Consultants

CONTINUED

APPROACH

TASK 6. ACTION PLAN DEVELOPMENT

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

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

SUMMARY OF SAFETY FINDINGS, RISKS, AND CONTRIBUTING FACTORS

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

ENGINEERING AND NON-ENGINEERING SAFETY STRATEGIES

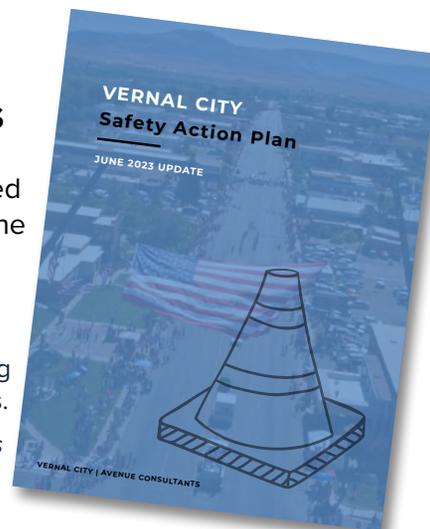
We will develop strategies that fit Alpine’s context and capacity, including engineering countermeasures and support of non-engineering actions that reinforce safety goals.

POLICY, ENFORCEMENT, AND EDUCATION RECOMMENDATIONS

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

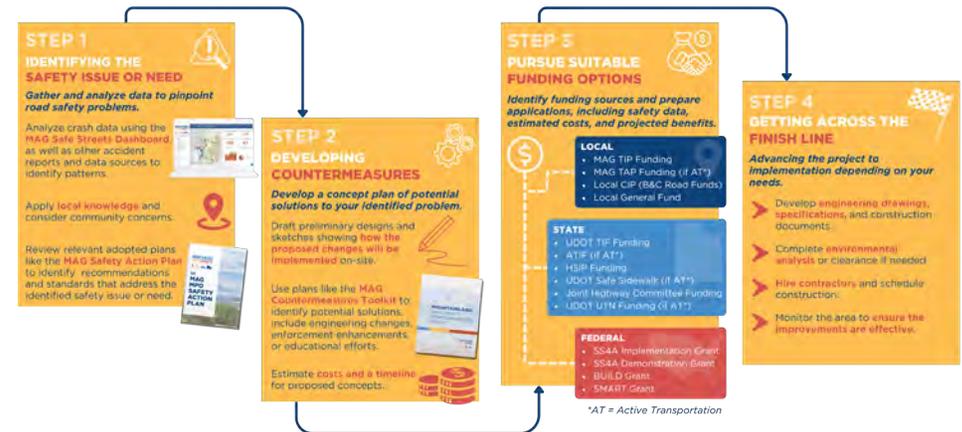
We have experience delivering multiple final safety action plans.

Photo Credit: Avenue Consultants



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

Photo Credit: Avenue Consultants



PROJECT PRIORITIZATION AND IMPLEMENTATION PATHWAYS

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

FULL INTEGRATION OF DEMONSTRATION PROJECT LESSONS LEARNED

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

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

TASK 7. STAKEHOLDER INVOLVEMENT AND COORDINATION

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

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

STAKEHOLDER AND PUBLIC INVOLVEMENT PLAN

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

PROJECT WEBSITE

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

AGENCY AND PARTNER COORDINATION

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

PUBLIC MEETINGS

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

DEMONSTRATION PROJECT ENGAGEMENT

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

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

300 North booth at UNP Partners in the Park

Photo Credit: Avenue Consultants



Accessibility tour on 300 West

Photo Credit: Avenue Consultants



Business workshop for the 2100 South Corridor Plan

Photo Credit: Avenue Consultants



TASK 8. DEMONSTRATION PROJECT

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

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

DEVELOP AT LEAST ONE FEASIBLE DEMONSTRATION PROJECT CONCEPT

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

PREPARE PLANS, MATERIALS, AND SPECIFICATIONS SUITABLE FOR TEMPORARY INSTALLATION

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

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

Photo Credit: Google Maps



COMPLETE NEPA IN COORDINATION WITH FHWA

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

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

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

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

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

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

Bicyclist on a major road in Goodyear, AZ

Photo Credit: Avenue Consultants



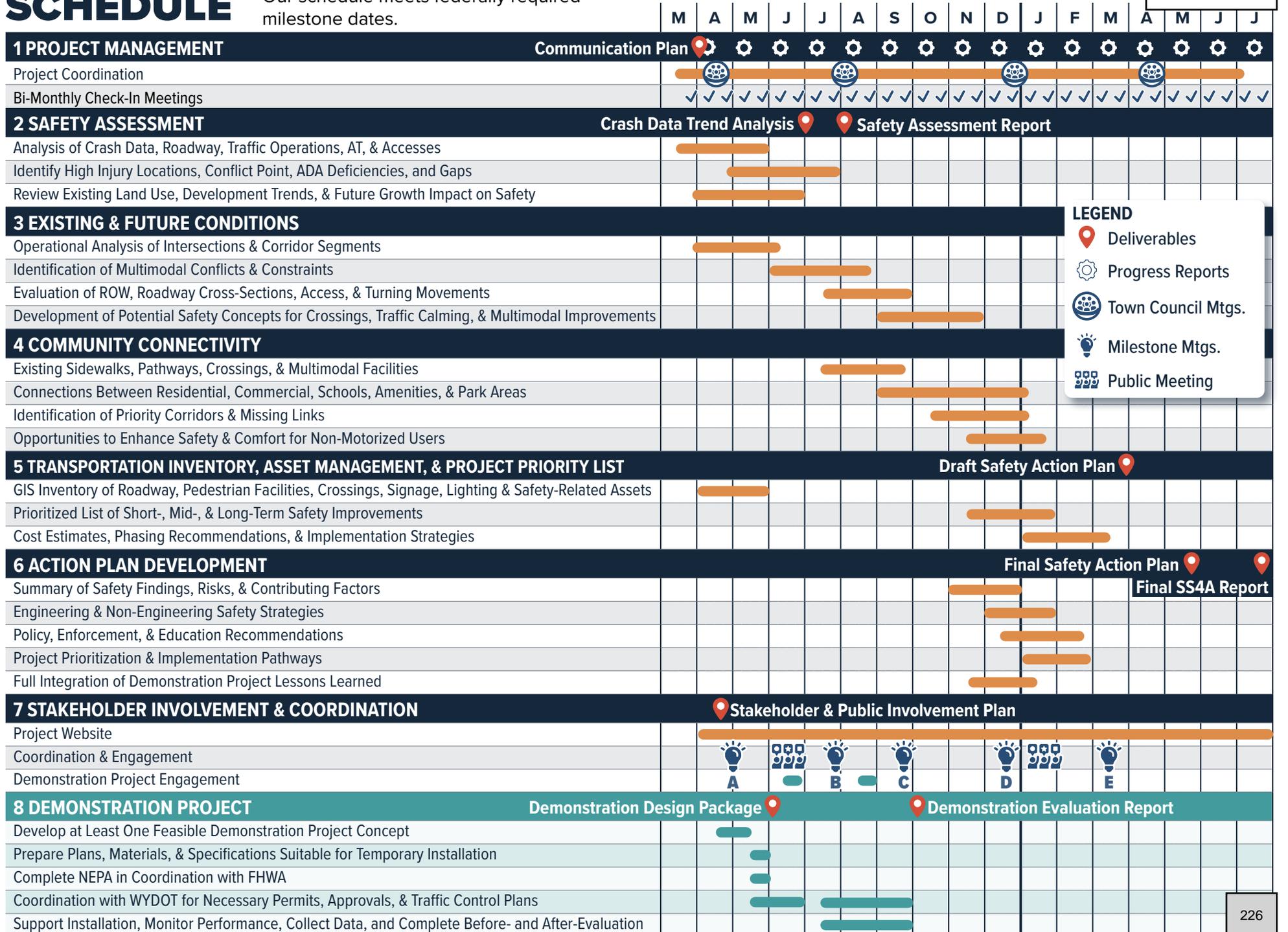
SCHEDULE

Our schedule meets federally required milestone dates.

2026

2027

Section 9, Item a.



LEGEND

- 📍 Deliverables
- ⚙️ Progress Reports
- 🗓️ Town Council Mtgs.
- 💡 Milestone Mtgs.
- 🗳️ Public Meeting

PRESENTATION ABILITY

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

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

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

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

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

Photo Credit: Avenue Consultants

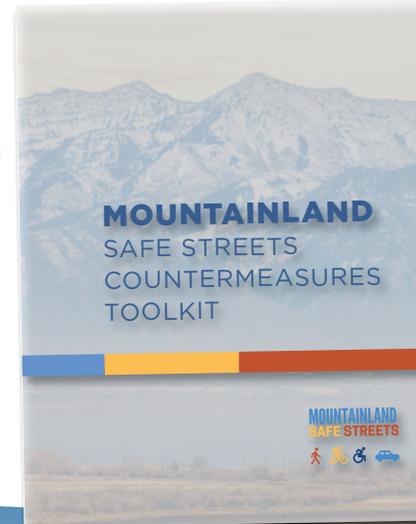


DELIVERABLES

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

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

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



ALL DELIVERABLES INCLUDED:

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

REFERENCES

MOUNTAINLAND (MAG) SS4A , UT

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

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

CITY OF GOODYEAR SS4A, AZ

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

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

LINCOLN COUNTY TRANSPORTATION MASTER PLAN, WY

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

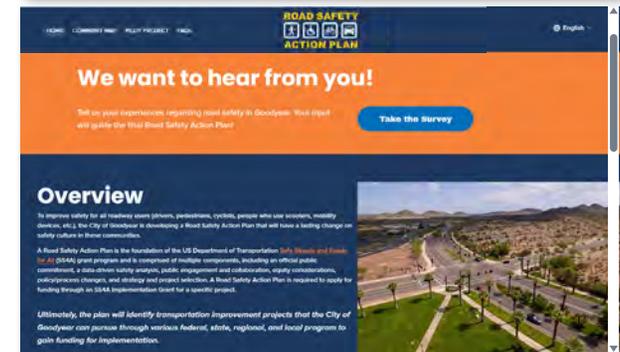
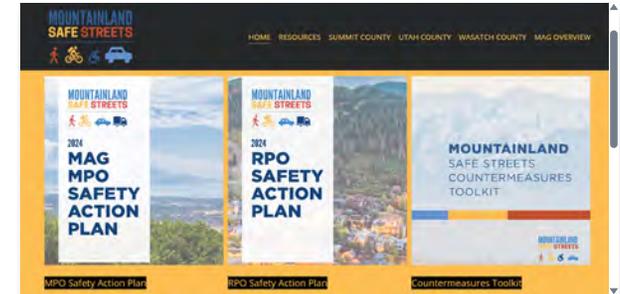
Avenue role: Led the countywide transportation master plan (including the Town of Alpine), with close coordination with WYDOT District 3 and other partners to develop implementable recommendations in a rural context.

TOWN OF ALPINE GENERAL PLAN, WY

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

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

Click each photo to visit their respective website!



PROJECT COSTS

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

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

PROOF OF INSURANCE

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

POTENTIAL OR PERCEIVED CONFLICTS OF INTEREST

Avenue has no potential or perceived conflicts of interest.



ALPINE

WYOMING

RESUMES

avenue & Cushing
CONSULTANTS Terrell®

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

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

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



EDUCATION

MBA, University of Utah

B.A., Geography, Bowling Green State University

YEARS OF EXPERIENCE

Years with Firm | 9

Total Years | 22

CERTIFICATIONS

American Institute of Certified Planners (AICP) #024567

Geographic Information Systems Professional (GISP) #00064857

MEMBERSHIPS, AFFILIATIONS

American Planning Association (APA)

Utah Geographic Information Council (UGIC)

SOFTWARE

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

RELEVANT PROJECT EXPERIENCE

SS4A Studies

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

Transportation Master Plans

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

Community Vision and Strategic Plans

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

Corridor Studies

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

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

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

M.S., Civil Engineering, Brigham Young University

B.S., Civil Engineering, Brigham Young University

YEARS OF EXPERIENCE

Years with Firm | 10
Total Years | 10

CERTIFICATIONS

PE WY #21551
PE UT #12690202-2202
PE AZ #80612
PE NV #032167

SOFTWARE

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

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



RELEVANT PROJECT EXPERIENCE

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

EDUCATION

Master of Urban Planning,
University of Utah

BS, Brigham Young University

YEARS OF EXPERIENCE

Years with Firm | 3

Total Years | 18

CERTIFICATIONS

American Institute of Certified
Planners (AICP) #027511

**MEMBERSHIPS,
AFFILIATIONS**

American Planning Association (APA)

Urban Land Institute (ULI)

Association of Metropolitan Planning
Organizations (AMPO)

International Code Council (ICC
"Building Code")

Congress for New Urbanism (CNU)

International Economic Development
Council (IEDC)

SOFTWARE

- » ArcGIS Spatial Analyst
- » Cloud-Based Mapping

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

M.S., Environmental GIS, Unity Environmental University

B.S., Urban Planning, Weber State University

Certificate of Proficiency, GIS, Weber State University

YEARS OF EXPERIENCE

Years with Firm | 3

Total Years | 4

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

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

YEARS OF EXPERIENCE

Years with Firm | <1
Total Years | 4.5

SOFTWARE

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

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

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

RELEVANT PROJECT EXPERIENCE

Custom Web App Development

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

Story Map Development

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

Dashboard Applications

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



EDUCATION

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

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

YEARS OF EXPERIENCE

Years with Firm | 6
Total Years | 23

CERTIFICATIONS

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

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

SOFTWARE

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

B.S., Civil Engineering,
University of Minnesota

YEARS OF EXPERIENCE

Years with Firm | 9
Total Years | 17

CERTIFICATIONS

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

**MEMBERSHIPS,
AFFILIATIONS**

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

SOFTWARE

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

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

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

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

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

B.S., Economics, The George Washington University

YEARS OF EXPERIENCE

Years with Firm | 7

Total Years | 20

CERTIFICATIONS

Certified Planner AICP - #022859

SOFTWARE

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

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

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

M.S., Civil Engineering, Brigham Young University

B.S., Civil Engineering, Brigham Young University

YEARS OF EXPERIENCE

Years with Firm | 5

Total Years | 5

CERTIFICATIONS

PE UT #14193108-2202

SOFTWARE

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

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

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



RELEVANT PROJECT EXPERIENCE

Safety Analysis and Studies

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

Design Based Safety Projects

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

EDUCATION

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

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

YEARS OF EXPERIENCE

Years with Firm | 11

Total Years | 25

CERTIFICATIONS

PE WY #19032

PE UT #10960844-2202

PE ID #19426

PE NV #028557

PE TX #146371

MEMBERSHIPS, AFFILIATIONS

American Society of Civil Engineers (ASCE)

Institute of Transportation Engineers (ITE)

SOFTWARE

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



Alex Modrzecki

AICP

URBAN PLANNER

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

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



Professional Certification

Certified Planner / National Certificate (AICP)



Education

Master of Urban and Regional Planning, University of Colorado Denver



Core Skills

Community Engagement
Urban Planning
Data management
Visualization
Graphic communication
Geospatial analysis

Relevant Experience

Town of Alpine Master Plan; Alpine, WY

Fraser Comprehensive Plan & Downtown Vision Plan; Fraser, CO

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

Superior Comprehensive Plan; Superior, CO

Parker 2050 Comprehensive Plan; Parker, CO

Lafayette Zoning Code Update; Lafayette, CO

Glenwood Springs Comprehensive Plan; Glenwood Springs, CO

Lochbuie Comprehensive Plan; Lochbuie, CO

Federal Heights Comprehensive Plan; Federal Heights, CO

Carbon County Workforce Housing Study, Red Lodge, MT

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

B.S., Urban Ecology, University of Utah

YEARS OF EXPERIENCE

Years with Firm | 4
Total Years | 7

CERTIFICATIONS

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

SOFTWARE

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

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

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

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

YEARS OF EXPERIENCE

Years with Firm | 4.5
 Total Years | 16

SOFTWARE

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

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

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

YEARS OF EXPERIENCE

Years with Firm | 3
Total Years | 8

CERTIFICATIONS

PE WY – 20490
PE UT – 13372170-2202

SOFTWARE

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

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



RELEVANT PROJECT EXPERIENCE

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

EDUCATION

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

YEARS OF EXPERIENCE

Years with Firm | 1
 Total Years | 20

CERTIFICATIONS

IAP2 Foundations in Public Involvement

MEMBERSHIPS, AFFILIATIONS

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

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

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

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

YEARS OF EXPERIENCE

Years with Firm | < 1
Total Years | 2

SOFTWARE

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



Nora Bland

AICP

COMMUNITY OUTREACH SPECIALIST | URBAN PLANNER

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

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



Professional Certification

Certified Planner / National Certificate (AICP)



Education

Master of Urban and Regional Planning, University of Colorado Denver



Core Skills

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

Relevant Experience

Town of Alpine Master Plan; Alpine, WY

Parker 2050 Comprehensive Plan; Parker, CO

Fraser Comprehensive Plan & Downtown Vision Plan; Fraser, CO

Routt County Master Plan; Routt County, CO

Together Chaffee County Comprehensive Plan Update; Chaffee County, CO

Superior Comprehensive Plan; Superior, CO

Lochbuie Comprehensive Plan; Lochbuie, CO

Broomfield Comprehensive Plan; Broomfield, CO

Glenwood Springs Comprehensive Plan; Glenwood Springs, CO

Town of Carbondale Comprehensive Plan Update; Carbondale, CO

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

**Cushing
Terrell**

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

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

RELEVANT PROJECT EXPERIENCE

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



EDUCATION

B.S., Urban Ecology, University of Utah

YEARS OF EXPERIENCE

Years with Firm | 5
Total Years | 9

SOFTWARE

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



Proposal for

Transportation Safety Action Plan and Highway 89 Demonstration Project (Safe Streets for All – SS4A Initiative)

Prepared for

Town of Alpine

Prepared by

Kimley»»Horn

Expect More. Experience Better.

1A. Transmittal Letter

February 3, 2026

Monica Chenault, Town Clerk/Treasurer
Town of Alpine—Office of the Clerk
250 River Circle
Alpine, WY 83128

Kimley-Horn
111 East Broadway, Suite 600
Salt Lake City, UT 84111
www.kimley-horn.com

RE: Proposal for Transportation Safety Action Plan and Highway 89 Demonstration Project

Dear Ms. Chenault and Members of the Selection Committee,

Kimley-Horn is pleased to submit our proposal for the Town of Alpine's (Town's) Transportation Safety Action Plan and Highway 89 Demonstration Project under the Safe Streets and Roads for All (SS4A) Initiative. We appreciate the Town's commitment to improving safety along US Highway 26/89, a corridor that serves not only as Alpine's front door, but also as a vital route for regional tourism and freight. Kimley-Horn is ready to support the Town in delivering a federally compliant Safety Action Plan, providing context-appropriate solutions based on the Town's unique attributes, and implementing a temporary demonstration project to evaluate early, practical safety improvements.

Proven SS4A Experience. As an industry leader in roadway safety planning, Kimley-Horn offers a team with the right combination of SS4A expertise, rural corridor experience, and demonstrated success preparing communities for implementation funding. **Since SS4A began in 2022, Kimley-Horn has prepared more than 250 Action Plans and demonstration projects nationwide.** Team members proposed for this Alpine SS4A have worked together on seven Safety Action Plans across Wyoming, Utah, Idaho, and Washington. Brandon Gonzalez, Active Transportation Specialist, led the recently completed Teton County SS4A while at his previous firm. Our strong experience helps us confirm Alpine's Safety Action Plan meets Federal Highway Administration (FHWA) requirements, is fully compliant with SS4A guidance, and positions the Town for future implementation resources. To strengthen analysis and concept development, we will incorporate a Road Safety Audit (RSA) along Highway 89 into our planning process, validating corridor and intersection strategies and improving countermeasure selection.

Rural Corridor Expertise. We understand the transportation challenges unique to Alpine. The Town sits at the junction of US 26 and US 89, where through-travel, regional commuting, heavy recreation traffic, and local circulation converge. Our team has extensive experience working in similar small-town, gateway, and recreation-oriented contexts, and we will bring those lessons learned to develop feasible, data-driven strategies tailored to Alpine. **Brent Crowther, our proposed project manager, has worked on projects in tourism-focused communities including Jackson, WY; Park City, UT; and Sedona, AZ.**

Implementation-Ready Demonstration Design. A major component of this effort is the Highway 89 Demonstration Project, which will be delivered following NEPA authorization. We understand the importance of preparing constructable, implementation-ready plans that can be efficiently delivered. We will coordinate closely with WYDOT and provide performance documentation in a clear, FHWA-aligned manner. We will develop demonstration concepts, provide practical guidance for installation and operations, and conduct a structured evaluation. **This approach provides Alpine with a feasible, well-supported pathway to implement and assess early safety improvements.**

Kimley-Horn is fully prepared to meet the milestone schedule for the Action Plan and Demonstration Project, structured within the federally permitted flexibility noted by the Town. Our key personnel are available and able to comply with all federal requirements, including NEPA and FHWA authorization steps. Thank you for the opportunity to support the Town on this important project.

Sincerely,

KIMLEY-HORN



Brent C. Crowther, PE, PTOE, RSP₁
Senior Vice President and Authorized Signer
brent.crowther@kimley-horn.com | 385.420.0941

Kimley-Horn's SS4A experience will enable us to complete the Alpine SS4A Initiative without a learning curve. Our robust Quality Control/Quality Assurance (QC/QA) process provides our clients with high-quality work they can rely on to fulfill National Environmental Policy Act (NEPA), FHWA, and other applicable requirements.

1B. Project Understanding

The Town of Alpine’s Transportation Safety Action Plan and Highway 89 Demonstration Project will develop a data-driven and federally compliant SS4A Action Plan and Demonstration Project with the goal of reducing and eliminating fatalities and serious injuries by reducing risk and prioritizing investments.

Complexities of working along US Highway 26/89

The Town of Alpine is situated at the junction of two major highway corridors, Highway 26 and Highway 89, which creates unique opportunities for the town, and also challenges that must be addressed in the development of the Safety Action Plan and Demonstration Project. The study area is illustrated below in **Figure 1**. The corridor provides access to Star Valley communities in northern Lincoln County and southeast Idaho. To the northeast, Highway 26/89 provides access to the Town of Jackson and Yellowstone National Park. Recent WYDOT traffic estimates show an average daily traffic volume of nearly 9,000 vehicles per day through Snake River Canyon (July 2025).

Figure 1: Project Area Map

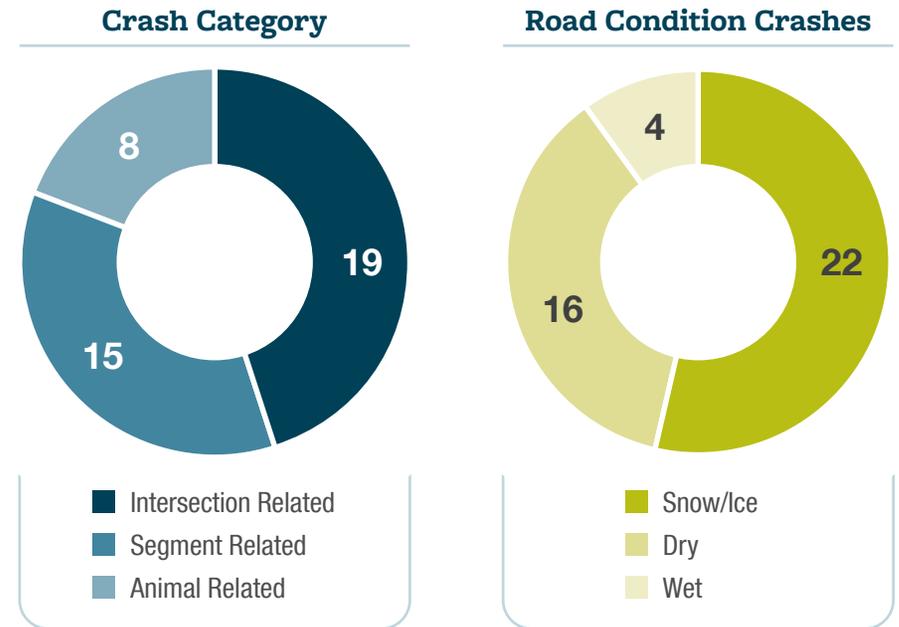


Alpine’s multimodal safety issues

A review of crash data obtained from WYDOT for the years 2020 to 2025 for the Town of Alpine (see **Figure 2**) reveals the following:

- 42 total crashes, including 5 injury crashes and 37 property damage only crashes
- No fatalities occurred within the Town of Alpine within the 5-year period (2020-2025)
- Wildlife is a frequent hazard
- Winter conditions drive many crash events
- Crash hot spots include US 89 at intersections such as Riverview Drive, Center Street, and Greys River Road, as well as at business access entrances
- Rear-ends/angle crashes are mostly low severity crashes

Figure 2: Recent Alpine-Area Crash Data



The crash data reveals challenges including managing vehicle and commercial traffic, balancing regional travel needs with local access, navigating vehicle speed through the downtown area, and accommodating multimodal facilities.

Purpose and importance of the SS4A Action Plan and Demonstration Project

Combined issues of high-speed regional traffic, local access needs, and inconsistent pedestrian infrastructure establish a need to identify strategies to improve safety on the streets and highways in Alpine. Within this context, the Safety Action Plan will help Alpine develop a coordinated, data-driven approach to reduce crash risks, improve multimodal connectivity, and test targeted interventions through the Highway 89 Demonstration Project. **The Safety Action Plan will analyze safety needs, identify high-risk locations, prioritize strategies and solutions, and serve as a guide for future implementation of the safety-focused improvements.**

The Safety Action Plan will include a Demonstration Project along Highway 89. The Demonstration Project will test the appropriateness and effectiveness of low-cost safety improvements before committing to long-term capital improvements. Low-cost improvements may be based on FHWA Proven Safety Countermeasures. **Table 1** on the next page identifies potential safety improvements, with potential demonstration projects indicated with the following icon: 🚧.

The Safety Action Plan will be structured to identify and prioritize safety needs based on jurisdictional responsibility. We will conduct safety analyses and prepare recommendations for the Town of Alpine, Lincoln County, and WYDOT based on their respective responsibility over the transportation network. This approach will position the Town to pursue funding for projects/strategies and implementation not only through the Federal Highway Administration (FHWA) SS4A Program but also through other funding programs such as Highway Safety Improvement Program (HSIP), local Capital Improvement Programs (CIPs), and other federal or state (i.e., WYDOT) grants.

Kimley-Horn’s overall approach to preparing the **Safety Action Plan and Demonstration Project** is shown in **Figure 3** below.

Figure 3: Safety Action Plan and Demonstration Project Development Approach



Our process begins with a kick-off meeting to bring stakeholders together to initiate the Safety Action Plan development. We will hold stakeholder workshops and community open house events to review safety needs and recommended projects. Additional details of our approach to completing the Safety Action Plan are provided in **Section 3** of this proposal.

Awareness of local and regional initiatives

A major factor influencing Alpine’s mobility needs is housing cost pressure in the Jackson Hole region. Workers commute daily using Highway 26/89 from Alpine and surrounding communities. This underscores the need for safe, reliable regional connectivity between Alpine and major employment centers, essential services, and key recreation destinations.

Regionally, WYDOT continues to prioritize efforts to reduce wildlife-vehicle collisions along primary travel corridors. The planned wildlife crossing bridge northeast of Alpine on Highway 26/89 is a clear example of this commitment. Alpine’s Safety Action Plan will be designed to complement this and other ongoing WYDOT safety initiatives.

Locally, the Town of Alpine’s ongoing Master Plan update represents a significant opportunity to guide growth and strengthen multimodal connectivity both within the community and across regional hubs. Our Safety Action Plan and demonstration project will be structured to support and inform that effort, using temporary safety improvements to help visualize how future plan concepts could function in practice and to build community understanding and support.

Because of our commitment to data-driven analysis and experience with similar projects in the region, the Kimley-Horn team knows Alpine—along with all the complexities, issues, initiatives, and growth trends unique to this area.

Table 1: Potential Safety Improvements

Proven Safety Countermeasure	Potential Applicable Location	Why?
Systemic Low-Cost Stop Controlled Intersection Upgrades 🚦	Local neighborhood intersections connecting to US 26/89.	Enhanced signage, stop bar markings, and intersection warning devices are effective where local streets connect to high-speed highways.
Crosswalk Visibility Enhancements 🚶	Alpine commercial area core, crossings connecting to trails and pedestrian destinations.	Address sidewalk gaps and inconsistent pedestrian connectivity.
Pedestrian Hybrid Beacons (PHBs)	Major midblock or difficult to cross sections of US 26/89 near shops and restaurants.	Because US 26/89 serves both regional and local access roles with high speeds and high volumes, PHBs can provide safer, controlled pedestrian crossings in lieu of full signals.
Roadway Reconfiguration 🚦	Highway 89 through Alpine’s commercial area.	Conflicts between through traffic and local access. Narrowing travel lanes or creating visual buffers can help to reduce speeds. This can also create space for sidewalks, bike lanes, and improved crossings where commercial activity is growing.
Lighting Improvements	Highway 89 through Alpine’s commercial area.	Limited multimodal infrastructure and activity centers underscores the importance of illumination to reduce nighttime pedestrian and vehicular crashes.



Potential crosswalk visibility enhancement site



Potential lighting improvement site



Potential roadway reconfiguration site

2. General Information

A. Firm Information

Firm Name: Kimley-Horn and Associates, Inc. (Kimley-Horn)
Business Address: 111 East Broadway, Suite 600, Salt Lake City, UT 84111
Primary Contact: Brent Crowther (385.420.0941 | brent.crowther@kimley-horn.com)
Year Established: 1967
Type of Ownership: Employee-owned corporation

B. Experience

Kimley-Horn brings extensive experience delivering SS4A Action Plans, Local Road Safety Plans (LRSPs), Road Safety Audits (RSAs), systemic safety analyses, and other federally aligned safety efforts for communities across the country.

- Our teams have supported numerous **FHWA-funded initiatives (some with a corresponding NEPA component)** and have a strong record of preparing clear, defensible documentation that meets federal expectations.
- We have collaborated successfully with **state transportation agencies, including WYDOT**, on multimodal safety, corridor planning, and operational improvements.
- Depending on the specific requirements of a project, our staff regularly include **demonstration projects** in their safety plans that help jurisdictions test concepts before advancing them to permanent construction.
- With a strong focus on robust public engagement, we frequently work with **rural communities and small towns** on practical, data-driven safety strategies tailored to local needs so that proposed improvements are both feasible and supported by the community.

We've highlighted seven projects that have the most crossover between team members and served communities similar to Alpine. Please see **Table 2: Project Element Matrix** to see which of the above elements are represented in each project.



Wilson Bridge Replacement and Highway 22 Traffic Study

Kimley-Horn supported WYDOT during the Wilson Bridge Snake River Bridge replacement project on Highway 22 at the western gateway to Jackson Hole. We helped WYDOT evaluate future traffic operations, long-term travel patterns, corridor safety issues, and multimodal needs, in this area experiencing heavy seasonal tourism. Our analysis helped WYDOT select a bridge configuration that improves mobility, preserves ecological sensitivity near the river, and enhances safety for people walking, biking, and driving. We collaborated with regional partners and community stakeholders to clarify future transportation demands and make sure the project integrated with local land-use constraints, wildlife movement considerations, and recreational access needs.

The project also included reconstruction of the intersection of Highway 390 and Highway 22 to accommodate future traffic volumes and reduce congestion and delay. We evaluated potential transit-focused improvements such as queue jump lanes and relocated bus stops, and also determined the potential bus travel time performance benefit of each improvement.

Together, these efforts positioned WYDOT to move forward with a resilient, long-term solution for one of the region's most critical corridors. **This experience prepares us to take a similar look at Alpine's Highway 89 and Highway 26, another truly significant regional corridor.**





Moab SS4A Safety Plan

Kimley-Horn is leading a comprehensive safety planning effort for the City of Moab and Grand County, supported by a federal SS4A grant. We are conducting detailed crash analysis, multimodal safety audits, and corridor-level concept development to identify effective safety strategies across three priority corridors. **Moab is a rural destination community that experiences significant seasonal tourism fluctuations, which create pressures similar to what Alpine faces.** Our team is pairing technical analysis with public engagement, NEPA cultural resource evaluations, and an equity-focused community assessment to ensure solutions reflect the needs of both residents and visitors. To support long-term implementation, we are developing a Complete Streets Ordinance and performance dashboards that allow the City of Moab to monitor safety progress over time.

Uintah County SS4A Comprehensive Safety Action Plan

Kimley-Horn prepared a Safety Action Plan for Uintah County, Utah, focused on each of the rural jurisdictions within the county. Project goals included analyzing five-year crash data throughout the region, establishing goals and metrics to measure progress toward reducing fatalities, supporting emphasis areas in Uintah County consistent with the Utah Strategic Highway Safety Plan, and recommending strategies to reduce serious crashes. The plan was prepared to be compliant with the SS4A program. **This project addresses safety planning on rural, state-maintained highways with limited alternative routes and mixed local, commuter, and freight traffic. These conditions are similar to those along Highway 26/89.**

Lummi Nation SS4A Safety Action Plan

Kimley-Horn is developing an SS4A-compliant Safety Action Plan for the Lummi Nation that pairs data-driven safety analysis **with on-the-ground demonstration projects to test short-term, low-cost safety improvements.** In parallel with safety analysis and community outreach, the team is identifying and implementing temporary treatments such as traffic calming, signage, delineation, and pedestrian enhancements, and evaluating their before-and-after effectiveness using speed, volume, and crash data. We have prepared design plans, and are currently coordinating with the County for right of way encroachment permits. We are in process of completing a NEPA Categorical-Exclusion for the temporary demonstration projects. The project involves close coordination with Tribal staff and County partners on shared roadways to collaboratively select locations, install demonstration measures, and use performance results to inform long-term, permanent safety investments.



Iron County SS4A Safety Action Plan

Kimley-Horn developed a countywide SS4A Safety Action Plan that provided Iron County and its municipalities with a clear strategy to reduce fatalities and serious injuries on public roadways. We worked with county staff, local jurisdictions, UDOT, law enforcement, Tribal representatives, and community partners to analyze crash patterns, evaluate high-risk corridors, and define safety emphasis areas for each community. **As a rural region that also experiences seasonal tourism and fluctuating traffic volumes, portions of Iron County have traffic situations similar to Alpine,** and our planning process was structured to respond to those variable conditions. We facilitated Geographic Focus Area workshops, public engagement activities, and an equity analysis to confirm that the recommendations reflected the needs of residents, visitors, and underserved communities. The completed action plan delivers prioritized strategies, policy recommendations, and project types that position Iron County for future SS4A implementation grant funding.



Wasatch Front Regional Council SS4A Comprehensive Safety Action Plan (CSAP)

Kimley-Horn developed a regional CSAP for the Wasatch Front Regional Council to reduce serious injuries and fatalities across six counties and eleven geographic focus areas. We worked closely with local jurisdictions, the Utah Department of Transportation (UDOT), Utah Transit Authority (UTA), and community organizations to analyze crash patterns, identify high-risk corridors, evaluate systemic safety needs, and integrate equity considerations through both national and locally tailored tools. Given the region’s rapid growth and multimodal pressures, we guided stakeholders through a structured process that included safety analyses, extensive engagement, disadvantaged-community outreach, and policy and process reviews. Our team facilitated workshops, prepared technical memoranda, and crafted a regional safety commitment resolution to position jurisdictions for future SS4A implementation grant funding. The final CSAP provided prioritized strategies, project types, and performance-tracking tools designed to support long-term safety improvements across the Wasatch Front. **This project shows how regional safety priorities and corridor dynamics can be adapted into actionable strategies.**

Table 2: Project Element Matrix

	SS4A Safety Project (or similar)	NEPA for FHWA Projects	WYDOT-Involved Projects	Included Demonstration Projects	Rural Communities
Wilson Bridge and Highway 22 Study	✓		✓		✓
Moab SS4A	✓	✓	(UDOT)		✓
Uintah County SS4A	✓		(UDOT)		✓
Lummi Nation SS4A	✓	✓	(WSDOT)	✓	✓
Iron County SS4A	✓		(UDOT)		✓
Wasatch Front Regional Council SS4A	✓		(UDOT)		✓
Jackson/Teton County SS4A	✓		✓		✓

Key team member experience from a previous firm:



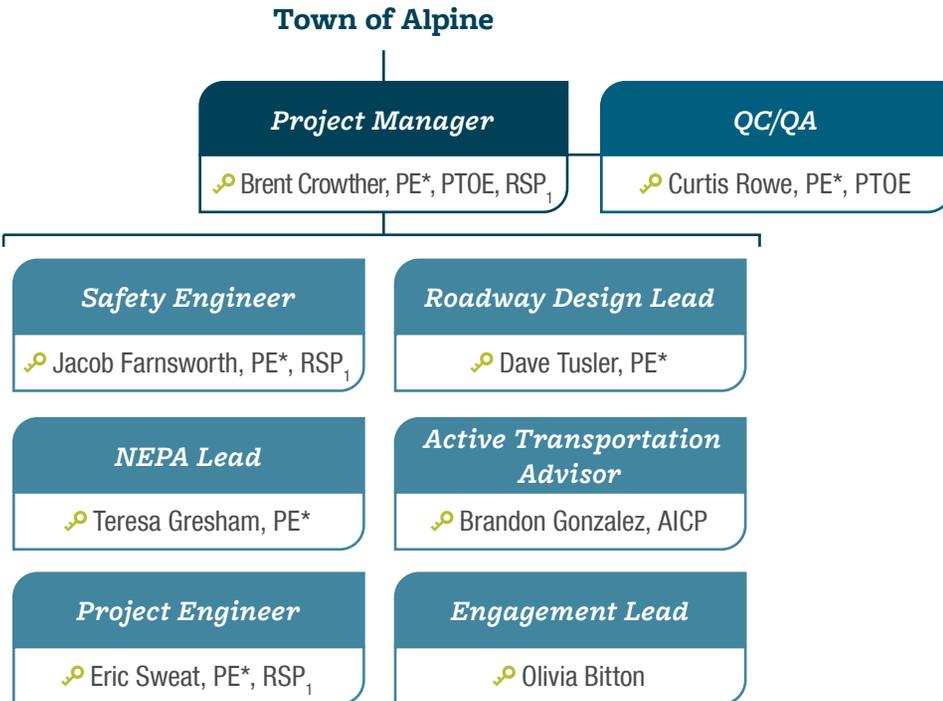
Town of Jackson/Teton County SS4A Action Plan

While at his previous firm, Brandon Gonzales partnered with the Town of Jackson and Teton County to produce their recent SS4A Action Plan. This plan provided a safety framework for Jackson and the surrounding rural communities, as well as clear, actionable recommendations for safety improvements. This plan helped the Town of Jackson and Teton County successfully secure FHWA funding through the SS4A program, and also gave Brandon deep familiarity with the areas right around Alpine. **We are proud to have Brandon on our team as a new Kimley-Horn employee, and his experience will help us deliver the Alpine Transportation Safety Action Plan with a minimal learning curve.**

C. Key Personnel

This Kimley-Horn team has been specially selected due to their areas of expertise and past success working on similar projects. **The key members of this team frequently work together on SS4A projects, and will carry that same familiar continuity and availability into this project as well.** The key team members identified in **Figure 4** will be your dedicated resources throughout the duration of the safety action planning and demonstration project. Following the Organizational Chart is a summary of their roles and qualifications, **including a few example projects each to demonstrate their relevant experience.** Please see **Section 4** for full resumes, including education, licenses and registrations, and detailed experience write-ups.

Figure 4: Organizational Chart



= Key Personnel

* Brent Crowther is a licensed PE in AZ, CA, ID, and UT
 Curtis Rowe is a licensed PE in WY (#9655), CO, ID, KS, MT, NE, and UT
 Jacob Farnsworth is a licensed PE in ID, MT, NV, TX, and UT
 Dave Tusler is a licensed PE in CO, NV, and UT
 Teresa Gresham is a licensed PE in ID, NC, SC, UT, and VA
 Eric Sweat is a licensed PE in ID, UT, and WA



Brent Crowther, PE*, PTOE, RSP₁

Project Manager | 25 Years of Experience

Brent specializes in multimodal safety, traffic, and transportation planning and has led a vast array of intersection, corridor, and statewide safety analyses. Brent has personally participated in nearly 30 different comparable safety plans (including SS4A projects) for municipalities all over the country, many of which have been in rural contexts or near tourist destinations. **Known for his consistency and attention to detail, Brent provides the Town with deep experience in planning and implementation.**

- WYDOT, Wilson Bridge Replacement and Highway 22 Traffic Study — Project Manager
- City of Moab, SS4A Safety Plan, Moab, UT — Senior Advisor
- Uintah County, SS4A CSAP—Senior Advisor
- Lummi Nation, SS4A Safety Action Plan, Whatcom County, WA—Project Manager
- Iron County, SS4A SAP, Iron County, UT—Senior Advisor
- Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT—Project Manager
- SE Arizona Transportation Safety Strategic Plan, Sierra Vista, AZ—Project Manager
- City of Everett, Vision Zero SS4A Safety Action Plan, Everett, WA—Project Manager
- UDOT, Walk the Road Pedestrian-Focused Roadway Safety Assessment (RSA), Statewide, UT—Project Engineer/Active Transportation Specialist
- FHWA Forest Service Road RSAs, UT, WA, AZ—Project Engineer



Curtis Rowe, PE*, PTOE

QC/QA Manager | 31 Years of Experience

Curtis Rowe, PE, PTOE, is a seasoned traffic engineer with deep expertise in safety studies, multimodal corridor analysis, ITS design, and rural transportation operations. As QC/QA Manager, he will provide technical oversight and confirm all deliverables meet SS4A and FHWA standards. **Curtis is a licensed Professional Engineer in Wyoming and will sign and seal all plans, bringing local regulatory familiarity and proven experience supporting safety projects throughout the region.**

- WYDOT, Wilson Bridge Replacement and Highway 22 Traffic Study, Teton County, WY—Project Manager
- WYDOT, College Drive Planning, Cheyenne, WY—Project Manager
- Cheyenne Metropolitan Planning Organization (MPO) East Dell Range Boulevard/US 30 Corridor Study, Cheyenne, WY—Project Engineer



Brandon Gonzalez, AICP

Active Transportation Advisor | 17 Years of Experience

Brandon is an experienced transportation planner with a passion for vulnerable road user safety and connectivity in rural communities. He has a strong background in multimodal planning, corridor studies, bicycle and pedestrian planning, and safety action plans. He excels in active transportation planning, completing RSAs, and leading collaborative public engagement to deliver context-specific solutions. **Brandon brings recent safety work in neighboring Teton County and a strong understanding of the region’s unique needs.**

- Town of Jackson/Teton County SS4A Action Plan, Teton County, WY* — Principal-in-Charge
- Town of Aspen, SS4A Safety Action Plan, Aspen, CO*—Principal-in-Charge
- City of El Paso SS4A Implementation Grant, El Paso, TX*—Principal-in-Charge



Jacob Farnsworth, PE†, RSP

Safety Engineer | 12 Years of Experience

Jacob is a traffic and safety operations engineer who works on a variety of safety-focused projects including traffic analyses, planning studies, corridor safety studies, RSAs, Intersection Control Evaluation (ICE) studies, LSRPs, highway safety training, and traffic operations manual development. **He has also been professionally involved in the development and application of the FHWA's Highway Safety Manual (HSM)—facilitating HSM crash prediction trainings, evaluating the HSM website for future improvements, and more.**

- City of Moab, SS4A Safety Plan, Moab, UT—Project Engineer
- Iron County, SS4A SAP, Iron County, UT—Project Engineer
- Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT—Project Engineer
- UDOT, Walk the Road Pedestrian-Focused RSA, Statewide, UT—Project Manager

* Completed prior to joining Kimley-Horn

† Jacob Farnsworth is a licensed PE in ID, MT, NV, TX, and UT

Dave Tusler is a licensed PE in CO, NV, and UT

Eric Sweat is a licensed PE in ID, UT, and WA



Eric Sweat, PE†, RSP

Project Engineer | 10 Years of Experience

Eric is a transportation planning and traffic operations engineer with experience preparing and managing safety plans and analysis, transportation master plans, corridor studies, bicycle and pedestrian studies and plans, traffic impact studies, and Intelligent Transportation Systems (ITS) planning. Eric brings expertise in solution identification, prioritization, modeling, and analysis to help develop and show the potential benefit of various types of safety and mobility improvements. **Eric has experience in completing usable safety and transportation plans and studies in locations of all sizes, with an emphasis on rural communities like Alpine.**

- City of Moab, SS4A Safety Plan, Moab, UT — Project Manager
- Iron County, SS4A SAP, Iron County, UT—Project Manager
- Uintah County, SS4A CSAP—Project Manager
- Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT—Project Engineer



Dave Tusler, PE†

Roadway Design Lead | 20 Years of Experience

Dave brings more than 20 years of experience leading the initiation, planning, scheduling, and quality oversight of civil and transportation engineering projects. He is highly effective at making design and construction activities comply with municipal codes, engineering standards, and current best practices, while maintaining strong coordination and communication with agencies, stakeholders, and project partners. His technical expertise spans roadway design, traffic design including signals, signs, and pavement markings, complete streets and pedestrian-focused improvements. **David's work emphasizes practical, context-sensitive solutions—an approach well-suited to Alpine's safety, multimodal, and corridor-revitalization needs.**

- Cedar City, Kitty Hawk Drive & Airport Road Signal Design, Cedar City, UT — Project Manager
- Ogden City, Valley Drive & 20th Street Safety Improvements, Ogden, UT — Project Manager
- Carson City, Safety Management Plan, Carson City, NV — Project Engineer
- Nevada Department of Transportation (NDOT), Safety Management Plans, Multiple Locations, NV — Project Engineer
- City of Las Vegas, Pedestrian Safety Upgrades, Las Vegas, NV — Project Engineer



Teresa Gresham, PE*

NEPA Lead | 24 Years of Experience

Teresa Gresham leads NEPA documentation and environmental planning for federally funded transportation projects across the country. She has supported numerous FHWA projects, serving as Environmental Lead or Project Manager responsible for preparing NEPA documents, directing public involvement, and completing community impact studies. Teresa is skilled at integrating agency coordination, community and stakeholder input, and data-driven analysis to produce clear, defensible documentation that meets federal requirements. **Her experience spans new roadway alignments, interchange projects, and context-sensitive improvements in rural and small-community settings, making her well suited to support Alpine’s SS4A safety planning effort.**

- Sandy City, 100 East 10600 South Bridge Replacement, Sandy, UT — Environmental Lead
- Park City, Thayne’s Canyon Active Transportation Facility — Environmental Lead
- UDOT, Foothill Boulevard Pedestrian and Landscape Improvements CatEx, Salt Lake City, UT — Environmental Lead
- Park City, Thaynes and Three Kings Trails CatEx, Park City, UT — Environmental Lead



Olivia Bitton

Engagement Lead | 6 Years of Experience

Olivia is a public engagement professional with experience supporting transportation projects throughout the inter-mountain west. She excels at clear communication, relationship building, and collaborative problem solving informed by community input. Olivia's prior work at a public transit agency gives her valuable understanding of government processes and community expectations. **Olivia is particularly experienced providing public engagement services for SS4A projects, and is ready to apply that passion and familiarity to this project.**

- City of Moab, SS4A Safety Plan, Moab, UT — Project Manager
- Iron County, SS4A SAP, Iron County, UT — Public Engagement Lead
- Uintah County, SS4A CSAP, Uintah County, UT — Public Engagement Lead
- Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT — Public Engagement Lead

* Teresa Gresham is a licensed PE in ID, NC, SC, UT, and VA

Subconsultants

Kimley-Horn does not anticipate contracting any subconsultants for this project. As a full-service consulting firm, we are equipped to be your one-stop-shop for any needs that may come up during the course of this (or additional) project(s). What’s more is that because of Kimley-Horn’s unique one-profit-center corporate structure, we are able to seamlessly bring in experts from any of our 150 offices as unique needs arise. **When you choose Kimley-Horn, you get the responsiveness and familiarity of a local team, backed by the resources and expertise of a nationwide firm.**

D. Proof of Insurance

Kimley-Horn is prepared to provide insurance according to the amounts below as specified in the Request for Proposal (RFP) issued for this project:

- **General Liability:** \$1,000,000 per occurrence and \$2,000,000 aggregate
- **Professional Liability/Errors and Omissions:** Minimum \$500,000
- **Workers’ Compensation:** Per Wyoming statute
- **Automobile Liability:** Minimum \$500,000

E. Potential or Perceived Conflicts of Interest

Kimley-Horn does not have any potential or perceived conflicts of interest with the Town of Alpine, Wyoming.



3. Project Approach, Schedule, and Presentations

A. Project Approach

The following is a summary of our project approach to complete the Safety Action Plan. Our tasks are organized around the key objectives identified in the RFP, while considering the SS4A Guidance published by FHWA.

Task 1. Project Management

Objective: Provide the oversight required to successfully complete the project within scope, within budget, and according to schedule.

This task includes overall project administration, internal team coordination, coordination with the Town of Alpine and other stakeholders, supervision and quality control. Biweekly conference calls will be held with the Town’s Project Manager. A Communications Plan will be submitted for review, outlining all communication strategies related to schedule management, agency coordination, meetings and meeting materials, and other relevant items.

Ongoing study coordination will be conducted through a monthly Safety Action Plan Team meeting (virtual) to oversee the project. We will work with Town of Alpine staff to determine who will serve on the Safety Action Plan Team. Ideally, the Action Plan Team will include Town of Alpine and WYDOT. Lincoln County may also be invited to participate.

Deliverables: Meeting Materials/Agendas, Meeting Summaries, Invoices, Communications Plan, Monthly Safety Action Plan Team Meetings

Task 2: Stakeholder and Public Engagement

Objective: This task fulfills “Leadership Commitment and Goal Setting” and “Engagement and Collaboration” activities as described in FHWA SS4A guidance. We will engage stakeholders, including elected officials, engineering and planning staff, safety interest groups, and underserved populations to provide input on Action Plan development.

Kimley-Horn has found success engaging stakeholders and the public to contribute to the Safety Action Plan through the following efforts:

PUBLIC INVOLVEMENT PLAN. Our team will prepare a Public Involvement Plan (PIP) that establishes a clear and comprehensive framework for engaging stakeholders and the public throughout the development of the Safety Action Plan. The PIP will outline engagement objectives, communication methods, project branding, meeting formats, and a schedule for outreach activities. It will detail strategies for engaging elected officials, community organizations, safety interest groups, and underserved populations, ensuring



This pavilion, located at the Alpine Civic Center, is ideal for public engagement events.

meaningful participation. The plan will describe the coordination process for stakeholder workshops, community open house events, online engagement tools, and communication materials. The PIP will also identify techniques for gathering input—such as surveys, interactive maps, and virtual engagement methods—and will document how feedback will be tracked, summarized, and incorporated into the Action Plan.

SAFETY ACTION PLAN KICK-OFF WORKSHOP. Early on in the project, we will plan and conduct a Safety Action Plan Kick-Off workshop to bring together elected officials and staff to introduce the project and its desired outcomes. The Safety Action Plan Kick-Off workshop will help stakeholders to prepare for subsequent study participation, including the Safety Commitment Resolution. This workshop will also include discussion of the Safe Systems Approach and its six key principles geared towards reducing all traffic-related fatalities and serious injuries. This workshop will also discuss the Town's goals to eliminate or significantly reduce fatalities and serious injuries. We will then prepare a resolution for the Town of Alpine to consider adopting. To meet SS4A grant guidelines, the goal will include a timeline for eliminating roadway fatalities and serious injuries. Adoption of the resolution by the Town of Alpine will satisfy FHWA SS4A requirements.

PROJECT WORKSHOPS. At key project milestones, as shown in our project schedule, we will conduct workshops with Town of Alpine staff and other stakeholders. Attendees may include representatives from Lincoln County, WYDOT, law enforcement, schools, local

business owners, and residents. The workshops will engage leadership, elected officials, and participants from the 4 Es of traffic safety (Enforcement, Education, Emergency Response, and Engineering). At Workshop #1, we will discuss challenges, issues, and opportunities such as the FHWA Proven Safety Countermeasures, the region’s intent to commit to a goal to reduce or eliminate fatalities and serious injuries, and the results of our safety analysis which identifies high-crash and high-risk locations. At Workshop #2, we will discuss specific strategies and projects to address the needs.

COMMUNITY OPEN HOUSE EVENTS. Safety analysis is a data-driven process; however, ensuring that we consider the voices and perspectives of the community is critical as we identify and prioritize implementation strategies and potential projects. We will provide opportunities to engage with the communities to hear their concerns, perspectives, and ideas to improve safety. This will occur at three open house events as outlined in our process chart (Figure 3) and on our project schedule (Figure 5) where we will present to the community similar information to what was presented at the project workshops. We will also prepare an online map using Pubic Coordinate, so that residents and community members can continue to provide comments and suggestions about safety needs and potential projects.

TOWN COUNCIL AND PLANNING MEETINGS. Kimley-Horn will prepare for and attend Town Council and Planning & Zoning meetings at key project milestones to share the plan and receive feedback and direction.

Deliverables: Public Involvement Plan, Safety Kick-Off Workshop, Workshops, Safety Commitment Resolutions, Community Open-House Events, Interactive Online Map

Task 3: Existing and Future Conditions, Safety Assessment, Community Connectivity

Objective: Analyze existing data and trends on all public roadways to identify safety needs and emphasis areas, safety risk factors, high-crash and high-risk locations, and systemic improvements that will reduce fatalities and serious injuries on roadways.

Kimley-Horn has found success in similar safety plans, conducting our analysis in the following manner:

A. Safety Assessment

Our safety assessment will consist of the following elements:

- **HISTORICAL BASELINE CRASH ANALYSIS.** We will acquire crash data from the most recent five years. We will obtain available data in geographic information systems (GIS) format for crashes, roadway functional classification, speed limits, and average daily traffic (ADT) volumes. The historical baseline crash analysis reveals key safety targets

and risk factors within each jurisdiction, allowing for more meaningful safety planning efforts. We will summarize historical crash analysis results for the following areas:

- Roadway Ownership (State/Local Federal Aid/Local Non-Federal Aid)
- Crash Type (active transportation [pedestrians and bicyclists], roadway departure, speed involved, teen drivers, etc.)
- Severity
- Year
- Manner of Collision
- Intersection Related
- Functional Class
- **NETWORK SCREENING.** Our network screening will use Highway Safety Manual (HSM) 2010 methods to identify a High-Crash Network with priority locations for additional review. Network screening will identify:
 - Locations with higher-than-expected crash frequencies, based on comparison with similar facilities
 - Locations with the greatest potential for safety improvement (decreased crashes)

The network screening analysis will be displayed geospatially showing priority locations. Corresponding tables will show severity, crash type, and contributing factors. This analysis, which establishes our High-Crash Network, will provide a tailored summary of the targeted crash types and locations. The High-Crash Network will identify locations where specific crash types are over-represented. This helps diagnose safety issues that are leading to an elevated number of crashes.

CONTRIBUTING FACTORS. We will overlay our High-Crash Network with existing roadway conditions geospatial data from WYDOT and other sources. This analysis will identify prevalent contributing roadway factors. These may include high vehicle speeds, narrow shoulders, sharp curves, lack of lighting, few controlled pedestrian crossings, or missing sidewalks. These results, coupled with the historical baseline data, will be used to inform and prepare local leaders and others who participate in public outreach efforts.

PROVEN SAFETY COUNTERMEASURES. We will present the High-Crash Network at our Workshop #1. At Workshop #1 we will provide a list of proven safety countermeasures (PSCs) for the most at-risk crashes location. Stakeholders will provide input on PSCs to select safety improvements that fit the needs of the community. These countermeasures will be used to recommend specific projects during Task 5.

B. Existing and Future Conditions

We will prepare an existing and future conditions analysis and community connectivity analysis. These analyses will include:

- Operational analysis of key intersections, including collection and evaluation of traffic volume data to understand current and future operational performance.



Kimley-Horn team members coordinate with local stakeholders to conduct an RSA for Moab City.

- Transportation and asset inventory, documenting existing facilities, roadway cross-sections, right-of-way conditions, access patterns, and turning movements.
- Review of previous plans, projects, and documents to identify previous issues and recommendations to further consider.
- A Roadway Safety Assessment (RSA) along Highway 89 to identify safety issues, contributing factors, and potential improvements to inform both the Safety Assessment and the Demonstration Project (**Task 4**). The RSA will also review roadway characteristics, including pedestrian and bicycle infrastructure, ADA deficiencies, and other safety-related infrastructure gaps. The RSA will include an assessment of multimodal conflicts and constraints, such as areas where pedestrian, bicycle, and vehicle movements intersect or compete. The RSA will identify priority safety and connectivity needs, and prepare potential concepts for enhanced crossings, traffic calming, and multimodal improvements.

C. Community Connectivity.

We will assess town-wide pedestrian and bicycle conditions, including an inventory of existing sidewalks, pathways, crossings, and other multimodal facilities. The analysis will evaluate how well residential neighborhoods, commercial areas, schools, parks, and community amenities are connected, and will identify priority corridors and missing

A Road Safety Audit (RSA) is the formal safety performance examination of an existing road or intersection by an independent, multidisciplinary team. It qualitatively estimates and reports on potential road safety issues and identifies opportunities for improvements in safety for all road users.

links in the active transportation network. Opportunities to enhance safety, comfort, and accessibility for people walking and bicycling will be documented, forming the basis for recommended improvements within the SS4A Plan.

The RFQ identifies Activity D, Transportation Inventory, Asset Management, and Priority Project List. These activities are addressed in our **Task 5**.

Deliverables: Existing and Future Conditions Report, RSA Summary, Safety Assessment Report (Including Crash Data and Trend Analysis), Community Connectivity Assessment, and GIS Inventory databases

Task 4: Highway 89 Temporary Demonstration Project (RFQ Activity E)

Objective: Based on findings from the previous tasks, identify and deliver a set of demonstration projects along Highway 89 that will serve as early low-cost safety improvements to test the effectiveness of temporary treatments prior to the installation of long-term improvements

Based on the analysis and the outcomes of Task 3, our team will develop a set of Demonstration Project alternatives to present during Workshop #2 and the accompanying Open House. Using the Action Plan findings, RSA results, and public input, we will prepare a design package for the preferred alternative. This package will include recommendations for temporary materials, traffic control plans, layout exhibits, cost estimates, and all required NEPA, FHWA, and WYDOT documentation and reviews. The Town of Alpine will be able to implement the demonstration project using this package, with support from our team as described in the RFP.

Upon completion of the Demonstration Project, an evaluation report will be prepared to provide an overview of the project’s impacts and to summarize public feedback. This evaluation report will be included as a supplement to the final Safety Action Plan.

NEPA Activities

Based on our experience planning and designing SS4A temporary demonstration activities in other states, **we expect that a Categorical Exclusion will satisfy NEPA requirements.** A Categorical Exclusion is adequate for “activities that do not involve or lead directly to construction, such as planning and research activities; grants for training; engineering to define the elements of a proposed action or alternatives so that social, economic, and environmental effects can be assessed; and Federal-aid system revisions that establish classes of highways on the Federal-aid highway system.” We will coordinate with the FHWA Wyoming Division office as we prepare the FHWA CE Checklist.

Teresa Gresham, our proposed NEPA lead, has led more than 100 NEPA documents for FHWA projects, including two recent projects with WYDOT:

- WYDOT, Bridge Formula Program Facility Condition Index (FCI), Douglas, WY
- WYDOT, Little Goose Creek Bridge CatEx, Sheridan, WY

Deliverables: Design Package, Project Installation Support, Demonstration Evaluation Report, NEPA Documentation Support

Task 5. Action Plan Development (RFQ Activity F)

Objective: Select strategies and projects, develop expected cost ranges, prioritize strategies and projects, prepare draft and final Safety Action Plan Report.

The purpose of Task 5 is to identify specific strategies and projects that can be considered for implementation to improve safety in the Town of Alpine, and to document in a Safety Action Plan Report. The Report will also summarize results from the Temporary Demonstration Projects, which will inform the final recommendations.

Feasible strategies may range from physical design treatments to policy, education, enforcement, and technology options. We propose to focus on the FHWA Proven Safety Countermeasures, and National Highway Traffic Safety Administration’s (NHTSA’s) Countermeasures That Work. These include, but are not limited to:

- Intersection treatments (bulbouts, pavement markings, signage)
- Design Improvements at Curves
- Wider Edge Lines
- Enhanced Delineation
- Safety Edge
- Rumble Strips Safety Edge

PROJECT RECOMMENDATIONS. We will prepare project scope summaries for high-priority projects. Recommendations will be divided into short-, mid-, and long-term improvements with associated planning level cost estimates, phasing recommendations, and implementation strategies. The Action Plan Final Report will recommend feasible and applicable projects and

solutions that can be pursued for funding programs such as Highway Safety Improvement Program (HSIP) and other federal or state grant programs.

POLICY RECOMMENDATIONS: The Safety Action Plan Report will identify policy and process changes that should be considered to reduce fatalities and serious injuries. These may include changes related to engineering standards, enforcement, education and outreach efforts, emergency response, and process improvements. These recommendations will conform to guidelines of the Safe System Approach adopted as part of USDOT’s National Roadway Safety Strategy. This task may also include interagency discussion and communication of safety needs identified on state highways.

DRAFT AND FINAL ACTION REPORT. Kimley-Horn will develop a draft and final Safety Action Plan that summarizes analysis findings and recommendations. The Action Plan will include goals and objectives, summarize crash history and safety analysis, and present proposed projects and prioritization. The Report will also identify key performance metrics that will help to inform stakeholders, elected officials, and the public of the Town’s progress toward improving safety. The draft Action Plan will be presented to Town of Alpine and to the Action Plan Team for review and comment. We will then prepare a final Action Plan for presentation and adoption by the Town of Alpine.

Deliverables: Draft and Final Action Report, Presentation Materials



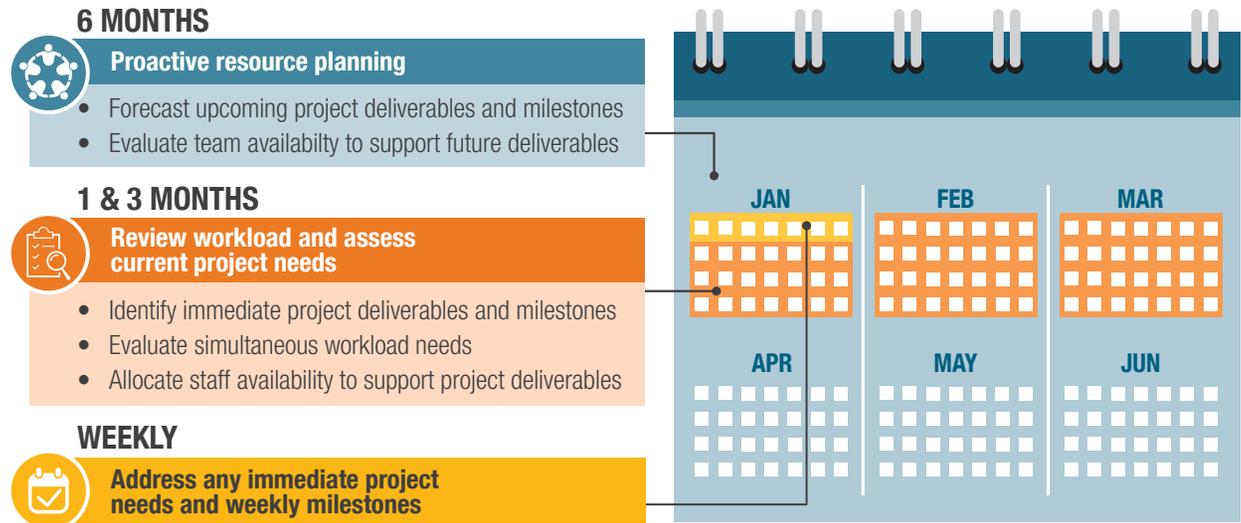
B. Project Schedule

Our project schedule (**Figure 5**, next page) for this Action Plan and Demonstration Project is found on the following page. Frequent communication and a clear definition of the responsibilities of team members are critical elements in maintaining a schedule for a project like this. With that in mind, our schedule identifies critical project milestones and deliverable dates. We then will actively manage our team resources to meet the agreed-upon schedules to keep the project on track.

Our team will be led by Brent Crowther, who will serve as project manager. Brent has experience managing safety and transportation projects for state and local governments across the country. His safety planning experience includes the Wasatch Front Regional Council Comprehensive Safety Action Plan (an SS4A-funded project); transportation master plans in Moab City, Grand County, and Cache County, Utah; and Roadway Safety Assessments with Utah Department of Transportation.

Brent will be the primary point of contact for the Safety Action Plan. He will conduct a monthly project call with the Safety Action Plan Team. He will also communicate with the Town Project Manager bi-weekly through a conference call to discuss progress, upcoming activities, and project schedule. With previous and ongoing SS4A Safety Plan efforts, we have found that having a set meeting time facilitates decision-making and keeps the project on schedule. Brent will coordinate with the Kimley-Horn team on upcoming analysis, deadlines, milestones, and public and stakeholder engagement and outreach.

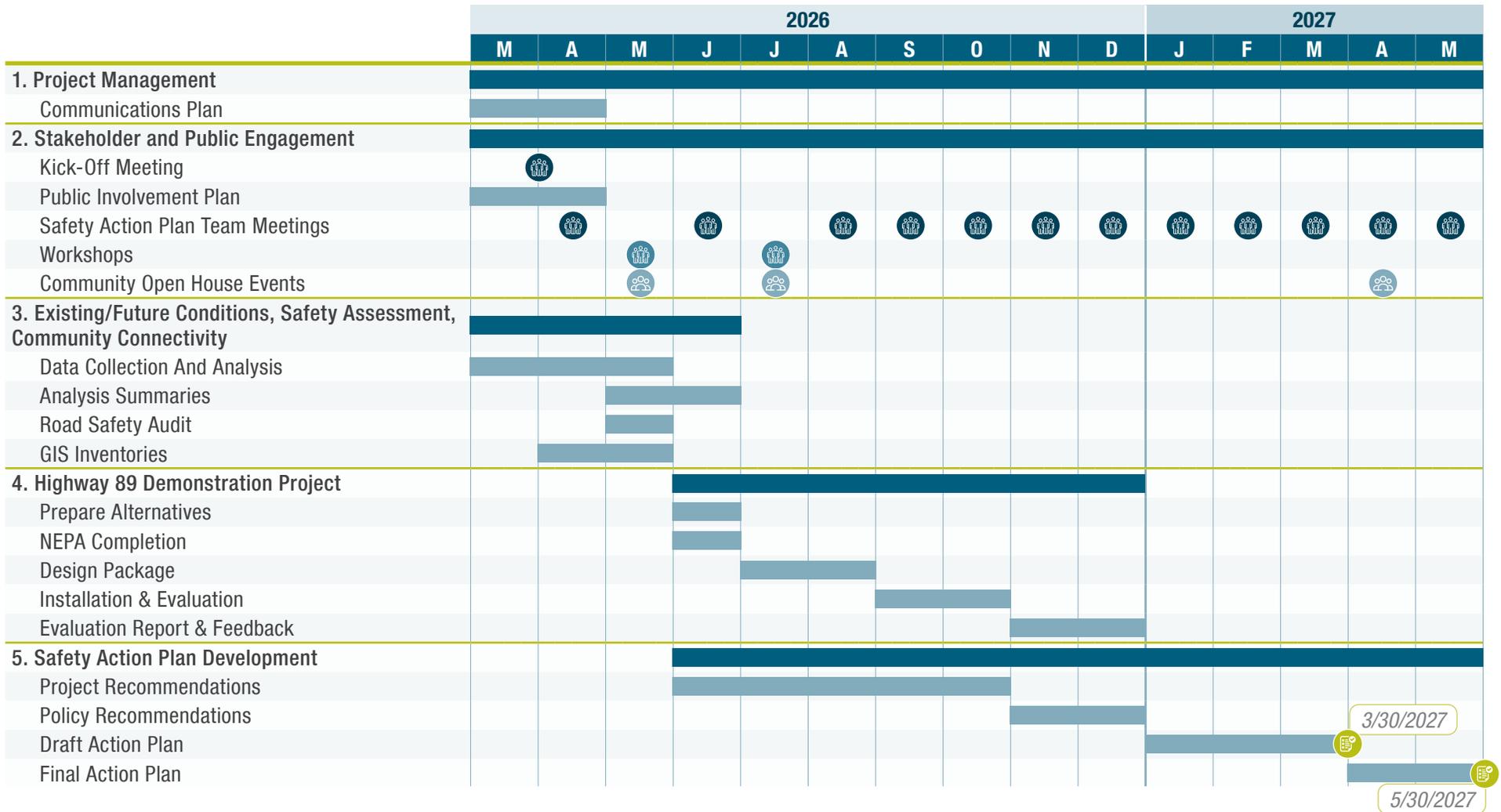
Figure 4: Castaheads



Kimley-Horn is able to maintain our excellent reputation for on-time delivery through a proprietary workload management system called "castaheads." Through this process (outlined in **Figure 4** above), tasks are able to be efficiently distributed and planned for in advance. We truly care about your deadlines and will proactively do everything we can to meet your project goals.



Figure 4: Project Schedule



3/30/2027

5/30/2027

Kimley-Horn is fully prepared to meet the milestone schedule for the Action Plan and Demonstration Project, structured within the federally permitted flexibility noted by the Town. Our team's significant SS4A experience has given us a keen familiarity with FHWA and SS4A standards and processes, which is what allows us to be very confident in our ability to maintain this schedule.

We will be available after the Final Action Plan for as-needed support leading up to the SS4A Final Report scheduled for October 31, 2027.

- = Meetings
- = Workshops
- = Open Houses
- = Deliverables

C. Presentation Ability

Kimley-Horn has extensive experience working with communities and towns similar to Alpine, where transportation decisions must balance local needs, through traffic, and seasonal tourism. Our team regularly presents findings to town staff, elected officials, and planning and zoning commissions, emphasizing clear explanations that connect safety recommendations to the community’s lived experience. We understand the realities of public engagement in a community where residents are deeply invested in how changes affect access, businesses, and daily travel. Our team has facilitated workshops, open houses, and small-group conversations in places with similar dynamics, using practical, hands-on tools that help participants understand safety challenges, evaluate trade-offs, and build consensus around feasible improvements.

Our team regularly produces graphics and visualizations that resonate with rural and recreation-oriented audiences. These may include charts and maps to show crash patterns, seasonal traffic variations, conceptual improvements, and easy-to-share summaries that support both in-person and online outreach.

In short, Kimley-Horn will help Alpine residents, employees, elected officials, and other stakeholders understand the proposed safety strategies and demonstration concepts in a transparent, accessible, and actionable way.

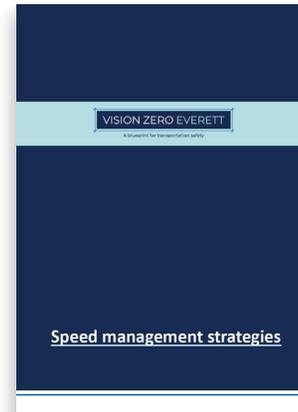


Brent presents team findings at a stakeholder workshop in Tooele, UT

D. Deliverables

Kimley-Horn is well qualified and prepared to complete all deliverables required in Section VI of the RFP, including the safety assessment, crash analysis, demonstration design and NEPA documentation, draft and final action plans, demonstration evaluation, and final SS4A report.

Our proposed project team has completed hundreds of deliverables for similar SS4A projects, ranging from corridor maps to detailed reports and posters.



4. Resumes



Brent Crowther, PE, PTOE, RSP₁

Project Manager • 25 Years of Experience

Education

- BS, Civil Engineering, Brigham Young University
- MS, Civil Engineering, Virginia Polytechnic Institute and State University

Licenses and Certifications

- Professional Engineer in CA, AZ, ID, and UT
- Professional Traffic Operations Engineer (#4166)
- Road Safety Professional 1 (#326)

Affiliations

- Member, Association of Pedestrian and Bicycle Professionals
- Member, Institute of Transportation Engineers

Introduction

Brent specializes in multimodal safety, traffic engineering, and transportation planning, with extensive experience leading intersection, corridor, and statewide safety analyses. He has contributed to nearly 30 safety plans across the country, including multiple SS4A projects for small towns, rural counties, and tourism-oriented communities. Brent brings a strong technical foundation in crash analysis, multimodal planning, and Safety Action Plan development, along with hands-on RSA experience in urban and rural settings. He has worked closely with state DOTs, MPOs, and federal partners on safety-focused planning efforts, giving him a clear understanding of agency expectations and approval processes. **Brent's consistency, clear communication, and attention to detail will help the Town develop a data-driven, federally compliant action plan and a temporary demonstration project to evaluate early safety improvements along US Highway 26/89.**

Project Experience

- **WYDOT, Wilson Bridge Replacement and Highway 22 Traffic Study, Teton County, WY — Project Manager**
 As project manager, Brent coordinated closely with WYDOT during the replacement of Wilson Bridge, which is where Wyoming Highway 22 crosses the Snake River just outside of Jackson. Brent directed the evaluation of multimodal and transit strategies needed to address congestion, seasonal travel demand, and safety challenges at this key gateway to a major tourism hub. He also led the development and simulation testing of feasible concepts, providing WYDOT with clear recommendations to incorporate into the bridge and intersection design.
- **City of Moab, SS4A Safety Plan, Moab, UT — Senior Advisor**
 As senior advisor, Brent supports Moab's SS4A Supplemental Planning effort by providing guidance on safety analysis, multimodal concepts, and policy development in a community shaped by heavy seasonal tourism, recreation traffic, and rural operating constraints. He offers strategic input on coordination with city and county staff, UDOT, and FHWA partners to advance feasible, community-supported safety strategies.
- **Iron County, SS4A SAP, Iron County, UT — Senior Advisor**
 As senior advisor, Brent supported Iron County's SS4A Action Plan by providing guidance on county-wide safety analysis, multimodal strategy development, and Safe System-aligned recommendations. He advised the project team on collaborating with rural communities, seasonal travel patterns, and multiple jurisdictions, helping shape strategies that reflect the needs of small towns facing growth and tourism pressures similar to Alpine.
- **Uintah County, SS4A CSAP — Senior Advisor**
- **Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT — Project Manager**
- **Lummi Nation, SS4A Safety Action Plan — Project Manager**
- **City of Everett, Vision Zero Safety Action Plan, Everett, WA — Project Manager**
- **City of Anacortes, SS4A CSAP, Anacortes, WA — Senior Advisor**
- **UDOT, US-6 Corridor Safety Improvements and Access Management, Helper, UT — Project Manager**
- **Salt River Pima-Maricopa Indian Community, Tribal Transportation Safety Plan, Scottsdale, AZ — Project Manager**



Curtis Rowe, PE, PTOE

QC/QA Manager • 31 Years of Experience

Education

- MS, Civil and Environmental Engineering, University of Nevada, Las Vegas
- BS, Civil Engineering, University of Nebraska, Lincoln

Licenses and Certifications

- Professional Engineer in WY (#955), CO, ID, KS, MT, NE, and UT
- Professional Traffic Operations Engineer (#555)

Affiliations

- Member, Institute of Transportation Engineers

Introduction

Curtis Rowe, PE, PTOE, is a seasoned traffic engineer with deep expertise in safety studies, multimodal corridor analysis, ITS design, and rural transportation operations. As QC/QA Manager, he will provide technical oversight and confirm all deliverables meet SS4A, WYDOT, and FHWA standards.

Curtis is a licensed Professional Engineer in Wyoming and will sign and seal all plans, bringing local regulatory familiarity and proven experience supporting safety projects throughout the region.

Project Experience

- **WYDOT, Wilson Bridge Replacement and Highway 22 Traffic Study, Teton County, WY — Project Manager**
As QC/QA manager, Curtis oversaw technical review for Kimley-Horn's role in the bridge replacement and the adjoining intersection improvements. He reviewed safety analyses, operational evaluations, and multimodal concepts to confirm alignment with WYDOT standards and project goals. Curtis also coordinated directly with WYDOT staff to provide clear, reliable feedback that informed key design decisions.
- **WYDOT, College Drive Planning, Cheyenne, WY — Project Manager**
As project manager, Curtis oversaw a planning and traffic study for the College Drive corridor between I-25 and I-80 in southeast Cheyenne. The team produced an existing conditions report evaluating intersection operations, access, sight distance, utility and topographic constraints, pedestrian and bicycle needs, and transit connections. We also prepared a transportation and mobility study for 10- and 20-year horizons to identify future roadway and intersection needs, developed a benefit-cost approach to prioritize WYDOT investments, and provided access-control recommendations. The project also included stakeholder engagement and a final public meeting to review outcomes.
- **Cheyenne Metropolitan Planning Organization (MPO), East Dell Range Boulevard/US 30 Corridor Study, Cheyenne, WY — Project Engineer**
Kimley-Horn worked with the Cheyenne MPO and many stakeholder groups to complete a corridor study for the East Dell Range and US 30 corridors on the eastern edge of Cheyenne. The corridor plan engaged the public to determine a contextually appropriate design for these two roadways to address speed, safety, and the urbanizing area; developed a 30% design for both roadways east of College Drive to the Union Pacific Railroad Overpass; and included planning-level design for roadway network improvements in the area.
- **WYDOT, Interstate 80, Utah State Line to Rawlins ITS Deployment Design — Project Manager**
- **WYDOT, Interstate 80, Laramie to Cheyenne ITS Deployment Design — Project Manager**
- **WYDOT, Interstate 25, Colorado State Line to Cheyenne ITS Deployment Design — Project Manager**
- **FHWA, NPS USFS Safety Studies, Multiple Locations, MT and CO — Project Engineer**
- **City of Lamar, Traffic and Safety Study, Lamar, CO — Principal-in-Charge**
- **Elbert County, Safety Studies, Multiple Locations, CO — Project Manager**
- **Colorado State University, Campus Transportation and Safety Study, Fort Collins, CO — Project Manager**
- **Buckley Air Force Base, Comprehensive Transportation and Safety Study, Aurora, CO — Project Manager**
- **Fort Carson, Comprehensive Transportation Study Update, Fort Carson, CO — Project Engineer**



Brandon Gonzalez, AICP

Active Transportation Advisor • 17 Years of Experience

Education

- MS, City and Regional Planning, University of Texas at Arlington
- BA, Political Science, Texas Tech University

Licenses and Certifications

- American Institute of Certified Planners (#231075)

Introduction

Brandon is an experienced transportation planner with a passion for vulnerable road user safety and connectivity in rural communities. He has a strong background in multimodal planning, corridor studies, bicycle and pedestrian planning, and safety action plans. He excels in active transportation planning, completing RSAs, and leading collaborative public engagement to deliver context-specific solutions. **Brandon brings recent safety work in neighboring Teton County and a strong understanding of the region's unique needs.**

Project Experience

- **Town of Jackson/Teton County, SS4A Action Plan, Teton County, WY* — Principal-in-Charge**
As Principal-in-Charge, Brandon provided oversight for the SS4A Action Plan serving rural communities throughout Teton County. He guided the team in developing a county-wide safety vision, multimodal strategies, and data-driven recommendations that address the region's significant seasonal tourism pressures, wildlife-related safety needs, and rural roadway constraints. Brandon supported coordination with municipal staff, county leadership, WYDOT, and federal partners to advance a comprehensive, implementable safety roadmap for Jackson and the surrounding valley.
- **Town of Aspen, SS4A Safety Action Plan, Aspen, CO* — Principal-in-Charge**
As Principal-in-Charge, Brandon oversaw both a spatial analysis of safety data along with a manual assessment of detailed crash reports to identify safety trends and patterns. Numerous walk audits were conducted, particularly in the downtown core, to receive direct input on safety observations and concerns from local residents and business owners. Given Aspen's range of land use patterns and tourism dynamics, a typology approach for recommendations was used allowing the team to identify context-specific countermeasures for different sections of the town.
- **City of El Paso, Vision Zero SS4A Action Plan, El Paso, TX* — Project Manager**
As project manager, Brandon led an extensive safety analysis, identification of both vehicular and vulnerable road user high injury networks, development of policy and infrastructure recommendations, creation of a countermeasure and quick build toolkit, and included extensive community outreach and engagement. Strategies focused on addressing the City's high pedestrian fatality rate and high-speed crashes through design standard changes and using quick-build techniques for rapid implementation. Following adoption, the City was awarded \$12M in SS4A Implementation Funding.
- **City of Mill Creek, SS4A Action Plan, Mill Creek, WA* — Principal-in-Charge**
- **City of El Paso, SS4A Implementation Grant, El Paso, TX* — Project Manager**
- **City of Richland, Richland Junction Bicycle and Pedestrian Bridge Study, Richland, WA* — Project Manager**
- **Casa Grande, Safe Routes to School Study, Casa Grande, AZ* — Principal-in-Charge**
- **Denver Regional Council of Governments, Active Transportation Plan, Multiple Locations, CO* — Project Manager (sub)**
- **Pima Association of Governments, Active Transportation Plan, Pima County, AZ* — Project Manager (sub)**
- **Maricopa Association of Governments, Active Transportation Plan, Maricopa County, AZ* — Project Manager**
- **City of Buckeye, Safety Plan, Buckeye, AZ — Project Planner**
- **Arizona Department of Transportation (ADOT), SR 264 Safety Study, Moenkopi, AZ — Project Planner**

*Project completed prior to joining Kimley-Horn



Jacob Farnsworth, PE, RSP₁

Safety Engineer • 12 Years of Experience

Education

- BS, Civil Engineering, University of Texas, San Antonio

Licenses and Certifications

- Professional Engineer in MT and UT
- Road Safety Professional 1 (#19)

Affiliations

- Member, Institute of Transportation Engineers

Introduction

Jacob works on a variety of projects including highway safety, bicycle and pedestrian, traffic analysis, planning studies, corridor safety studies, RSA, ICE studies, LRSPs, highway safety training, and traffic operations and safety analysis manual development. His expertise includes crash data analysis, Interactive Highway Safety Design Model (IHSDM) modeling, HSM crash prediction and application, crash reduction analysis, existing conditions analysis, alternative analysis, benefit-cost analysis, and GIS mapping. Jacob has been an integral team member supporting or leading a variety of safety-related planning and design projects throughout Utah, Arizona, California, Iowa, Nevada, Texas, and Virginia. He is currently involved in efforts to expand safety-related research and implementation through his efforts with the TRB Highway Safety Performance Committee, including the application of the HSM. These efforts include the facilitation of HSM crash prediction trainings, evaluating the HSM website for future improvement, updating the HSM frequently asked questions document, and identifying gaps in the current HSM crash prediction spreadsheet tools. **This integral familiarity with FHWA standards enables Jacob to guide engineering decisions for optimal success of the Town's transportation safety action plan and demonstration project.**

Project Experience

- **City of Moab, SS4A Safety Plan, Moab, UT — Project Engineer**
As project engineer, Jacob supported safety analysis, multimodal concept development, and GIS-based evaluation in a community shaped by heavy seasonal tourism and recreation demand. He contributed to technical memoranda, RSA activities, and early concept refinement. Jacob also coordinated with City staff, Grand County, UDOT, and FHWA partners to develop practical, data-driven safety strategies.
- **Iron County, SS4A SAP, Iron County, UT — Project Engineer**
As project engineer, Jacob contributed to county-wide safety analysis, equity-focused mapping, and development of recommended strategies. He helped prepare technical deliverables and supported Geographic Focus Area workshops involving small towns, Tribal communities, and regional partners. His work aided a practical, multimodal safety framework for one of Utah's largest rural counties.
- **Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT — Project Engineer**
As project engineer, Jacob supported regional safety analysis, GIS-based mapping, and identification of high-risk locations across multiple counties in the Wasatch Front. He contributed to technical memoranda, workshop preparation, and evaluation of systemic and location-specific strategies. Jacob also coordinated with WFRC staff, local jurisdictions, and transportation agencies to help shape a comprehensive, multimodal safety framework.
- **Town of Prescott Valley, SS4A SAP, Prescott Valley, AZ — Project Engineer**
- **UDOT, Pedestrian RSA, Taylorsville, UT — Project Manager**
- **Tulalip Tribe, Transportation Safety Plan, Tulalip, WA — Project Engineer**
- **Grand County/City of Moab, Transportation Master Plan, Grand County, UT — Project Engineer**
- **City of Anacortes, SS4A CSAP, Anacortes, WA — Project Engineer**



Eric Sweat, PE, RSP₁

Project Engineer • 10 Years of Experience

Education

- MS, Civil and Environmental Engineering, Brigham Young University
- BS, Civil and Environmental Engineering, Brigham Young University

Licenses and Certifications

- Professional Engineer in ID, UT, and WA
- Road Safety Professional 1 (#1813)

Affiliations

- Member, Institute of Transportation Engineers

Introduction

Eric is a transportation planning and traffic operations engineer with significant experience preparing safety plans and analyses, transportation master plans, corridor studies, bicycle and pedestrian studies and plans, traffic impact studies, and ITS planning. He has also participated in ICE and RSA studies with state agencies and local jurisdictions to improve safety for all modes: vehicles, pedestrians, and bicyclists. Eric brings expertise in solution identification and prioritization and a variety of transportation modeling and analysis to help develop and show the potential benefit of unique safety and mobility improvements for communities like Alpine. He has experience in completing usable safety and transportation plans and studies in locations of all sizes, many of them in small urban and rural areas. **Eric has a proven track record of quality, commitment to detail, and developing innovative safety solutions.**

Project Experience

- **City of Moab, SS4A Safety Plan, Moab, UT — Project Manager**
As project manager, Eric leads Moab's SS4A Supplemental Planning effort, coordinating City staff, Grand County, UDOT, FHWA, and community partners. He directs safety analysis, RSAs, multimodal concept development, and policy tasks in a community heavily shaped by seasonal tourism and recreation travel. Eric's leadership supports a practical, data-driven safety framework that helps small communities advance ready-to-implement improvements.
- **Iron County, SS4A SAP, Iron County, UT — Project Manager**
As project manager, Eric led the development of Iron County's SS4A Action Plan, coordinating county staff, small-town partners, UDOT Region 4, and public safety agencies across a large rural region. He directed safety analysis, multimodal strategy development, and geographic focus area workshops to identify practical, high-impact countermeasures. Eric's leadership helped produce a clear, implementable framework tailored to communities experiencing growth, long-distance travel needs, and seasonal tourism pressures.
- **Uintah County, SS4A Comprehensive Safety Action Plan (CSAP), Uintah County, UT — Project Manager**
As project manager, Eric led the Uintah County SS4A Action Plan, coordinating County staff, small-town jurisdictions, UDOT partners, Tribal representatives, and safety stakeholders across a large rural region. He directed safety analysis, RSAs, multimodal strategy development, and preparation of policy recommendations and the Safety Commitment Resolution. Eric's leadership supported a practical, data-driven framework tailored to communities experiencing long-distance travel needs, dispersed development, and seasonal recreation traffic.
- **Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT — Project Engineer**
- **Lewis-Clark Valley Metro Planning Organization (LCVMPO), Roadway Safety Action Plan, Lewiston, ID — Project Engineer**
- **UDOT, US-6 Corridor Safety Improvements and Access Management, Helper, UT — Project Engineer**
- **UDOT, "Walk the Road" Bicycle- and Pedestrian-Focused RSAs, Statewide, UT — Project Engineer**
- **UDOT, ICE Studies, Salt Lake City, UT — Project Engineer**
- **FHWA, Tribal Pedestrian Study, Multiple Locations, UT — Project Engineer**



Dave Tusler, PE

Roadway Design Lead • 20 Years of Experience

Education

- MBA, University of Colorado, Colorado Springs
- BS, Civil Engineering, Brigham Young University

Licenses and Certifications

- Professional Engineer in CO, NV, and UT

Affiliations

- Member, American Society of Civil Engineers

Introduction

David has nearly two decades of experience initiating, planning, scheduling, and providing oversight and quality assurance for engineering projects. He is successful at monitoring work for compliance to applicable municipal codes, current best engineering practices, and standards while facilitating effective communication and coordination with all project stakeholders and participants. **David's primary areas of expertise include roadway geometric design (horizontal and vertical), compliance review and design, cost estimation, and complete street and pedestrian facility implementation and design.** David's project experience includes several projects where he used his knowledge in the Americans with Disabilities Act (ADA) and Public Rights-of-Way Accessibility Guidelines (PROWAG) design. He has also received formal training in the new PROWAG regulations and their application through the FHWA.

Project Experience

- **City of Las Vegas, Package 1A Pedestrian Safety Upgrades, Las Vegas, NV — Project Engineer**
The Kimley-Horn team prepared final plans, specifications, and cost estimates for pedestrian-activated flashers at five intersection locations throughout Las Vegas. The project included installing 1A poles with solar-powered, pedestrian-activated rectangular rapid flashing beacons (RRFB); reconstruction of curb ramps; and installation of crosswalk markings. Kimley-Horn also evaluated alternative concepts to implement a high-intensity activated crosswalk (HAWK), Pelican Crossing, or traditional signal at one intersection location. The design at all intersections met PROWAG standards.
- **Ogden City, 20th–Harrison Intersection Improvements, Ogden, UT — Project Engineer**
Kimley-Horn is supporting Ogden City to develop the design and a construction bid package for the widening of 20th Street from Quincy Avenue to Harrison Boulevard, including what has been termed "the most dangerous intersection in Ogden." Our team developed a concept to reconfigure the intersection at Harrison Boulevard to improve safety at a five-leg frontage road connection. In addition to mitigating dangerous vehicle movements, the concept also included routing a new shared-use path through the intersection to connect to bicycle lanes and a future canyon trail.
- **Carson City, Safety Management Plan, Carson City, NV — Project Engineer**
- **Nevada Department of Transportation (NDOT), Safety Management Plans, Multiple Locations, NV — Project Engineer**
- **Salt Lake City, Kensington Neighborhood Byway, Salt Lake City, UT — Project Manager**
- **Salt Lake City, Civil Engineering Projects, Overlay, Local Street Reconstruction, and General Survey Services, Salt Lake City, UT — Project Manager**
- **Salt Lake County, Traffic Studies, Modeling, and Signals On-Call, Salt Lake County, UT — Project Manager**
NDOT, Traffic Safety Engineering Design Services (TSEDS), Statewide, NV — Project Manager



Teresa Gresham

NEPA Lead • 24 Years of Experience

Education

- MS, Civil Engineering, University of Texas, Austin
- BS, Civil Engineering, Michigan Technological University

Licenses and Certifications

- Professional Engineer in ID, NC, SC, UT, and VA

Affiliations

- Member, Institute of Transportation Engineers
- Member, Society of American Military Engineers
- Member, Women's Transportation Seminar

Introduction

Teresa Gresham leads NEPA documentation and environmental planning for federally funded transportation projects across the country, including over 100 NEPA documents for FHWA. On these projects, she has served as Environmental Lead or Project Manager responsible for preparing NEPA documents, directed public involvement, and completed community impact studies. Teresa is skilled at integrating agency coordination, community and stakeholder input, and data-driven analysis to produce clear, defensible documentation that meets federal requirements. **Her experience spans new roadway alignments, interchange projects, and context-sensitive improvements in rural and small-community settings, making her well suited to support Alpine's SS4A safety planning effort.**

Project Experience

- **WYDOT, Bridge Formula Program (BFP) Facility Condition Index (FCI), Douglas, WY — Environmental Lead**
As Environmental Lead, Teresa provided NEPA leadership with an emphasis on integrating environmental analysis into parallel design decisions. She led agency scoping, oversaw technical resource evaluations, and prepared a Categorical Exclusion in accordance with WYDOT processes and federal requirements.
- **WYDOT, Little Goose Creek Bridge CatEx, Sheridan, WY — Environmental Lead**
Teresa led environmental compliance for the Bridge EAY replacement, guiding the project's NEPA process from early scoping through delivery of a Categorical Exclusion. Her role focused on identifying purpose and need, evaluating environmental and cultural resources, and coordinating Section 106 and Section 4(f) considerations to support timely WYDOT and FHWA approval.
- **Park City, Thayne's Canyon Active Transportation Facility, Park City, UT — Environmental Lead**
Kimley-Horn is working with Park City to develop concept plans for specific segments of Thayne's Canyon Drive and Snow Creek Drive to enhance bicyclist and pedestrian access and safety while preserving existing parking and landscaping. The scope of this study includes evaluating alignment alternatives, identifying a preferred alignment, and preparing planning-level cost estimates. Teresa led the CatEx process for this project as well.
- **Sandy City, 100 East 10600 South Bridge Replacement, Sandy, UT — Environmental Lead**
- **UDOT, Foothill Boulevard Pedestrian and Landscape Improvements CatEx, Salt Lake City, UT — Environmental Lead**
- **Park City, Thaynes and Three Kings Trails CatEx, Park City, UT — Environmental Lead**
- **City of Layton, Pedestrian Bridge CatEx, Layton, UT — Environmental Lead**
- **City of Millcreek, 900 East Improvements CatEx, Millcreek, UT — Environmental Lead**



Olivia Bitton

Engagement Lead • 6 Years of Experience

Education

- MS, City Planning, University of Glasgow
- BA, Political Science, Westminster College

Introduction

Olivia is a public engagement professional with experience supporting transportation projects throughout the inter-mountain west. She excels at clear communication, relationship building, and collaborative problem solving informed by community input. Olivia's prior work at a public transit agency gives her valuable understanding of government processes and community expectations. **Olivia is particularly experienced providing public engagement services for SS4A projects, and is ready to apply that passion and familiarity to this project.**

Project Experience

- **Iron County, SS4A SAP, Iron County, UT — Public Engagement Lead**
As public engagement lead, Olivia guided a countywide outreach program involving small towns, Tribal partners, law enforcement, schools, and community-based organizations to support the development of Iron County's Safety Action Plan. She coordinated pop-up events, stakeholder meetings, and Geographic Focus Area workshops to gather input on local safety concerns, equity considerations, and priority corridors. Olivia synthesized community feedback into actionable insights that shaped the Plan's recommended strategies and helped increase its relevance to Iron County's rural communities.
- **Uintah County, SS4A CSAP, Uintah County, UT — Public Engagement Lead**
As public engagement lead, Olivia led stakeholder outreach for the Uintah County Safety Action Plan, engaging Vernal, Naples, Ballard, county partners, UDOT, and the Ute Indian Tribe to understand safety issues across this geographically dispersed region. She managed community meetings, online engagement tools, and comment summaries that informed the Plan's crash analysis, equity findings, and recommended strategies. Her work helped ground the project in local perspectives and ensured the resulting safety recommendations were community supported and practical for rural implementation.
- **City of Moab, SS4A Safety Plan, Moab, UT — Public Engagement Support**
- **Wasatch Front Regional Council, SS4A CSAP, Multiple Locations, UT — Public Engagement Support**
- **LCVMPO, SS4A Regional SAP, Lewiston, ID — Public Engagement Support**
- **SEAGO/SVMPO, Southern Arizona Transportation Safety Plan, Sierra Vista, AZ — Public Engagement Support**
- **City of Everett, Vision Zero SAP, Everett, WA — Public Engagement Support**

5. References

Below are references for similar projects we have completed in the last five years. Project summaries for most of these projects can be found in [Section 2B: Experience](#).

Town of Jackson/Teton County SS4A Action Plan

Name: Brian Schilling

Title: Teton County Pathways Coordinator

Phone: 307.732.8573

Email: bschilling@tetoncountywy.gov

Project Description: At his previous firm, Brandon Gonzalez led the development of an SS4A Action Plan for the Town of Jackson and Teton County, focusing on data-driven safety analysis, robust public engagement, and implementation-ready strategies for a high-growth community experiencing intense tourism, commuter, and multimodal travel pressures.

Consultant's Role: Prime

Wasatch Front Regional Council SS4A CSAP

Name: Wayne Bennion

Title: Director of Short Range Planning

Phone: 801.363.4250 x1112

Email: wayne@wfrc.com

Project Description: Kimley-Horn led a regional SS4A Comprehensive Safety Action Plan, integrating corridor-level safety analysis, equity considerations, and multi-agency coordination to produce scalable strategies for rapidly growing communities.

Consultant's Role: Prime

Iron County SS4A SAP

Name: Rich Wilson

Title: County Chief Engineer

Phone: 435.865.5370

Email: rwilson@ironcountyut.gov

Project Description: Kimley-Horn developed a countywide SS4A Safety Action Plan that analyzed rural crash patterns, engaged small communities through Geographic Focus Areas, and delivered prioritized strategies tailored to seasonal traffic fluctuations and limited roadway redundancy.

Consultant's Role: Prime

Everett, WA SS4A SAP

Name: Corey Hert

Title: City Traffic Engineer

Phone: 425.257.8887

Email: chert@everettwa.gov

Project Description: Kimley-Horn developed the City of Everett's SS4A-compliant Safety Action Plan, combining data-driven safety analysis, robust community engagement, and equity-focused evaluation to deliver concept designs, cost estimates, and implementation-ready strategies for high-priority corridors.

Consultant's Role: Prime

“Brent Crowther has provided high quality analysis and **assembled a diverse team to ensure the plan is informed by multiple perspectives and aligned with our goals and values**. I have found them to be highly capable partners in our safety study. Brent is ready to lead and keep tasks on point and on time with our aggressive schedule, and at the same time he is willing to take direction from our management team when requested. **As a result, we are getting a product that suits our specific needs without compromising the experience and expertise that Brent and his team bring to the project.**”

- Kip Billings

Project Manager and Transportation Engineer (retired)
Wasatch Front Regional Council

6. Project Costs

	Project Manager	QC/QA Manager	Safety Engineer	Design Analyst	Roadway Design Lead	NEPA Lead	NEPA Analyst	Active Transportation Lead	Project Engineer	Engagement Lead	Transportation Analyst	Accounting Support	Total	
Rate	\$350.00	\$350.00	\$250.00	\$150.00	\$290.00	\$350.00	\$150.00	\$290.00	\$250.00	\$150.00	\$150.00	\$135.00		
Task 1: Project Administration													\$24,525	
Monthly Project Management Team Meetings	15		15							9	15		\$12,600	
Kick-Off Meeting	3		5							2	3		\$3,050	
Bi-Weekly Touch Base	10												\$3,500	
Communications Plan	1		1							5			\$1,350	
Project Accounting			8									15	\$4,025	
Task 2: Stakeholder and Public Engagement													\$57,190	
Public Involvement Plan	2									8			\$1,900	
Workshops #1, #2, and #3	30	1	32		5			1	2	32			\$25,890	
Community Open House Events	30		30							55			\$26,250	
Town Council and Planning Commission Meetings	9												\$3,150	
Task 3: Existing/Future Conditions, Safety Assessment, Community Connectivity													\$58,600	
Data Collection	1		5								20		\$4,600	
Safety Assessment	2		25						20		50		\$19,450	
Existing and Future Conditions	2								10		20		\$6,200	
Community Connectivity	2							10			12		\$5,400	
Road Safety Audit	9		18						5		28		\$13,100	
Analysis Summaries	2	4	5						5		35		\$9,850	
Task 4: Highway 89 Demonstration Project													\$42,970	
Prepare Alternatives	4		3	20	5			2	3		3		\$8,380	
NEPA Categorical Exclusion						8	32						\$7,600	
Design Package	2		4	40	10								\$10,600	
Installation Support			15		15			4					\$9,260	
Evaluation, Feedback, and Report	2	1	4					2		6	24		\$7,130	
Task 5: Safety Action Plan Development													\$68,910	
GIS Inventory			2								24		\$4,100	
Project Recommendations	6	3	12	10	6			8	25		48		\$25,160	
Policy Recommendations	3		5						10		10		\$6,300	
Draft Safety Action Plan	12	3	16						20		45		\$21,000	
Final Safety Action Plan	8	3	10						12		20		\$12,350	
Subtotal	\$54,250	\$5,250	\$53,750	\$10,500	\$11,890	\$2,800	\$4,800	\$7,830	\$28,000	\$17,550	\$53,550	\$2,025	\$252,195	
													Traffic Data Collection	\$3,000
													Expenses (Travel, Materials/Boards, PublicCoordinate Map)	\$4,800
													Total	\$259,995

*This fee proposal does not reflect the materials/installation cost for the Highway 89 demonstration project (\$40,000)

This fee proposal is valid for 90 days from the date of receipt.



Brent C. Crowther
Project Manager and Authorized Signer

SS4A

TRANSPORTATION SAFETY ACTION PLAN & HIGHWAY 89 DEMONSTRATION PROJECT



Fehr & Peers

2180 South 1300 East, Ste 220
Salt Lake City, UT, 84106
Main: (801) 463-7600

Town of Alpine
Office of the Clerk
P.O. Box 307
Alpine, WY 83128


JORGENSEN

February 3, 2026

Transmittal Letter

Re: Proposal for the Town of Alpine Transportation Safety Action Plan and Highway 89 Demonstration Project

Town of Alpine
Office of the Clerk
P.O. Box 307
Alpine, WY 83128

PRIMARY CONTACT

Dan will manage this project from Fehr & Peers' office in Salt Lake City.

Dan Cawley

Proposed Project Manager
2180 South 1300 East, Ste 220
Salt Lake City, UT, 84106
(385) 282-7269

D.Cawley@fehrandpeers.com

SECONDARY CONTACT

Kathrine Skollingsberg

Senior Transportation Planner
2180 South 1300 East, Ste 220
Salt Lake City, UT, 84106
(385) 282-7056

K.Skoll@fehrandpeers.com

PROJECT TEAM

- Fehr & Peers
- Jorgensen Associates

Dear Selection Committee Members:

Fehr & Peers is pleased to submit our Proposal for the Safe Streets and Roads for All (SS4A) Transportation Safety Action Plan and Highway 89 Demonstration Project for the Town of Alpine, prepared in response to the Town's Request for Proposals and in full accordance with the RFP requirements and the Town's FY23 SS4A Grant Agreement.

We understand that Highway 89 & 26 plays a dual and complex role as both a high-volume regional corridor and Alpine's Main Street. This corridor must safely serve freight, commuters, visitors, and seasonal traffic while also functioning as a walkable community spine that supports local businesses, neighborhoods, and daily life. As Alpine continues to grow within its rural mountain context, the Town faces increasing multimodal safety challenges, including speed differentials, turning conflicts, pedestrian crossings, and limited bicycle facilities. This project presents an important opportunity to address these challenges through a coordinated, data-driven approach that balances regional mobility with local access and safety.

We recognize the critical relationship between the Transportation Safety Action Plan and the Highway 89 Demonstration Project. The Action Plan will establish a long-term, federally compliant framework for identifying safety risks, prioritizing improvements, and positioning the Town for future implementation funding. The Demonstration Project serves as an early, low-cost opportunity to test targeted safety treatments on Highway 89, gather data, and evaluate performance before advancing permanent improvements. Our team is prepared to integrate these efforts so that lessons learned from the demonstration directly inform the Action Plan's recommendations and implementation strategies.

Fehr & Peers brings extensive experience delivering Safety Action Plans, transportation safety studies, and data-driven analyses for rural and small-town communities. Our approach emphasizes practical solutions, clear communication, and meaningful community engagement to ensure recommendations are both technically sound and locally supported. We are joined by Jorgensen Associates, whose deep local knowledge, familiarity with Alpine stakeholders, and current role as the Town's engineer provide invaluable continuity and insight. Jorgensen's strengths in pathway design, construction, NEPA compliance, demonstration projects, and coordination with WYDOT and FHWA will be central to meeting federal requirements and advancing the project efficiently.

Firm Information

Fehr & Peers is an S Corporation established in 1985. Our Utah office, where staff would be based, is located at 2180 South 1300 East, Ste 220, Salt Lake City, Utah, 84106.

Fehr & Peers and Jorgensen jointly confirm our commitment to complete the project within all required federal milestone dates. We confirm the availability of all proposed key personnel for the full duration of the project and commit to maintaining team continuity and availability. We further confirm our agreement to comply with all applicable federal requirements, including completing NEPA and obtaining FHWA written obligation authorization prior to any final design or construction activities for the Demonstration Project.

We also affirm that neither Fehr & Peers nor Jorgensen has any actual or perceived conflicts of interest related to this project.

The attached proposal includes detailed sections addressing our project understanding, proposed approach, relevant experience, key personnel, project schedule, and project costs. We appreciate the opportunity to support the Town of Alpine in advancing safer streets, improved community connectivity, and a clear path toward long-term transportation safety improvements.

Thank you for your consideration. We look forward to the opportunity to work with the Town of Alpine on this important effort.

Sincerely,

Fehr & Peers

Maria Vyas, AICP
Principal, Fehr & Peers
Signatory

Dan Cawley
Project Manager



Putting People First in Every Solution

Whether it's people or goods, we work with communities to plan for safe, efficient movement that supports their needs. We strive to be national leaders in planning, engineering, research, and operations, and work to remain at the forefront of transportation technology, policy, and design. Recognizing the diverse needs and different ways our transportation systems work for people, our data-driven strategies help clients confidently reach their goals, creating lasting impact for all members of the communities we serve.



2025 Client Feedback

Client survey results show we consistently met or **exceeded expectations:**

- 99% in quality
- 98% in value
- 99% in service
- 100% say they would use us again



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Project Understanding

Community Context and Safety Challenges

Alpine is a growing and busy gateway community. The traffic flowing through Highways 26 and 89 affects this community on a daily basis. The sheer volume of commuters moving along these two Wyoming State highways from Star Valley and other locations to the greater Jackson area in the mornings and evenings, along with the seasonal tourist traffic, creates safety issues that can be identified.

Transportation challenges are often viewed as issues that occur along a roadway. In Alpine, however, some of the most significant multimodal safety concerns involve crossing the roadway, where the wide sections of Highway 89 can be uncomfortable and, at times, dangerous. There are pedestrian-oriented origins and destinations along both sides of the highway, resulting in jaywalking and subsequent safety issues.

The Highway 89 corridor appears benign but presents complexities that require thoughtful evaluation. For one, it is very much the “Main Street” of Alpine in every sense of the phrase: businesses, food and beverage, lodging, professional services, government, and other uses are clustered along the highway. This mix of uses creates a range of users, and the need to go back and forth across the highway. Adding the variable of seasonal traffic comprised of people who have never been to Alpine before, and are anxious to get to Jackson, and Highway 89 is primed for conflict.

Balancing Mobility, Safety, and Community Character

From a non-technical perspective, a state highway that functions as a Main Street can create conflicts and complexity due to possible conflicting needs: is the highway only for cars and trucks? What about the look and feel? Does the design support businesses that would like to have more users stop for food or lodging? Creating a safer corridor with a mix of uses combined with a state highway agency that may have differing goals can make for a complex study area, but one that our team is well-prepared to execute as we have in so many other communities.

Many of the issues outlined above demonstrate the need for this Action Plan. This once-in-a-generation opportunity will address through a community and data-driven process.

Purpose of the Action Plan and Demonstration Project

The purpose of the Action Plan and demonstration project is to help create a greater sense of place versus a place on the way to somewhere else. Making the highway safer by actions developed through the planning process is one of the clearest purposes. Additionally, this Action Plan can lay the groundwork for additional and other programs, capital projects through subsequent grants through SS4A program. Our team has successfully helped mountain communities prepare and Action Plan that led directly to securing \$15m in federal funding.



Local and Regional Coordination and Awareness

Our team's awareness of local and regional initiatives is second to none, based on Jorgensen's daily interaction with town staff and the community at-large. Our work with the regional transportation facilitation process, led by Fehr & Peers, also helped us learn about the desired pedestrian connectivity from the northern area of town along the river to the growing area north of the river and west of 89/26.

Implementing Safety Improvements in a Seasonal, Rural Context

A key factor in the success of a gateway community such as Alpine is to create a balanced, attractive transportation system that is also safe. Safety improvements can be controversial since fixes can require installation of signs, new striping, or other visually impactful measures. Working on these types of projects, such as in Alpine, can be complex due to the high seasonality, the remoteness, and the need to have a positive, solutions-oriented relationship with WYDOT. After all, they will give final approval as the plan's process develops both the demonstration project as well as concepts for future grants and implementation.

General Information

Firm Information

Fehr & Peers

We are a transportation planning and engineering firm with 24 offices and over 400 staff nationwide. Since 1985, we've partnered with public and private clients to design safer, more effective ways for people and goods to move—creating spaces where everyone can thrive, today and for generations to come.

Bringing together data, technology, and the lived experiences of the communities we serve, we help clients make confident, well-informed decisions. Along the way, we've earned national recognition for raising the bar on how transportation projects are planned, designed, and delivered. Many of our first clients still trust us with their transportation needs after decades of collaboration—a testament to the strong partnerships we build and the innovative mindset we bring to every project.

Proof of Insurance

Fehr & Peers confirms that, if awarded the contract, the firm will maintain insurance coverage meeting or exceeding all required limits for the duration of the agreement. This includes general liability insurance with limits of \$1,000,000 per occurrence and \$2,000,000 aggregate, workers' compensation insurance in full compliance with Wyoming statutory requirements, professional liability or errors and omissions insurance with minimum limits of \$500,000, and automobile liability insurance with minimum limits of \$500,000.

We don't just follow trends—we help clients anticipate what's next. With a blend of multimodal expertise, national perspective, and local insight fueled by our strong and longstanding relationships, we tailor solutions across a wide range of services to meet each community's unique needs.

- Active Transportation
- Advanced Air Mobility
- Climate Resilience & Evacuation
- Community Engagement & Equity
- Complete Streets
- Curbside Management
- Data Science
- Emerging Technologies
- Engineering & Design
- Freight & Goods Movement
- Grant Funding
- Land Use & Transportation
- Multimodal Operations Analysis
- Parking
- Public Lands & Recreation
- Safe Routes to School
- Safe System & Vision Zero
- Sports Venues & Special Events
- Transit Planning
- Transportation Demand Management
- Transportation Economics
- Travel Behavior Forecasting
- Visual Storytelling
- VMT Impacts



Jorgensen Associates

Founded as a civil engineering and surveying firm and growing into the full-service engineering, planning, survey, geotechnical, and construction management firm we are today, our focus has always been on using our skills and talents to serve and improve the communities where we live, work, and play. We take pride in doing the work right, from thoughtful design through construction, with an emphasis on long-term value for the communities we serve. Our goal is to build trusted relationships and provide dependable expertise for projects of any size.

Jorgensen’s civil engineering team provides the services needed to help ensure projects are delivered correctly and on schedule. Our civil department specializes in grading and drainage, water supply and distribution, wastewater collection and treatment, and a wide range of transportation engineering services.

Since 1974, Jorgensen has tailored its services to respect the uniqueness and sensitivity of this special place we are fortunate to call home. For more than 50 years, we have provided comprehensive civil engineering, land surveying, and public land use planning services throughout the region. Today,

Jorgensen employs more than 75 professional, technical, and administrative staff, with offices in Jackson, Pinedale, and Alpine, Wyoming. Our Alpine office strengthens our long-standing presence in western Wyoming, allowing us to work closely with local communities, agencies, and clients while bringing the full resources of the firm to projects in the area.

Our firm offers multi-disciplinary services including project management, planning, water and wastewater, site design, geotechnical engineering, structural engineering, transportation, hydraulics and hydrology, construction administration, construction management, and surveying. Having these capabilities within one firm allows us to support projects from early planning and permitting through design and construction. This depth of experience enables us to tailor our approach to the specific needs of each community and client we serve

Jorgensen supports projects throughout western Wyoming and the surrounding region through additional offices in Alpine and Pinedale. The Pinedale office is located at 58 South Tyler Avenue, while the **Alpine office** is located at 185 Highway 89, Suite F, allowing Jorgensen to maintain a strong local presence and provide responsive, on-the-ground support across Lincoln and Sublette Counties.

Experience

Familiarity with Alpine

Fehr & Peers brings nearly a decade of direct experience working in Star Valley and with communities and stakeholders connected to the Town of Alpine. Since 2017, our team has supported planning and engagement efforts that reflect the region’s rural character, growth pressures, and unique transportation challenges. Most notably, Fehr & Peers was part of the multidisciplinary team that developed the first Corridor Management Plan for the Star Valley Scenic Byway. In this role, we led development of the public engagement website, helped articulate the transportation story of the corridor, and provided transportation planning recommendations that balanced safety, mobility, and the scenic and community values that define Star Valley. This work required close coordination with local jurisdictions, agencies, residents, and visitors, and gave our team a strong understanding of how regional travel patterns and seasonal tourism affect Alpine and surrounding communities.

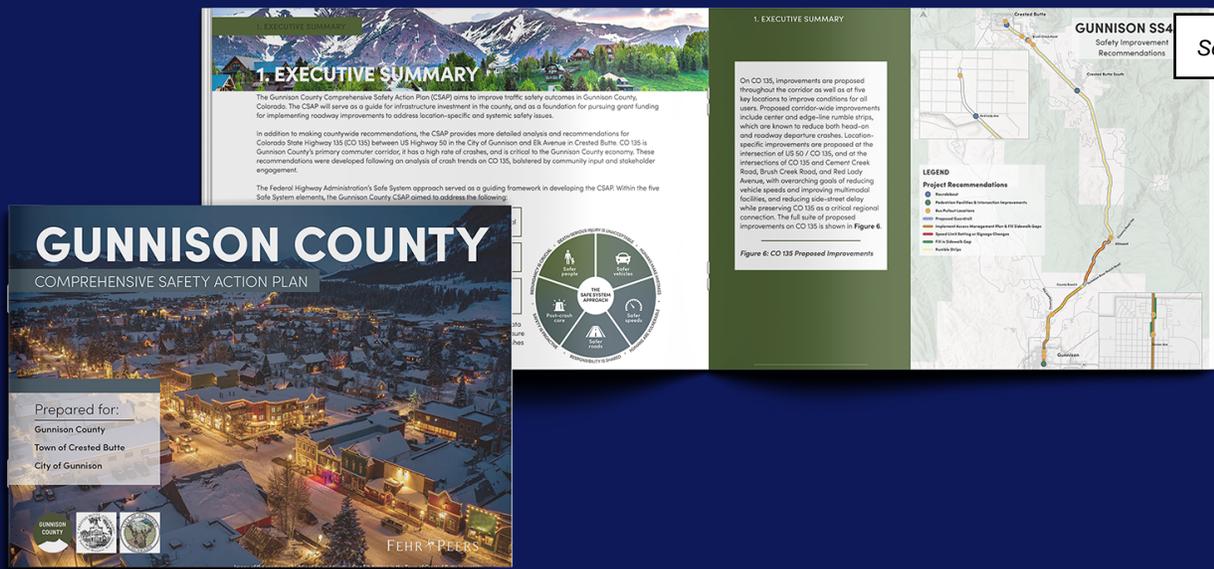
Fehr & Peers worked directly with the Town of Alpine as a key stakeholder through the Teton County Governance and Planning Facilitation project, which focused on improving regional transportation coordination across western Wyoming and eastern Idaho. Our team led an extensive stakeholder facilitation process and public engagement effort to evaluate governance options and align transportation planning across multiple jurisdictions. Through this work, we developed strong working relationships with Alpine leadership and staff, including the Mayor, and gained valuable insight into Alpine’s priorities, concerns, and vision for the future. These relationships, combined with our technical expertise in transportation safety, public engagement, and regional coordination, position Fehr & Peers to work seamlessly with the Town, WYDOT, and community partners to deliver a Transportation Safety Action Plan and Demonstration Project that are locally informed, technically sound, and responsive to Alpine’s needs.

The **Jorgensen** team has over 50 years of experience in western Wyoming, and in and around the Town of Alpine. Jorgensen currently has several employees who live in Alpine, with additional staff living throughout the Valley. The firm has maintained a satellite office in the Town of Alpine for several years as more employees have made the Valley their home. Our employees value the local community and enjoy the recreational and social opportunities Alpine provides. As the Town of Alpine continues to grow, so does Jorgensen’s presence in the area.

Jorgensen has been involved in private design and planning projects in the Valley for many years and currently serves as the Town’s engineer. In this role, Jorgensen attends Town Council meetings twice a month, gaining deep local knowledge and a strong understanding of the community’s needs. Traffic along Highways 26 and 89 has a significant seasonal and daily impact on Alpine. The sheer volume of peak-hour commuters, combined with seasonal tourism, creates safety challenges throughout the community. Addressing these challenges now will improve safety, protect quality of life, and support a stronger, more connected Alpine in the years ahead.

We are committed to excellence and to building lasting client relationships, and to best demonstrate this commitment we have combined our project experience and client references into a single, integrated section, with additional project experience and references available upon request.





Section 9, Itema.

SAFETY ACTION PLAN EXPERIENCE

Relevant Projects

REFERENCE

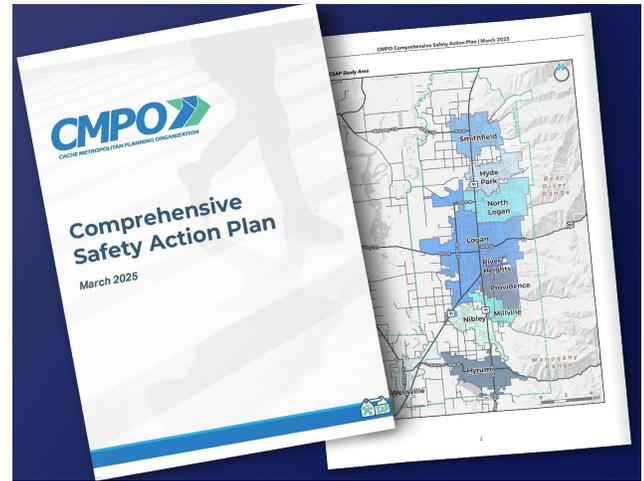
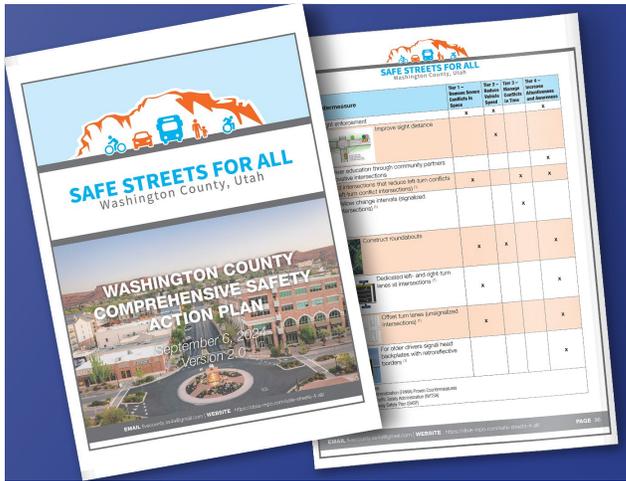
Martin Schmidt,
Gunnison County,
mschmidt@gunnisoncounty.org,
(970) 641-0044

Gunnison County Comprehensive Safety Action Plan

GUNNISON COUNTY, CO
LEAD CONSULTANT, 2023-2024

Fehr & Peers managed the development of Gunnison County’s CSAP on an accelerated timeline to apply for implementation funds as part of the 2024 cycle. Despite losing two months of the expected schedule, the team conducted community outreach through focus groups, open houses, and online surveys, performed an in-depth safety analysis of CO-135, identified as a priority corridor for the County, recommended appropriate, proven countermeasures, and delivered the final CSAP before May 1st. The plan involved multiple jurisdictions and stakeholders, including CDOT, and was tailored to address the needs of this rural county with a tourism-centric economy. In May of 2024, Gunnison County submitted an implementation grant application through the SS4A program and was awarded \$15.2 million dollars to implement recommendations developed as part of this plan.

Project Tags:
SS4A & Safety Planning Experience, Agency Coordination, Rural & Small-Town Experience



Five Counties Association of Governments Comprehensive Safety Action Plan

WASHINGTON COUNTY, UT
SUB-CONSULTANT, 2023

For the Five County Association of Governments, the MPO for the St. George, Utah region, Fehr & Peers supported the development of a SS4A-compliant, data-driven safety plan that integrated stakeholder and community engagement into all levels of decision-making for Washington County. Fehr & Peers lead the Safe System Approach integration, target and goal setting, policy development and programming, and development of a regional countermeasures toolbox. Our staff also created content for several of the stakeholder meetings, focusing on how to convey safety information in a way that inspires agencies and creates buy-in for the plan. The plan was adopted in mid-2024 in support of additional funding applications.

Project Tags:
SS4A & Safety Planning Experience, Agency Coordination, Rural & Small-Town Experience

Cache Metropolitan Planning Organization Comprehensive Safety Action Plan

CACHE COUNTY, UT
SUB-CONSULTANT, 2024

As part of a team, Fehr & Peers helped to develop a comprehensive safety action plan for the ten-city area of the Cache MPO. As part of this project, Fehr & Peers reviewed existing safety-relevant policies, analyzed safety conditions at the county-wide and individual jurisdiction level, prioritized improvements for UDOT, County and City facilities and made recommendations for near- and long-term strategies to enhance systemic safety for the region. This project included robust engagement with key jurisdictional staff from each of the cities to ensure that the recommended strategies were actionable and matched the circumstances observed by staff and community members.

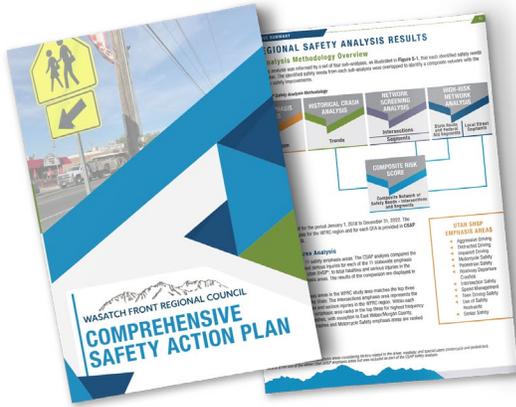
Project Tags:
SS4A & Safety Planning Experience, Agency Coordination, Demonstration Project Delivery, Rural & Small-Town Experience

REFERENCE

Myron Lee, Transportation Planning Director, Five Counties Association of Governments, (435) 673-3548 x124, mlee@fivecounty.utah.gov

REFERENCE

Jeff Gilbert, Planner, Cache Metropolitan Planning Organization, (435) 755-1634, jeff.gilbert@cachecounty.org



Wasatch Front Regional Council Comprehensive Safety Action Plan

WASATCH FRONT, UT
SUB-CONSULTANT, 2023-2024

Fehr & Peers led the equity, benchmarking, and monitoring aspects of the Comprehensive Safety Action Plan, in addition to leading the safety analysis of all non-UDOT owned facilities. Our team used our proprietary HINsight and Systemic Safety Processor tools to prioritize corridors throughout the WFRC planning area based on fatal/serious injury and risk factor trends. This analysis directly fed into identification of the priority corridor segments that WFRC is considering for the Roadway Safety Audits. For each of these priority segments, our team identified the key risk factors and recommended an array of countermeasures for the local jurisdictions to consider. Fehr & Peers staff collaborated closely with local community stakeholders throughout the WFRC region to review proposed solutions, refine concepts, and integrate comments from city staff.

Project Tags:
SS4A & Safety Planning Experience, Agency Coordination, Rural & Small-Town Experience

REFERENCE

Kip Billings, Senior Transportation Engineer and Air Quality Analyst, Wasatch Front Regional Council, kip.billings@wfrc.utah.gov, (801) 363-4250



Teton County Governance & Planning Facilitation

TETON COUNTY, WY/ID
LEAD CONSULTANT, 2023-2024

Fehr & Peers led a facilitation process with the purpose of exploring options for greater regional transportation collaborations. It utilized a “process roadmap” where a series of regional transportation leaders came together to learn more about the regional planning process and discuss a range of options moving forward. These included an informal, ongoing working group at one end to a formal organization with dedicated funding and staff support at the other. The range of representatives included federal, state, and local governments, stretching from Targhee County in Idaho to Lincoln and Sublette Counties, to staff from USFS, NPS, FHWA, and WYDOT. It was through this process that we got to know and appreciate the transportation-related concerns and opportunities in Alpine. In fact, it was a result of this collaborative process that Alpine connected with grant opportunities for trail improvements to and along the river area.

Project Tags:
SS4A & Safety Planning Experience, WYDOT & Agency Coordination, Rural & Small-Town Experience

REFERENCE

Charlotte Frei, Teton County, cfrei@tetoncountywy.gov, (307) 732-8498



Grand Teton National Park & Lake Meredith National Recreation Area Roadway Safety Studies

GRAND TETON, WY & FRITCH, TX
LEAD CONSULTANT, 2021-2022

Grand Teton National Park continues to see record-setting visitation, placing significant strain on its transportation system. Heavy use of roadways, parking areas, and adjacent resource areas has led to congestion, safety concerns, and environmental impacts throughout the year, particularly during peak summer and winter seasons. Lake Meredith National Recreation Area experiences lower overall visitation but faces its own safety challenges, with sharp increases in traffic during holidays and weekends that create concentrated periods of congestion and risk. Fehr & Peers conducted detailed roadway safety studies for both parks, including field reviews to observe conditions and document safety issues. Based on these findings, the team developed a comprehensive set of

recommended countermeasures and a phased implementation strategy spanning short-, mid-, and long-term horizons, along with cost estimates for each recommendation. Following completion of the studies, several countermeasures have already been successfully implemented, including improvements to the Gros Ventre roundabout intersection on US-191.

Project Tags:
SS4A & Safety Planning Experience, FHWA NEPA Experience, WYDOT & Agency Coordination, Demonstration Project Delivery, Rural & Small-Town Experience

REFERENCE

BriAnna Weldon, Project Manager / Landscape Architect, National Park Service, Transportation Division, (303) 969-2369, brianna_weldon@nps.gov



Salt Lake City Signal Safety Study

SALT LAKE CITY, UT
LEAD CONSULTANT, 2025

Fehr & Peers assisted UDOT and Salt Lake City in prioritizing safety improvements at signalized intersections throughout the city. This included a detailed safety hotspot analysis for all existing signals based on Rates per Million of Entering Vehicles (RMEV) and Composite Injury Rate. From this hotspot analysis, twelve priority intersections were identified across Salt Lake City, including several in western Salt Lake City approaching the unincorporated county, and appropriate mitigations were selected based on the presence of local risk factors. These mitigations were part of a mitigation toolbox developed specifically for this project.

Once mitigations were identified and confirmed with UDOT and the City, Fehr & Peers confirmed the operational impacts of these safety measures on the intersections by performing detailed operational analysis at each high priority location and making adjustments to recommendations as needed. The final outcome of this project was an implementation plan at each of the twelve priority locations, including detailed cost estimates and design concepts incorporating the final recommended mitigations.

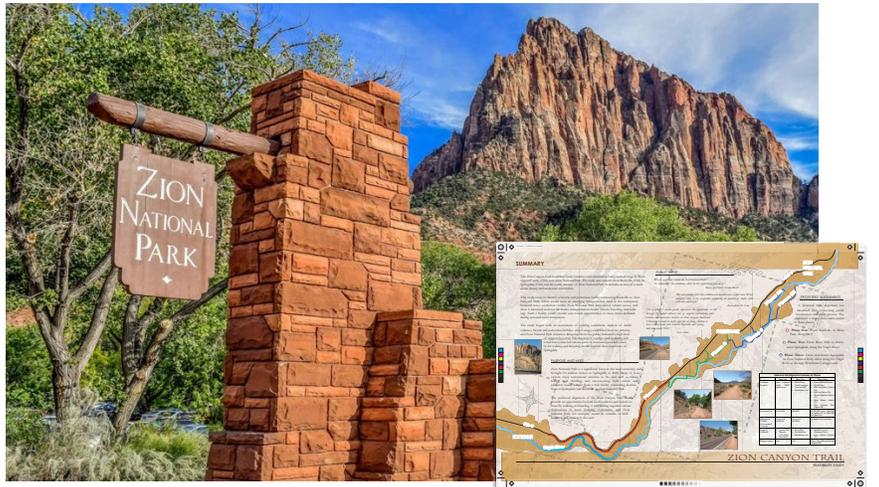
Project Tags:
Safety Planning Experience, Demonstration Project Delivery, Agency Coordination, Traffic Engineering

REFERENCE

Adam Lough: UDOT Traffic & Safety Design Engineer, alough@utah.gov, (801) 718-4326



Division Ave & Highway 2 Intersection



Division Street Roadway Safety Audit

SANDPOINT, ID
LEAD CONSULTANT, 2020-2021

Fehr & Peers was selected to perform an FHWA Roadway Safety Audit for Division Avenue from Michigan Street to Cedar Street in Sandpoint, ID. The roadway safety audit consisted of selecting a multidisciplinary audit team, gathering and analyzing data, conducting a two day field review with the audit team, preparing safety recommendations, presenting the findings to the city, and preparing a highly graphical report. The recommendations from the RSA were approved by the city council and added to the multimodal transportation plan. The RSA report included near-term, mid-term, and long-term recommendations – the city has already implemented many of the near-term recommendations.

Project Tags:
SS4A & Safety Planning Experience, FHWA NEPA Experience, Agency Coordination, Demonstration Project Delivery, Rural & Small-Town Experience

REFERENCE

Amanda Wilson (formerly Sandpoint), City of Gunnison, CO, (970) 325-3611; awilson@gunnisonco.gov

Zion National Park Trail Study

SPRINGDALE, UT
LEAD CONSULTANT, 2019

Fehr & Peers led the feasibility study for connecting Hurricane and Springdale by trail. Connecting these two popular destinations has long been a goal of both communities due to the incredible scenery and year-round climate supportive of active transportation. We had numerous difficulties with a 100% off-road alignment, at least in the short term, and the project team believed it was better to get an AT corridor established as best as possible as soon as possible. To accomplish this, we looked at a wide variety of alignments across BLM land (including riparian habitat), private land, and along public rights-of-way. Through a series of on-site visits and workshops, the team decided that the recommended alignment should be a hybrid along SR-9 and BLM lands. This plan has received some of the highest ratings for funding support from UDOT. Fehr & Peers was successful with the project in large part due to our previous trail planning work connecting Springdale to Zion National Park in 2008. For that study, our track record of thorough technical work and stakeholder engagement made our involvement with the SR-9 project an easy decision.

Project Tags:
SS4A & Safety Planning Experience, FHWA NEPA Experience, Agency Coordination, Demonstration Project Delivery, Rural & Small-Town Experience

REFERENCE

Tom Dansie, Springdale, Utah, tdansie@springdaletown.com, (435) 772-3434 x 306



BUILD Teton County Mobility Improvements (TCMI)

WILSON, WY & TETON, WY

Wilson, Wyoming is a growing community bisected by WY 22, a Minor Collector carrying approximately 16,000 vehicles per day and serving as a key regional corridor west of Jackson. Prior to this project, the corridor lacked continuous pedestrian and bicycle facilities beyond roadway shoulders. The Downtown Wilson Active Transportation Improvements Project was developed to provide safe, comfortable, all ages and abilities multimodal connectivity through the community. Jorgensen has supported transportation planning and study efforts along the WY 22 corridor since 2000. In 2021, Jorgensen was awarded the USDOT BUILD Grant for the Teton County Mobility Improvements project, which includes the Wilson Active Transportation Improvements. The work advances the corridor master plan from concept through final design and construction. Improvements include bi directional multi use pathways on both sides of WY 22, a continuous center left turn

lane, two formalized at grade crossings with ADA compliant features and an RRFB, bus and delivery pull outs, a pedestrian and bicycle bridge over Fish Creek, curb and gutter, drainage and stormwater treatment, grade modifications, signage, landscaping, and gateway features. The project has involved extensive public outreach and close coordination with WYDOT and is scheduled for construction in 2026.

The project has included extensive public outreach and communication with the public and coordination and approval from WYDOT. The project is presently scheduled to be bid and constructed in 2026.

Project Tags:
SS4A & Safety Planning Experience, FHWA NEPA Experience, WYDOT & Agency Coordination, Demonstration Project Delivery, Rural & Small-Town Experience

REFERENCE

Heather Overholser, Director of Public Works, Teton County, (307) 732-8580, ext. 8580, hoverholser@tetoncountywy.gov



Town of Pinedale Transportation Master Plan

LEAD CONSULTANT (2023–2024)
PINEDALE, WY

Jorgensen served as the lead civil engineering and planning consultant for the Town of Pinedale’s comprehensive Transportation Master Plan, delivering a future-focused, multimodal strategy for one of western Wyoming’s most vital corridors—Pine Street (US-191). The plan addressed transportation safety, pedestrian access, utility coordination, and corridor resilience through a phased implementation strategy grounded in detailed crash data analysis, public engagement, and agency collaboration.

Our team conducted a full traffic operations assessment and LOS/LOSS analysis along Pine Street, identifying high-risk segments and pedestrian conflict zones. Using FHWA and WYDOT safety frameworks, Jorgensen’s team recommended improvements such as bulb-outs, ADA-compliant crossings, drainage enhancements,

and a grade-separated pedestrian underpass at Barber Creek. These projects were paired with critical water and sewer utility upgrades to reduce lifecycle costs and avoid future disruptions. Full cost estimates, GIS mapping, and prioritization matrices were provided to guide Town and WYDOT capital planning.

The plan was specifically developed to support federal funding pursuits, including the U.S. DOT’s Safe Streets and Roads for All (SS4A) Implementation Grant. Jorgensen also authored an addendum to align the plan with SS4A’s Safe System Approach, equity considerations, and performance tracking requirements.

The effort resulted in a fully coordinated infrastructure roadmap with WYDOT, aligning with their upcoming \$4.6 million full-depth reconstruction of Pine Street and positioning the Town to secure \$3.3 million in implementation funding.

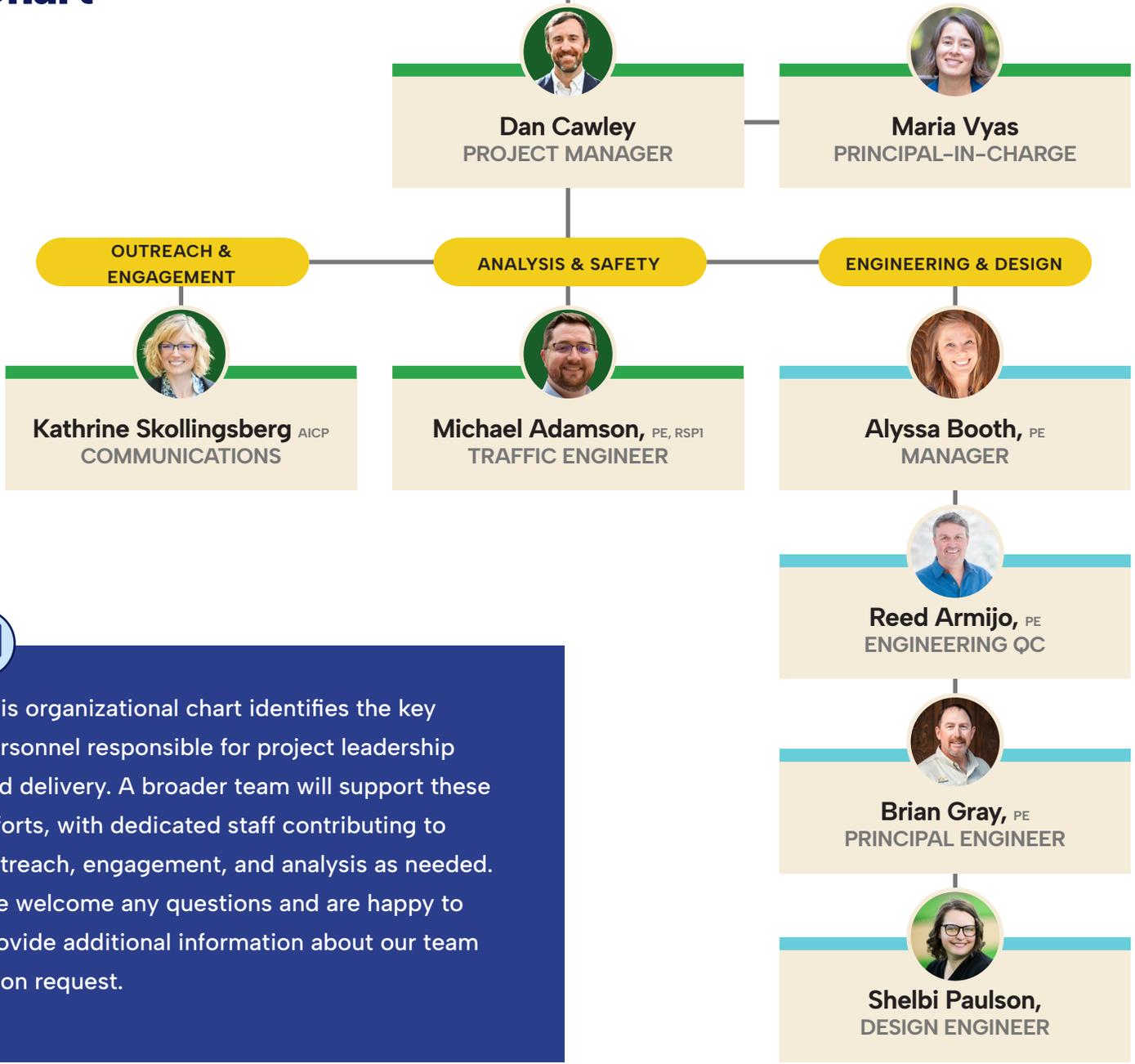
Project Tags:
SS4A & Safety Planning Experience, FHWA NEPA Experience, WYDOT & Agency Coordination, Demonstration Project Delivery, Rural & Small-Town Experience

REFERENCE

Abram Pearce, Director of Public Works, (307) 367-4136, abrampearce@townofpinedale.us

Key Personnel

Organizational Chart



This organizational chart identifies the key personnel responsible for project leadership and delivery. A broader team will support these efforts, with dedicated staff contributing to outreach, engagement, and analysis as needed. We welcome any questions and are happy to provide additional information about our team upon request.



Maria Vyas

PRINCIPAL-IN-CHARGE | FEHR & PEERS

Maria Vyas, AICP, is a Principal in Fehr & Peers’ Salt Lake City office with 27 years of experience in transportation safety, land use, and multimodal planning across the Intermountain West. She brings extensive expertise in guiding federally funded projects from safety analysis and public engagement through NEPA coordination and implementation-focused action planning.

Maria served as Fehr & Peers’ Project Manager for the Wasatch Front Regional Council Comprehensive Safety Action Plan, leading SS4A-compliant safety analysis, stakeholder coordination, and development of actionable strategies to reduce fatal and serious injury crashes. That experience directly informs her oversight of Alpine’s Transportation Safety Action Plan and Highway 89 Demonstration Project, particularly in meeting FHWA requirements and federal milestones.

She also has deep experience working in small and rural mountain communities where state highways function as main streets and regional corridors. Maria led the Summit County Active Transportation Plan Update, serving a largely rural area with seasonal tourism, high-speed roadways, and challenging winter conditions, as well as the Park City Rail Trail Master Plan. As Principal-in-Charge, she will provide strategic oversight and quality assurance to ensure the project remains grounded in Alpine’s rural context and safety priorities.

Relevant Experience

- Wasatch Front Regional Council Comprehensive Safety Action Plan
- Zion National Park Trail Study
- Summit County Active Transportation Plan Update
- Park City (UT) Rail Trail Master Plan



Dan Cawley

PROJECT MANAGER | FEHR & PEERS

Dan Cawley is a transportation planner at Fehr & Peers with a decade of experience working on transportation safety planning efforts at the local and regional level. In addition to serving as Operations Manager of our Salt Lake City office, Dan brings a depth of experience engaging with community members and stakeholders on complex planning projects – he has an innate ability to develop rapport with all involved in his work. Given the range of his safety experience, having overseen projects in both urban and rural settings, Dan excels at developing context-appropriate solutions to address safety challenges and accommodate local needs. Prior to joining Fehr & Peers, Dan was a project manager overseeing street and intersection safety improvements using quick-build design solutions for the New York City Department of Transportation’s Department of Research, Implementation, and Safety under the City’s Vision Zero program.

As Project Manager, Dan will lead day-to-day project delivery, coordination, and communication, ensuring the technical work, public engagement, and demonstration project implementation are responsive to Alpine’s rural context, community priorities, and SS4A requirements.

Relevant Experience

- Gunnison County Comprehensive Safety Action Plan
- Five Counties Association of Governments Comprehensive Safety Action Plan
- Salt Lake City Livable Streets Program
- Durango Junction Street Traffic Calming Study
- Ouray, Colorado Citywide Parking Study
- Salt Lake City Vision Zero Action Plan
- Senter Road Vision Zero Safety Study



Michael Adamson, PE, RSP,

PROJECT SAFETY LEAD ENGINEER | FEHR & PEERS

Michael is a senior transportation engineer with extensive experience in a variety of transportation projects, emphasizing in safety planning and analysis. He has detailed expertise in geospatial safety analysis, risk factor and trends analysis, countermeasure identification and prioritization, and HSM/IHSDM safety modelling. Michael recently managed UDOT’s Salt Lake City Signal Safety Study, which prioritized signalized locations citywide based on safety trends, identified key countermeasures to address issues at these locations, and developed concepts and cost estimates for near-term implementation. Michael also played key advisory roles in several comprehensive safety action plans across Utah. In addition to this CSAP experience, Michael brings years of safety planning and engineering experience from his time in Washington State, having led several jurisdiction-wide safety analyses for multiple entities throughout Thurston, Pierce and King Counties, assisting multiple communities in receiving millions of dollars in HSIP funding for a variety of safety project types.

Relevant Experience

- Salt Lake City Signal Safety Study
- Cache Metropolitan Planning Organization Comprehensive Safety Action Plan
- Wasatch Front Regional Council Comprehensive Safety Action Plan



Kathrine Skollingsberg, AICP, MCIP-I

ENGAGEMENT LEAD | FEHR & PEERS

Kathrine is a senior transportation planner, graphics designer, and engagement strategist who is passionate about creating resilient, safe, and community-beloved public streets and transportation experiences. With seven years of transportation planning experience across the Rocky Mountains, and 15 years of experience in community outreach and engagement, she leads public processes that weave together technical expertise, storytelling, and meaningful community input to create plans that reflect shared values and inspire implementation. Kathrine specializes in managing multi-disciplinary transportation planning efforts that connect design, policy, and community buy-in. She grounds her approach in partnership, building trust through transparent communication and authentic engagement with a multitude of different community and agency partners, including many community-based organizations throughout the west. Kathrine is skilled at translating technical data into narratives that resonate with community members, city staff, and elected officials alike. Her roots in the Rockies and her work in Kemmerer County allow her to take a high-level approach that considers regional context, as well as a detailed approach that reflects the unique aspects of each project and community, developing robust, community-centered plans.

Relevant Experience

- Teton County Governance & Planning Facilitation
- Wasatch Front Regional Council Comprehensive Safety Action Plan
- Cache Metropolitan Planning Organization Comprehensive Safety Action Plan
- Grand Teton National Park and Lake Meredith National Recreation Area Roadway Safety Studies
- Spanish Valley Transportation Master Plan
- Zion National Park Trail Feasibility Study
- Big Spring Scenic Backway Plan (*with another firm*)



Alyssa Booth, PE

PROJECT ENGINEER / MANAGER | JORGENSEN ENGINEERING

Alyssa is a Project Engineer with more than 10 years of industry experience in municipal and private infrastructure design and construction, project permitting, preparing bid and construction documentation, materials testing and evaluation, construction field observation, and construction contract coordination. More specifically Mrs. Booth has experience with

- Plan and Specification Review
- Wyoming SEO, WYDOT, ACOE, and WYDEQ Permit Applications
- Preparation of Bidding and Construction Plans and Specifications
- Site and Grading Design
- Utility Design – Water and Sewer
- Materials Testing of Soils, Aggregates, and Concrete
- Soil Evaluation
- AutoCAD Civil3D Drafting
- Certified Payroll and Wage Rate Review and oversight

Relevant Experience

- Sublette County School District No. 1 Safe Routes to School Plan – Pinedale, WY
- Pinedale Elementary School Pathway – Pinedale, WY
- Town of Pinedale Pedestrian Safety Project – Pinedale, WY
- Sublette County School District No. 1 Career Technology Education Center – Pinedale, WY



Brian Gray, PE

ENGINEERING QC | JORGENSEN ENGINEERING

Brian is a Principal Engineer based out of our Pinedale office, with more than 26 years of experience in civil engineering, bringing extensive expertise in the planning, design, and construction of building sites, infrastructure systems, and multi-phase development projects. Over the course of his career, he has led a wide range of projects that span educational facilities, recreational complexes, and municipal infrastructure improvements. Notably, he served as the lead civil engineer for the design-build Pinedale Elementary School, where he directed grading, drainage, utility design, and site improvements under an accelerated schedule to meet the client’s critical timeline. He also managed the Pinedale Ballfields complex, a project that required coordinating geotechnical investigations, wetlands planning, parking, and roadway design to create a functional and community-focused facility. In addition, Mr. Gray has overseen numerous municipal water and sewer rehabilitation efforts across western Wyoming, successfully guiding phased construction, utility upgrades, and the often complex regulatory approval process. Throughout his career, he has built a reputation for effectively managing collaboration among clients, contractors, funding agencies, and regulatory officials, ensuring projects are delivered efficiently and with long-term value. With a combination of practical judgment, technical expertise, and proven leadership, Mr. Gray consistently guides complex building and site expansion projects from initial concept through successful completion.

Relevant Experience

- Town of Pinedale Transportation Master Plan – Pinedale, WY
- Town of Pinedale Pedestrian Safety Project – Pinedale, WY
- Afton Readiness Center Site Plan – Afton, WY
- Kemmerer Alternative High School – Kemmerer, WY



Reed Armijo, PE

ENGINEERING QC | JORGENSEN ENGINEERING

Reed has 36 years of experience in civil engineering with an emphasis in transportation related projects. 25 of those years have been spent in Teton County, Wyoming where he has been involved with a variety of public and private projects involving transportation related services including transportation planning, traffic impact studies, transit facility planning and design, complete street design, and multimodal pathways. During his tenure with Jorgensen he has developed strong relationships wit Teton County (Wyoming and Idaho), START Bus, Jackson Hole Community Pathways, WYDOT, and the community as a whole. He has a comprehensive knowledge of project scope and delivery, from preliminary studies, planning and entitlements, to final construction. Mr. Armijo has extensive experience in shepherding projects through the public processes targeted at building consensus. He is experienced in working with large multidisciplinary teams in collaborative and successful projects.

Relevant Experience

- Town of Jackson/Teton County Fleet Storage (START Bus) and Vehicle Maintenance (Core) Facility - Jackson, WY
- Jackson Hole Community Pathways – North HWY 89 – Jackson, WY
- Wilson to Snake River Pathway, Jackson, WY
- Pearl Avenue Reconstruction Project – Jackson, WY



Shelbi Paulson

DESIGN ENGINEER | JORGENSEN ENGINEERING

Shelbi is a Design Engineer with over 2 years of civil engineering experience with Jorgensen. Ms. Paulson has been involved with the design and construction of a variety of projects including site design, multimodal pathways, and traffic impact studies throughout Wyoming and parts of Idaho. She is a WYDOT-certified Local Public Agency (LPA) professional and is well versed in the Americans with Disabilities Act accessibility guidelines and standards, the Manual on Uniform Traffic Control Devices, and the Wyoming Department of Transportation Standards for Road and Bridge Construction.

Relevant Experience

- Town of Pinedale Pedestrian Safety – Pinedale, WY
- Grand Targhee Resort – 5th Street Housing – Driggs, ID
- Snake River Sporting Club Improvements Service District – Jackson, WY
- WYDOT Natrium and TFF Entrance Traffic Impact Study and Intersection Improvements – Kemmerer, WY
- High Meadow Ranch Water District – Pinedale, WY



Project Approach

Guiding our approach to developing Alpine’s Safety Action Plan are three principles:

- **Action-Oriented:** We understand that a key goal of this project is to develop a set of implementable actions with an engineering focus on transportation safety. This project needs to result in meaningful outcomes that lead to on-the-ground projects that ultimately save lives and improve community connectivity. Our proposed approach is centered on achieving this goal, and in particular, providing Alpine clear direction on the following items:
 - Defining a prioritized set of actions Alpine and project partners can take to improve traffic safety in the Town.
 - Providing a set of engineering-based recommendations that will be competitive at receiving grant funding.
- **Data-Driven:** At Fehr & Peers, we pride ourselves in making recommendations rooted in sound data analysis. For this project, we propose a data-driven process for identifying crash trends, crash types, risk factors, defining land use contexts, recommended countermeasures, and prioritizing projects.
- **Community Informed:** The most successful projects have the backing and support of the community, with recommendations that are consistent with the values of the community. We place a high value on reaching a broad cross-section of the community, building consensus, and framing engagement activities in a way that allows the community to provide meaningful input to inform project recommendations. However, we also recognize the significant community engagement that project partners have already performed and wish to avoid engagement fatigue. For this reason, our proposed approach includes strategic community engagement. We will take a leading role in outreach and propose a variety of engagement strategies to be inclusive and comprehensive.

Ultimately, we want to make this process as easy for the Town as possible while addressing local needs and shared goals. Our detailed approach describes how we will succeed in that challenge.

TASK 1. Project Management

Our project management team, led by Dan Cawley and supported by Maria Vyas, has a collective 30+ years of experience bringing disparate stakeholders, staff, and community leaders together to define goals and objectives that integrate their varied priorities and needs. As part of a centralized scoping meeting, we will work with Town staff to develop an effective communication plan, committee structure, and decision-making process that will inform the pacing of both the demonstration project and the overall Transportation Safety Action Plan.

We stand behind the quality and reliability of our work. Our layered quality checks, risk management practices, and cost control systems provide a strong foundation for successful project delivery. We approach every project with the goal of delivering on-time, dependable results that reflect the trust our clients place in us and meet their varied needs.

TASK 1 DELIVERABLES:

- Project Management and Communication Plan



TASK 2. Safety Assessment

We bring years of local and national experience performing local and regional safety and risk factor analyses and understand how to translate complex data into clear, decision-ready products. Consistent with SS4A guidelines, we will first focus our analysis on fatal and serious injury crashes to identify risk factors contributing to safety trends across the Town, documenting these findings in a comprehensive Safety Assessment Report supported by a detailed Crash Trend Analysis. Our analysis will examine the traits of the parties involved, crash types (e.g., rear-end, broadside), preceding movements, unsafe behaviors, and contributing factors such as time of day, weather, distraction, or alcohol or drug influence.

We will also evaluate trends in contextual variables using the geospatial data compiled in Task 7, including roadway speeds, ADT (where available), functional classification, number of travel lanes, intersection controls, pedestrian and bicycle facilities, and adjacent land uses. These data will be synthesized into a Risk Factor Map that visually highlights where underlying safety risks are concentrated, with particular attention to pedestrian and bicycle safety. Given Alpine's size and crash history, this risk-based approach allows us to surface priority locations beyond those identified through crash density mapping alone, which is especially important in small and rural communities where severe crashes may be infrequent but risk factors are present and increasing.

Based on this Town-wide safety analysis, we will identify key risk factors and review them with Town staff to ensure community concerns are fully captured. Consistent with FHWA's Safe System Approach, locations with a high concentration of risk factors, along with areas with a history of fatal or serious injury crashes, will be carried forward into the project identification and prioritization process described in Task 7.

TASK 2 DELIVERABLES:

- Safety Assessment Report
- Crash Trend Analysis
- Risk Factor Map

TASK 3. Existing & Future Conditions

To supplement the safety analysis, we will leverage our nationwide experience performing detailed traffic operations analysis across a wide range of rural contexts, including communities constrained by high-volume state facilities. We will begin by working with Town staff to perform an inventory of roadway capacity using aerial imagery and on-the-ground field reviews. This effort will document existing conditions and establish future baseline assumptions along US 26/89 and key local roadways, with a focus on operational performance and multimodal constraints.

The findings will be summarized in concise Existing Conditions and Future Conditions Reports that clearly describe current operations, anticipated growth-related impacts, and system constraints affecting all users. Building on these reports, our team will work closely with the Town to identify key operational choke points to carry forward into detailed traffic operations analysis under both existing and future conditions. We will integrate this analysis with the findings from Task 2 to right-size safety recommendations against operational realities and to identify priority multimodal connectivity, operational, and safety investments for inclusion in the Transportation Safety Action Plan.

TASK 3 DELIVERABLES:

- Existing and Future Conditions Reports



We partner closely with the Town of Alpine through frequent, open coordination and inclusive public engagement.

TASK 4. Public Engagement

We will work closely with the Town of Alpine to deliver a collaborative, inclusive, and highly effective public engagement and stakeholder coordination program that supports both the Transportation Safety Action Plan and the Highway 89 Demonstration Project. A primary deliverable of this task will be the Stakeholder and Public Involvement Plan, developed early in the project in coordination with Town staff. This plan will define engagement goals, key stakeholder groups, outreach methods, meeting formats, schedules, and documentation protocols, and will serve as the roadmap for all engagement activities throughout the project.

Guided by the Stakeholder and Public Involvement Plan, we will conduct multiple public engagement activities, including at least two interactive public workshops or open houses at key project milestones. These events will present safety findings, proposed concepts, and demonstration alternatives using accessible visuals and plain language to encourage meaningful participation. In addition, we will convene targeted stakeholder focus groups with representatives from emergency services, schools, local businesses, freight and delivery interests, and other key partners to gather detailed, context-specific input that may not surface in larger public forums.

We will actively participate in Town Council and Planning and Zoning meetings at key milestones or upon request, providing clear presentations and materials to support informed discussion and decision-making. All public and stakeholder input will be systematically documented, summarized, and synthesized consistent with the Stakeholder and Public Involvement Plan, then directly incorporated into technical analysis, concept development, design refinement, and Action Plan recommendations.

In parallel, we will coordinate closely with WYDOT, Lincoln County, and other partner agencies to align technical requirements, NEPA compliance, traffic control planning, and permitting for work on the state highway system. For the Highway 89 Demonstration Project, we will work alongside Town staff to engage adjacent businesses and residents early, clearly communicate anticipated impacts and installation



We regularly plan and lead public open houses, facilitator-led workshops, and other inclusive engagement efforts.

schedules, and provide hands-on support during installation and data collection. Evaluation findings will be developed collaboratively with Alpine and shared through concise, accessible summaries that reinforce transparency and ensure lessons learned directly inform long-term, implementable safety improvements for Alpine.

TASK 4 DELIVERABLES:

- Stakeholder and Public Involvement Plan
- Two public workshop/open houses and presentation materials
- Stakeholder focus groups and summaries
- Town Council, Planning, Zoning meetings with presentation materials
- Documentation and synthesis of all community and stakeholder input
- Demonstration Project engagement materials for businesses and residents



TASK 5. Community Connectivity

Alpine’s main street is also a state highway, providing a gateway to some of Wyoming’s many recreational attractions while functioning as the center of Alpine’s unique community. This dual role results in high seasonal travel through the Town’s core, creating a barrier for residents walking, biking, and driving within Alpine itself. Fehr & Peers brings extensive experience identifying transportation choke points, barriers to access, and missing connections for users of all ages and abilities. We combine data driven analysis with on the ground observations and community input to understand where and how the transportation system falls short for people walking, biking, and driving. Building on the safety and operational analyses completed in Tasks 2 and 3, and informed by close coordination with community members, our team will identify key barriers and critical connections across the Town, with particular focus on crossings and movements along and across US 26 and 89. This work will result in a Barriers and Connections Memorandum that documents existing challenges and opportunities, supported by Community Supported Priority Locations mapping developed in GIS to clearly illustrate priority areas for improvement. Together, these deliverables will establish a clear, spatially grounded foundation for improving connectivity across WYDOT facilities and advancing subsequent planning and implementation efforts.

TASK 5 DELIVERABLES:

- Barriers and Connections Memorandum
- Community-Supported Priority Locations (GIS)

TASK 6. Transportation Inventory, Asset Management, and Project Priority List

6.1 Inventory Development

Our team has decades of experience developing and refining asset inventories for a wide range of transportation facility types. We will work closely with the Town of Alpine to develop a comprehensive inventory of transportation facilities across the community, establishing a clear baseline for future investment decisions and asset management. This inventory will include:

- **Vehicle facilities, including:**
 - Functional classification
 - Speed
 - Travel lanes and cross section
 - Traffic controls at intersections
- **Pedestrian and bicycle facilities, including:**
 - Sidewalks
 - Bicycle lanes
 - ADA ramps
 - Pedestrian crossings and signage
 - Trails
- **Lighting**
- **Wayfinding signage**

This inventory will be GIS-based and structured to support ongoing asset management, safety analysis, and future project development.

6.2 Identifying Priority Areas

Using the inventory, the safety analysis from Task 2, and the existing and future conditions analysis from Task 3, we will work with the Town to develop a set of prioritization metrics to narrow high-risk locations to a focused list of priority investment areas. These metrics will balance needs identified through the connectivity analysis in Task 5, feedback received through public engagement in Task 4, and key operational chokepoints identified in Task 3.

Priority locations will emphasize low-cost, quick-fix projects that can be implemented rapidly to address documented safety concerns, while also identifying

larger-scale projects for locations where more substantial investment is required to meaningfully reduce crash risk.

6.3 Developing Countermeasures for Priority Projects

Our team has developed an extensive database of effective safety countermeasures, strategies, and practices to reduce the number and severity of roadway collisions for all modes. Our database is built on best practices, literature reviews, and local and National countermeasure toolboxes.

Building on the identified priority locations, our team will apply an extensive database of proven safety countermeasures, strategies, and practices designed to reduce the frequency and severity of roadway collisions for all modes. This database is grounded in national best practices, FHWA guidance, literature reviews, and state and local countermeasure toolkits.

Recognizing that appropriate solutions vary by context, we will tailor countermeasure recommendations to specific facility types and settings. For example, pedestrian crossing treatments appropriate for US 26/89 differ substantially from those suitable for Grey's River Road or local neighborhood streets.

As a key Task 6 deliverable, we will develop a Recommended Proven Countermeasures Toolbox for the Town of Alpine. This toolbox will catalogue context-sensitive engineering safety countermeasures, identify where each is most applicable, and summarize relative cost, implementation complexity, and potential funding eligibility. Countermeasures will be directly linked to the priority locations identified through the prioritization process.

We will work collaboratively with Town staff to refine and right-size recommended countermeasures, emphasizing options that are lower cost, scalable, and well-positioned for future grant funding. The resulting toolbox will serve not only as support for near-term implementation, but also as a long-term resource the Town can use to evaluate safety improvements as conditions change or new opportunities arise.

TASK 6 DELIVERABLES:

- Recommended proven countermeasures toolbox

TASK 7. Demonstration Project

Our team will deliver an FHWA compliant SS4A demonstration project focused on improving pedestrian crossings and comfort along US 26/89 at key crossing locations. This task will include development of a Demonstration Project Design Package, NEPA documentation support, installation support, and a formal Demonstration Evaluation Report. Our approach will align with FHWA SS4A guidance, eligible activity requirements, and reporting expectations, ensuring the demonstration advances priority strategies, emphasis areas, and countermeasures identified in the SS4A grant application and the Safety Action Plan.

The demonstration will focus on quick build, temporary, and context sensitive treatments appropriate for a rural highway environment to enhance pedestrian visibility, comfort, and safety at two to three key crossing locations along US 26/89. The Demonstration Project Design Package will define preferred concepts, layouts, temporary materials, traffic control elements, and cost estimates, and will be developed in close coordination with Town staff and WYDOT. Potential treatments may include temporary bulb outs using bollards, striping, signage, and mobile dynamic speed feedback signage.

Our team will support NEPA documentation and agency coordination to enable FHWA approval prior to installation, and will assist the Town during demonstration installation to ensure treatments are implemented safely and as intended. Following installation, we will conduct before and after assessments of pedestrian crossing conditions, combining on the ground observational analysis of pedestrian behavior and driver yielding with surrogate safety measures such as AI enabled near miss data. Findings will be documented in a Demonstration Evaluation Report that summarizes performance, public feedback, and recommendations for refining or scaling treatments as part of the Town's long term Safe System approach.



TASK 7 DELIVERABLES:

- Demonstration Project Design Package
- NEPA Documentation Support
- Demonstration Project Installation Support
- Demonstration Evaluation Report



Illustrative Purposes Only



Illustrative Purposes Only

TASK 8. Action Plan Development

The culmination of this work will be a federally compliant Transportation Safety Action Plan that serves as both a clear policy document and a practical implementation roadmap for the Town of Alpine. The structure, format, and readability of the plan are critical to ensuring community members, decision makers, and funding agencies can readily understand the safety needs, recommended strategies, and next steps. We specialize in developing plans that are technically rigorous while remaining accessible and actionable for a wide range of audiences.

Task 8 includes preparation of all required SS4A deliverables, including NEPA Documentation Support, a Draft Transportation Safety Action Plan, a Final

Transportation Safety Action Plan, Final Plan Adoption Support, and the Final SS4A Report. The Action Plan will be clear, concise, and implementation focused, with key components including:

- **Graphics Heavy Documentation:** Visually engaging and diverse graphics that summarize the plan’s objectives, key findings as well as recommended engineering and non-engineering strategies.
- **Concepts of Key Strategies:** A set of maps showing the spread and type of strategies being implemented, in addition to conceptual designs of several of these key strategies.
- **Implementation and Funding:** Cost estimates, phasing, and detailed discussion on funding strategies and feasibility to assist the Town of Alpine as they move forward with implementation. The plan will provide robust

recommendations that staff can use to support future grant opportunities or other funding mechanisms.

The Draft Action Plan will be refined based on agency and public input and finalized for Town Council consideration. We will support the Town through final adoption and prepare a polished Final Transportation Safety Action Plan and Final SS4A Report in publication-ready PDF format, suitable for federal reporting, public distribution, and long-term use by Town staff.

TASK 8 DELIVERABLES:

- NEPA Documentation Support
- Draft Transportation Safety Action Plan
- Final Transportation Safety Action Plan
- Final Plan Adoption Support
- Final SS4A Report

Presentation Ability

Fehr & Peers places a high value on the ability to communicate complex technical information clearly, concisely, and accurately to a wide range of audiences. Effective presentation and communication skills are not optional at our firm. They are a core professional competency and a key factor in career advancement. Our staff are expected to be equally comfortable presenting technical findings to agency staff as they are facilitating conversations with elected officials, community members, and other non-technical stakeholders.

As a firm regularly involved in high-profile and sometimes controversial transportation projects, we have extensive experience presenting to Town Councils, Planning Commissions, advisory boards, and the public. Our team has also presented to the Utah State Legislature and other formal decision-making bodies, where clarity, credibility, and responsiveness are essential. This experience has reinforced our ability to anticipate questions, explain trade-offs, and present recommendations in a way that supports informed decision-making. In addition, Kathrine's experience translating complex technical analysis for elected officials, staff, and community members provides valuable insight into both the public and decision-maker perspectives, strengthening our approach to public-facing communication.

Beyond formal presentations, Fehr & Peers has led the strategy, facilitation, and execution of numerous community-based open houses, workshops, and other engagement formats in rural, suburban, and urban settings. We have extensive experience with in-person, hybrid, and virtual meetings, and we tailor materials and formats to the audience and project phase. Our approach emphasizes clear objectives, purposeful agendas, and well-designed graphics that make technical information accessible. We focus on meetings that move projects forward, ensuring each engagement has a clear purpose, produces actionable feedback, and contributes meaningfully to project outcomes rather than holding meetings for their own sake.



Similar to the level of effort we put into presentation and community engagement, we put enormous effort into graphics and deliverables. We have a visual communications team, Creative Studio, that provides top-notch support across all offices and disciplines. We know that in today's world of information overload, communicating complex, sometimes controversial data and analysis often requires innovative and eye-catching approaches.

Our Creative Studio is a company-wide resource and a key differentiator for Fehr & Peers, allowing us to consistently translate complex technical analysis into clear, engaging, and actionable materials. This multi-disciplinary team blends innovative graphic design, data visualization, cartography, 3D and future-conditions graphics, multimedia, and strategic communications to ensure project findings are accessible to decision-makers and the public alike. What truly sets our Creative Studio apart is that many of our visual communicators are also transportation planners, uniquely equipped to distill nuanced safety and mobility concepts into intuitive visuals without losing technical accuracy, ADA accessibility, or cultural sensitivity. Working hand in hand with our community engagement specialists, this team helps Alpine move from analysis to understanding, building trust, supporting informed decision-making, and ensuring that safety strategies along Highway 89 are clearly communicated and broadly supported by the community.



We deliver creative presentations through collaborative, traditional, and interactive formats.



Section 9, Itema.

This team-based approach is further strengthened by Jorgensen Associates' demonstrated ability to present and facilitate complex safety planning efforts in small-town and rural contexts. Through the Town of Pinedale Transportation Master Plan and concurrent Safety Plan, Jorgensen regularly presented safety analysis findings, corridor needs, and recommended strategies to Town staff, Town Council, Planning and Zoning, and a multi-agency Steering Committee at key decision points. These presentations were carefully structured to clearly explain crash trends, multimodal safety issues, and tradeoffs between alternatives, supporting informed policy direction and plan adoption. Jorgensen also planned and led multiple public workshops and open houses using a combination of formal presentations and interactive formats to gather feedback on safety priorities, corridor concerns, and proposed improvements. To support these discussions, the team developed clear, easy-to-understand graphics, maps, safety diagrams, and concise technical summaries that translated technical data and engineering analysis into materials appropriate for public meetings, committee review, and online distribution. Together, Fehr & Peers and Jorgensen bring a complementary and proven ability to clearly communicate SS4A safety findings, demonstration concepts, and implementation strategies to decision-makers, stakeholders, and the Alpine community, ensuring technical rigor is matched with clarity, transparency, and public trust.

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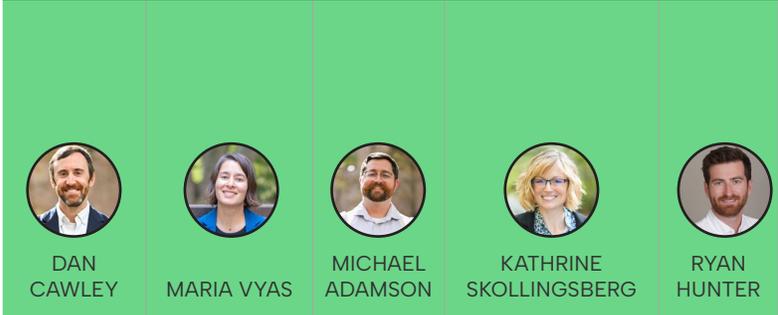
Project Schedule

Tasks	2026				
	FEB	MAR	APR	MAY	JUN
PROJECT MANAGEMENT					
Kickoff (In-person)	█				
Bi-weekly Check-ins with Town Staff		█	█	█	█
Project Management & Communications Plan	█				
SAFETY ASSESSMENT					
Safety Assessment		█	█	█	
Crash Data & Trends Analysis		█	█	█	
EXISTING & FUTURE CONDITIONS					
Existing Conditions Analysis		█	█	█	
Future Conditions Analysis		█	█	█	█
PUBLIC ENGAGEMENT					
Stakeholder and Public Involvement Plan	█				
Stakeholder Engagement #1 (in-person)				█	
Stakeholder Focus Groups		█	█	█	█
Open House #1 (In-person)				█	
Town Council and other meeting support		█	█	█	█
Stakeholder Engagement #2 (in-person)					
Open House #2 (In-person)					
COMMUNITY CONNECTIVITY					
Barriers and Connections Memorandum					
Community-Supportive Priority Locations					
TRANSPORTATION INVENTORY/ASSET, PROJECT PRIORITY LIST					
Inventory Development					
Identifying Priority Areas					
Developing Countermeasures for Priority Projects					
DEMONSTRATION PROJECT					
Demonstration Project Design Package		█	█	█	
NEPA Documentation Support	█	█			
Demonstration Project Installation Support					
Construction Starts					
Evaluation Period					
Demonstration Evaluation Report					
ACTION PLAN DEVELOPMENT					
NEPA Completion		█			
Draft Transportation Safety Action Plan					
Final Transportation Safety Action Plan					
Plan Adoption					
Final SS4A Report					

Proposed Project Costs

These proposed project costs are signed by Maria Vyas, who is an authorized representative, and will remain valid for at least 90 days from the date of submission.

FEHR & PEERS



Role:	PM	Principal-in-Charge	Traffic Engineer	Communications	Planning
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Tasks

0	PROJECT MANAGEMENT	40	12			
A	SAFETY ASSESSMENT	40	12	60	32	60
B	EXISTING & FUTURE CONDITIONS	12	12	32	32	65
C	COMMUNITY CONNECTIVITY	44	24	24	60	40
D	TRANSPORTATION INVENTORY/ASSET, PROJECT PRIORITY LIST	24	12	60	32	80
E	DEMONSTRATION PROJECT	8	8	12	12	
F	ACTION PLAN DEVELOPMENT	40	12	70	60	90
	Total Hours	208	92	258	335	228
	Rate	\$245	\$320	\$205	\$145	\$185
	Labor Costs	\$50,960	\$29,440	\$52,890	\$48,575	\$42,180
	Direct Costs (travel, copies, etc)					
	Materials for Demonstration Project (draft)					
	TOTAL ESTIMATE					

JORGENSEN									
 JEN NIELSON	 ALLYSA BOOTH	 REED ARMIJO	 BRIAN GRAY	 SHELBI PAULSON	TOTAL HOURS BY TASK	FEHR & PEERS SUBTOTAL	JORGENSEN SUBTOTAL	TOTAL COST BY TASK	PERCENT OF BUDGET
Accounting	Jorgensen Manager	Engineering QC	Principal Engineer	Design Engineer					
24	12				88	\$17,805	\$2,400	\$19,520	7%
					204	\$42,182		\$40,560	14%
				24	177	\$29,832	\$3,120	\$31,805	11%
	12	24			228	\$41,891	\$8,760	\$49,040	17%
			2	16	226	\$41,122	\$2,610	\$42,150	14%
	50	4	12	60	166	\$9,568	\$22,040	\$31,240	11%
		4	6		282	\$54,226	\$2,650	\$54,790	19%
24	74	32	20	100	1371				
\$145	\$200	\$265	\$265	\$130					
\$3,480	\$14,800	\$8,480	\$5,300	\$13,000		\$236,626	\$41,580	\$269,105	
								\$8,000	3%
								\$15,000	5%
								\$292,150	

RESUMES





Maria Vyas, AICP

Principal

About

Maria Vyas, AICP, is a Principal in the Salt Lake City office of Fehr & Peers, with 27 years of experience in transportation and land use planning. She thrives on projects that require creative, inter-disciplinary methods of evaluating complex issues, and has experience in the full spectrum of project development: planning, feasibility, design, environmental, outreach, and construction support. She is known throughout the West for tackling challenging multi-modal transportation problems and developing integrated solutions with buy-in from diverse stakeholders.

Education

B.S. Urban Planning, University of Utah, 1999

Registrations

American Institute of Certified Planners, American Planning Association, No. 018987

Presentations

Utah Chapter of the American Planning Association, Outstanding Achievement Award, 2011; and Institute of Transportation Engineers Pedestrian and Bicycle Council, National Best Project Award, 2012 (for the Utah Department of Health Bicycle and Pedestrian Design Guide)
 Transportation Research Board Tools of the Trade, 2008
 UDOT Engineering Conference, 2008, 2009, 2011, 2012, 2014, 2015, and 2016
 APA Utah Chapter Conference, 2009, 2010, 2011, 2020
 CNU 21, 2013
 Pro-Walk/Pro-Bike, 2014
 Transportation Research Board Annual Meeting, 2018
 Application of Innovative Performance Metrics, Transportation Research Record, Journal of the Transportation Research Board, 2018
 National Planning Conference, APA, 2018
 National Planning Conference, APA, 2023
 Innovative Transportation Solution Award, Northern Utah Chapter of the Women in Transportation Seminar, 2018

Relevant Project Experience

Utah Transit Authority Program Management, Wasatch Front, Utah

Maria is the planning lead for the Program Management team serving the Utah Transit Authority on a multi-year contract. Maria's expertise has been put to use in numerous planning, capital development, and community outreach capacities, including preparation of FTA Small Starts grant applications; multiple small-area transit studies, working with communities to refine needs and align expectations around the transit network; developing an active-transportation-to-transit strategy for internal policy and infrastructure decisions; project management (lead and support) for internal capital development projects; creation of a 10-Year Capital Plan; internal staff coaching and mentoring; and overseeing technical support on tasks such as traffic operations analysis and travel demand modeling, among other assignments.

Transit Innovations Grant Program Development, Utah

Maria led this effort for the Utah Department of Transportation to develop a new transit grant program in response to Utah House Bill 430. She oversaw the development of program goals, project evaluation criteria and weighting, and application materials for communities to apply for transit funding. She worked closely with the UDOT Transit Division to create a program that met legislative intent, and helped the Division explore risks and implications associated with program implementation and eligibility requirements.

Countywide Transportation Plan, Contra Costa County, California

Maria served as a strategic advisor in the development of this Plan for the Contra Costa Transportation Authority. She provided guidance in the development of goals and objectives, and advised the team on methods for condensing thousands of solicited projects into packages and categories that could be more readily grasped. She has also provided feedback and advice on communicating concepts to Board members, focusing messages on key questions and desired meeting outcomes.

Wasatch Front Central Corridor Study, Wasatch Front, Utah

Maria led this effort for the Utah Department of Transportation in partnership with the local transit agency and MPO's. The project developed multi-modal transportation solutions for the I-15/FrontRunner corridor for 2050; it included a detailed economic impact analysis and benefit cost analysis, sensitivity testing of disruptive trends, and extensive application of multi-modal performance metrics

across multiple long-term investment scenarios. The study's recommendations were incorporated fully in the Regional Transportation Plan.

I-15 Statewide Study, State of Utah

Maria led a statewide evaluation of the I-15 corridor in the State of Utah, working with four UDOT regions and central planning to identify critical current and projected performance issues on the corridor as well as procedural challenges. The study developed an ESRI StoryMap-based web tool and data dashboard for internal and external audiences, providing critical information on performance metrics and needs, asset inventory, planned projects, and policy procedures.

I-580 Transit and Multimodal Strategy, East Bay Area, California

Maria is the Principal-in-Charge providing oversight and strategic guidance for this multimodal corridor study in Oakland, California. This study is developing a mid-term strategy to promote equity, safety and sustainability through transportation investments, policies and management approaches. The focus of the study is to develop a highway pricing and managed lane plan for the corridor inclusive of express transit services, multimodal improvements on a MacArthur Boulevard, a parallel arterial, and policies to support equitable use of the investments in the corridor. Maria has been guiding the project team on the alignment of evaluation metrics with critical goals for the corridor, building investment scenarios that are geared towards meeting multi-modal needs, and developing a framework for assessing those scenarios based on the selected metrics.

Rail Trail Master Plan, Park City, Utah

Maria led this effort to create a master plan for the Rail Trail, a beloved community fixture in Park City. The project included recommendations for improvements included widening the trail footprint to accommodate a broad range of users (including pedestrians, cyclists, e-bikes, and cross-country skiers); trailhead amenities to include at minor and major nodes, such as benches, lighting, wayfinding, restrooms, shelters, and picnic areas; creating a dog-off-leash area; street crossing improvements; and wildlife viewing areas, among other recommendations. Maria oversaw an extensive outreach process to develop the recommendations, including intercept surveys conducted along the trail; public open houses; stakeholder meetings and walking audits; online surveys; and website FAQ's and comments. The Plan was unanimously adopted by the Park City Council.

Statewide Long Range Transportation Plan, 2019-2050 and 2023-2050, State of Utah

Maria has been a key contributor to the development of Utah's last two statewide long range transportation plans, on behalf of UDOT. For the 2019-2050 Plan, she led the process of gathering UDOT feedback on transportation needs and opportunities statewide; updating the socioeconomic inputs that serve as the basis for the Utah Statewide Travel Model, in cooperation with planning organizations around the State; development of an updated multi-modal transportation project list for 2050 and interim horizon years; and stakeholder engagement with critical groups such as Bike Utah, Utahns for Better Transportation, and the Utah Office of Tourism. For the 2023-2050 plan, she oversaw the assesment of travel needs based on critical performance measures, and guided the evaluation of disruptive trends at a statewide level, analyzing how factors such as telecommuting, E-

commerce, and connected and autonomous vehicles may shape the future of travel in Utah.

Montgomery County Complete Streets Corridor Studies, Silver Springs, Maryland

Maria evaluated the feasibility of retrofitting two Maryland State Highway corridors in the suburbs around Washington D.C. to accommodate Complete Streets components. This included assessments of underlying modal and Complete Streets planning recommendations from Montgomery County, review of existing roadway and right-of-way footprints and cross-sections, and development of proposed typologies and cross sections for multiple miles along each corridor. Maria also created a compendium of multiple best practice recommendation documents, such as the Global Street Design Guide, Portland's Livable Streets Design Guide, ITE's Implementing Context Sensitive Design, NACTO's Don't Give Up at the Intersection Guide, and other national and international resources, in a Best Practices Toolbox to reflect the full range of Complete Streets improvements that could be applied in each typology.

Bonanza Park/Snow Creek Small Area Plan, Park City, Utah

Maria led the assessment of transportation conditions for the potential redevelopment of a major retail district within Park City. She oversaw analysis of shared parking opportunities and traffic impacts, identified needs for ADA and walkability recommendations, and worked closely with the project team and City staff to communicate the implications of land use decision on transportation networks. Maria facilitated difficult conversations with stakeholders, advisory groups, and the public around the tradeoffs and tensions inherent between supporting walkability and tolerating traffic congestion. Her work led community partners to a more nuanced understanding of transportation choices and a different approach to level of service analysis within the City.

Main Street Bikeway Study, Salt Lake City and South Salt Lake City, Utah

Maria led a multi-disciplinary team to analyze multiple City corridors and determine the best possible configuration of bicycle facilities on each of the parallel routes. This included evaluating the feasibility of implementing lane reductions, advising on design concepts generated by Salt Lake City, and developing conceptual designs on 300 East, West Temple, and Main Street. She oversaw the incorporation of Dutch design concepts to maximize safety, placement of flex posts in buffer zones and around driveways, and addressing conflicts of bike lanes and turning movements at intersections. Maria also facilitated stakeholder involvement during pandemic times, using online workshops to gather public feedback and in-person bike tours to understand corridor conditions on-site.

Caltrain Business Plan, San Francisco Bay Area, California

Maria supported the Caltrain Business Plan through the development of the Community Corridor Interface, which analyzed the connection points between each of the communities along the Caltrain corridor and the rail facilities themselves. This included evaluating land use policies and ordinances, transportation conditions, needs for connectivity and crossings, and the benefits and impacts of increasing service along the corridor.

First/Last Mile Strategies Study, Wasatch Front, Utah

Maria led the region's first in-depth exploration of first/last mile strategies to connect riders to transit stations across the Wasatch Front. Her work led to detailed schematic plans for first/last mile improvements across the region, which became the basis of a successful 2016 TIGER grant. Many of the projects proposed during this planning study are now being implemented to improve access to transit throughout UTA's system.

State Street Transit Alternatives Analysis, Boise, Idaho

Maria led an alternatives analysis for Valley Regional Transit in the Boise metropolitan area, evaluating a range of transit alternatives based on factors such as ridership, accessibility, service to future growth areas, traffic conditions on corridors and at intersections, conceptual cost estimates, and constructability. The alternatives analysis is the latest step in a decade-long evaluation of transit in the region, and will result in a Locally Preferred Alternative for the corridor. Maria has led facilitation of a multi-agency stakeholder group, the State Street Technical Team, which includes the local highway district, the state DOT, the City of Boise, Ada County, and local redevelopment officials; their engagement through every step of the process has resulted in a high level of buy-in on the results of the analysis, even on controversial topics.

Future of Light Rail and Future of FrontRunner, Wasatch Front, Utah

Maria was involved in both of these efforts for UTA, most recently in the assessment of ridership patterns on the light rail system as part of the Future of Light Rail study. Her work on that project revealed the likely reasons for an ongoing decline in ridership and the disconnect between TOD and station-level ridership, leading to strategies that may help overcome these trends. She provided oversight on the Future of FrontRunner study, helping technical analysts translate highly detailed and data-oriented materials for a lay audience in order to better communicate key issues.

RTP Scenario Development, Treasure Valley, Idaho

Maria assisted COMPASS, the Boise-area MPO, in developing land use and transportation scenarios for their 2020 Regional Transportation Plan that reflected feedback received in values surveys from area residents, and also explored a range of futures for the communities to consider given extensive projected growth. The scenarios provided a range of density, housing type, multi-modal accommodation and investment, and integration of disruptive trends; the team named each scenario after popular Beatles songs to capture the public's attention and engage them in considering their future. The preferred scenario was then taken forward as the future land use and transportation vision for the region in 2050.

Salt Lake City Street and Intersection Typology Guide

Maria led the development of a comprehensive design reboot for all Salt Lake City streets. Fehr & Peers was retained to help Salt Lake City repurpose its infamously-wide public right-of-ways to better accommodate all transportation users. The project took a pioneering approach to the allocation of right-of-way, prioritizing space for uses such as greening, personal mobility, curbside access, vehicle mobility, and placemaking. The project team then developed over fifteen individual street typologies that prioritized different uses depending on the land use context. Maria also facilitated citywide discussions around the City's current Complete Streets policy to help highlight issues with the currently-adopted policy, explore

best practice samples from around the County, integrate advice from the National Complete Streets Coalition, and develop recommendations for enhancing their current policy.

Ogden Transportation Master Plan, Ogden City, Utah

Maria led the Transportation Master Plan for Ogden, Utah, at the northern tip of the Salt Lake City metropolitan area. As part of this exploration, Fehr & Peers led a Disruptive Trends workshop with city, regional, and state DOT staff to outline potential disruptive changes in demographics, economics, and technology. This included testing the regional travel demand model for sensitivity to disruptive variables representing transportation networking companies and connected and autonomous vehicles, such as household access to vehicles, freeway capacity, value of time, and other variables. The purpose of this exercise was to see how resilient future transportation projects might be if transportation trends change significantly, and identify which transit or roadway projects might be more or less relevant as a result.

SH-119 First/Last Mile Solutions, Boulder, Colorado

Maria advised the project team in the development of active transportation first/last mile connections to proposed bus rapid transit station locations. She oversaw the assessment of connectivity and walkshed analysis around over 15 stations, and the creation of detailed first/last mile recommendations that encompass bicycle corridor projects, safety improvements, crossing treatments, end-of-trip facilities, traffic calming, wayfinding, and other strategies.

OGX BRT TOD Implementation Plan, Ogden City, Utah

Maria supported the development of station-area land use and transportation recommendations for the OGX bus rapid transit project in Ogden. As part of this work, Maria collaborated with stakeholders and the team to identify high-priority improvements, catalogue active transportation needs and barriers to connectivity, recommend walking and bicycling improvements, and integrate all modes of transportation with the future transit network.



Dan Cawley

Senior Associate | Utah Operations Manager

About

Dan Cawley is a transportation planner at Fehr & Peers with a decade experience working on transportation safety planning efforts at the local and regional level. In addition to serving as Operations Manager of our Salt Lake City office, Dan brings a depth of experience engaging with community members and stakeholders on complex planning projects – he brings an innate ability to develop a rapport with all involved to his work. Given the range of his safety experience, having overseen projects in urban and rural settings alike, Dan excels at developing context-appropriate solutions, addressing safety challenges and accommodating local needs. Prior to joining Fehr & Peers, Dan was a project manager overseeing street and intersection safety improvements for the New York City Department of Transportation’s department of Research, Implementation, and Safety under the City’s Vision Zero program.

Education

Master of Business Administration, University of Utah, 2024

Master of Urban Planning, New York University, 2014

Bachelor of Arts – Russian, University of Vermont, 2011

Relevant Project Experience

Gunnison County CSAP | Project Manager (Gunnison County, CO)

Dan managed Gunnison County’s CSAP on an accelerated timeline to apply for implementation funds as part of the 2024 cycle. Despite losing two months of expected schedule, Dan oversaw community outreach through focus groups, open houses, and online surveys, conducted an in-depth safety analysis of CO-135 which emerged as a priority corridor for the County, identified appropriate, proven countermeasures and assembled a final CSAP. Gunnison County applied for implementation funds to construct recommended improvements on the corridor identified as part of the plan and were awarded \$15.2 for construction.

Washington County CSAP | Project Manager (Washington County, UT)

Dan managed Fehr & Peers’ efforts in support of developing Washington County’s SAP. Dan led development of plan and policy change initiatives to be codified as part of the plan, led development of a set of targeted, proven countermeasures based on frequent crash types, and project prioritization through a detailed benefit-cost analysis.

Junction Street Corridor Study (Durango, CO)

Junction Street connects downtown Durango to regional recreation destinations, residential neighborhoods, and a local middle school. These factors, combined with a history of vehicular speeding and ongoing community requests for traffic calming and improved multimodal facilities led the City to undergo a corridor traffic calming study with consultant support. Dan served as lead planner and Fehr & Peers’ project manager in evaluating existing conditions, facilitating public involvement, identification of preferred countermeasures, and collaboration on initial concept design. The concepts were advanced to final design by PST Engineering and should be released for bid in 2026.



Michael Adamson, PE, RSP

Senior Transportation Engineer

About

Michael is a senior transportation engineer with extensive experience in safety planning and operations analysis. He has completed detailed safety assessments for both WSDOT at both the spot-level and corridor-level, in addition to playing key roles in both citywide and region-wide safety analyses. These have included leading multiple local road safety plans and region-wide safety plans for communities in Washington and Utah, including leading a citywide safety study for Salt Lake City, UT, that integrated safety analysis with detailed existing and future operations analysis to prioritize key locations for safety investment across the city. In addition to these safety roles, Michael has led multiple traffic analyses in Wyoming, including traffic calming and travel demand management planning efforts within Teton County for the county itself and more rural communities within its boundaries.

Key Project Experience

Salt Lake City Signal Safety Study, UDOT (2025)

Michael led a citywide safety study focused on city- and UDOT-owned signalized intersections. As part of this study, Michael led an analysis of trends and risk factors citywide, then identified key intersection hotspots where countermeasures could be considered. In coordination with UDOT and City staff, Michael led site visits at 12 intersection locations and identified a robust set of countermeasures that balanced safety risk factors with the operational realities of each location. For each of these locations, detailed project costs and concepts were developed and carried quickly to implementation.

Wasatch Front Regional Council Comprehensive Safety Action Plan, Salt Lake City, UT (2023–2024)

Michael served as safety and equity advisor in the development of a comprehensive safety action plan for all jurisdictions within the Wasatch Front Regional Council boundary. As part of the WFRC CSAP, Michael led the development of the safety analysis and equity frameworks for local roads, in addition to providing detailed countermeasure identification for over three dozen priority safety investment locations along locally owned corridors across the Wasatch Front; the analysis performed for these locations directly feeds into the identification of corridors for the RSA's WFRC is endeavoring to perform.

Other Relevant Project Experience

- Comprehensive Safety Action Plan (Cache County, UT)
- South Pierce Multimodal Corridors Study (WSDOT)
- Local Road Safety Plan (Auburn, WA)
- Countywide Intersection Safety Analysis (Thurston County, WA)
- Local Road Safety Plan (DuPont, WA)
- Traffic Calming and TDM Support (Rafter J Ranch, WY)
- Resort Demand Management Support (Teton County, WY)

Education

M.S., Civil Engineering, Brigham Young University

B.S., Civil Engineering, Brigham Young University

Registrations

Licensed Civil Engineer:

Wyoming (#21034)

Utah (#13889539)

Washington (#22022929)

Idaho (#23398)

Road Safety Professional I (#1392)

Expertise

- Traffic Engineering
- Traffic Impact Studies
- Operational Analysis
- Multimodal Long Range Planning
- Safety Analysis

Publications

Study Area Trip Distribution Method for Traffic Analysis, ITE Journal, October 2021

Developing Decision Boundaries for Left-Turn Treatments, Transportation Research Board, April 2020

An Analysis of Decision Boundaries for Left-Turn Treatments, Utah
Department of Transportation Report UT-19.05, April 2019



Kathrine Skollingsberg, AICP, MCIP-I

Senior Transportation Planner & Graphic Designer

About

Kathrine is a senior transportation planner, graphics designer, and engagement strategist who is passionate about creating resilient, safe, and community-beloved public streets and transportation experiences. With seven years of transportation planning experience and 15 years of experience in community outreach and engagement, she leads public processes that weave together technical expertise, storytelling, and meaningful community input to create plans that reflect shared values and inspire implementation. Kathrine specializes in managing multi-disciplinary transportation planning efforts that connect design, policy, and community buy-in. She grounds her approach in partnership, building trust through transparent communication and authentic engagement with a diverse array of community and agency partners, including many community-based organizations throughout the West. Kathrine is skilled at translating technical data into narratives that resonate with community members, city staff, and elected officials alike. Her roots in the Rockies and her work in Kemmerer County allow her to take a high-level approach that considers regional context, as well as a detailed approach that reflects the unique aspects of each project and community, developing robust, community-centered plans.

Highlighted Relevant Project Experience

Teton County Governance & Planning Facilitation (Teton County, ID and WY)

Fehr & Peers led a multi-jurisdictional planning effort to explore governance options to improve regional transportation coordination across the complex Teton region. Kathrine led stakeholder outreach and engagement, organizing and facilitating a regional open house and coordinating a multi-agency task force that included local governments, two state DOTs, national parks, federal land agencies, and community representatives. She also led visual communications and graphic design, producing web-based materials, GIS mapping, and clear decision-support graphics used by technical staff and elected officials. Kathrine translated complex governance and policy concepts into accessible visuals and plain-language materials, helping align diverse partners, support informed decision-making, and build consensus. The effort resulted in the creation of a permanent regional transportation task force spanning two states and multiple agencies.

Mountainland Association of Governments (MAG) Active Transportation Full Build-out Scenario (Utah County, UT)

Kathrine served as Project Manager and led the development of a countywide active transportation full build-out scenario for MAG, guiding a complex regional planning process spanning 25 municipalities with diverse priorities, development patterns, and political contexts. She led all stakeholder and public engagement efforts, designing and facilitating targeted workshops, coordination meetings, and consensus-building discussions with municipal staff, elected officials, regional partners, and advocacy groups. Through clear facilitation and thoughtful communication, Kathrine helped participants understand tradeoffs, align local goals with regional objectives, and build shared ownership of the resulting network vision.

In parallel, Kathrine oversaw the development of a data-driven active transportation framework grounded in safety analysis, network connectivity, and equitable access. She coordinated technical inputs and prioritization methods to ensure consistency across jurisdictions while allowing flexibility to reflect local context and community values. By pairing strong facilitation with clear visual and written materials, Kathrine translated complex technical analysis into accessible information that supported informed decision-making. Her leadership resulted in a broadly supported implementation-ready regional active transportation strategy that balanced technical rigor with local vision and positioned MAG and its member communities to advance coordinated funding and delivery.

Education

Master of City & Metropolitan Planning, with certificates in Ecological Planning, Smart Growth & Transportation, University of Utah

B.S. Urban Ecology & Planning, University of Utah

Registrations

- AICP (37083)
- MCIP-I (46905)

Affiliations

American Planning Association (APA)

Women in Transportation Seminar (WTS)

Institute of Transportation Engineers (ITE)

International Association for Public Participation (IAP2)

American Institute of Graphic Design (AIGD)

Presentations

Caregiving, Accessibility, and Community Planning – Heart of Care, University of Utah (2025)

Relevant Experience at Other Firms

Big Spring Scenic Backway Plan

Fossil Basin Area Trail Plan

ALLYSA BOOTH | P.E.

CIVIL PROJECT ENGINEER

Mrs. Booth is a Project Engineer with more than 10 years of industry experience in municipal and private infrastructure design and construction, project permitting, preparing bid and construction documentation, materials testing and evaluation, construction field observation, and construction contract coordination. More specifically Mrs. Booth has experience with:

- Plan and Specification Review
- Wyoming SEO, WYDOT, ACOE, and WYDEQ Permit Applications
- Preparation of Bidding and Construction Plans and Specifications
- Site and Grading Design
- Utility Design- Water and Sewer
- Materials Testing of Soils, Aggregates, and Concrete
- Soil Evaluation
- AutoCAD Civil3D Drafting
- Certified Payroll and Wage Rate Review and oversight

PROJECT EXPERIENCE

SUBLETTE COUNTY SCHOOL DISTRICT NO. 1 SAFE ROUTES TO SCHOOL PLAN - PINEDALE, WY

Collaborated with Sublette County School District No. 1, the Recreation Board, Town of Pinedale, WYDOT, and the Sheriff's Department to develop a Safe Routes to School Plan addressing student transportation and safety. Prepared overview maps of transportation routes, signage, and striping; evaluated existing route conditions; identified transportation deficiencies; and proposed practical solutions to improve connectivity and safety.

PINEDALE ELEMENTARY SCHOOL PATHWAY - PINEDALE, WY

Collaborated with WYDOT, the Town of Pinedale, and permitting agencies to deliver a project providing a safe multi-use path and emergency access route to Pinedale Elementary School. Reviewed design plans and aided in preparing specifications for approximately 0.92 miles of pathway, including a bridge crossing over Barber Creek. Coordinated with agencies to ensure environmental compliance and met criteria for federal funding.

TOWN OF PINEDALE PEDESTRIAN SAFETY PROJECT - PINEDALE, WY

Coordinated with the Town of Pinedale and WYDOT to advance a pedestrian safety project aimed at improving connectivity and ADA accessibility on the urban fringes of town. Oversaw the project team and subconsultants, reviewed and contributed to design deliverables, and prepared Categorical Exclusion documents for environmental clearance. Assisted with agency approvals and stakeholder communication to support improvements including multi-use pathways, ADA-compliant sidewalks, lighting enhancements, and a below-grade crossing at Barber Creek.

SUBLETTE COUNTY SCHOOL DISTRICT NO. 1 CAREER TECHNOLOGY EDUCATION CENTER - PINEDALE, WY

Managed civil site design for a new 22,531-square-foot Career Technology Education Center for Sublette County School District #1. Collaborated with the school district to meet site requirements and coordinated with the project architect to ensure design integration. Oversaw design and preparation of construction documents, utility extensions for water, sewer, and fire suppression, and site layout for parking and vehicle turning movements. Directed stormwater drainage analysis, geotechnical evaluation, and DEQ permitting for water and sewer services while supporting the Town of Pinedale building permit process.

Section 9, Itema.



EDUCATION

B.S. in Civil Engineering
University of Wyoming

PROFESSIONAL REGISTRATION

Professional Engineer
No. 15929 - Wyoming



JORGENSEN

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BRIAN GRAY | P.E.

PRINCIPAL IN CHARGE

Mr. Gray is a Principal Engineer based out of our Pinedale office, with more than 26 years of experience in civil engineering, bringing extensive expertise in the planning, design, and construction of building sites, infrastructure systems, and multi-phase development projects. Over the course of his career, he has led a wide range of projects that span educational facilities, recreational complexes, and municipal infrastructure improvements. Notably, he served as the lead civil engineer for the design-build Pinedale Elementary School, where he directed grading, drainage, utility design, and site improvements under an accelerated schedule to meet the client's critical timeline. He also managed the Pinedale Ballfields complex, a project that required coordinating geotechnical investigations, wetlands planning, parking, and roadway design to create a functional and community-focused facility. In addition, Mr. Gray has overseen numerous municipal water and sewer rehabilitation efforts across western Wyoming, successfully guiding phased construction, utility upgrades, and the often complex regulatory approval process. Throughout his career, he has built a reputation for effectively managing collaboration among clients, contractors, funding agencies, and regulatory officials, ensuring projects are delivered efficiently and with long-term value. With a combination of practical judgment, technical expertise, and proven leadership, Mr. Gray consistently guides complex building and site expansion projects from initial concept through successful completion.

PROJECT EXPERIENCE

TOWN OF PINEDALE TRANSPORTATION MASTER PLAN - PINEDALE, WY

Jorgensen served as the lead civil engineering and planning consultant for the Town of Pinedale's comprehensive Transportation Master Plan, delivering a future-focused, multimodal strategy for one of western Wyoming's most vital corridors—Pine Street (US-191). The plan addressed transportation safety, pedestrian access, utility coordination, and corridor resilience through a phased implementation strategy grounded in detailed crash data analysis, public engagement, and agency collaboration. Mr. Gray led the development of the Town of Pinedale's Transportation Master Plan, including multimodal safety analysis, future growth modeling, and public infrastructure prioritization. Coordinated closely with WYDOT and local stakeholders to align the plan with state and federal funding programs, including SS4A. Delivered cost estimates, crash data evaluation, ADA compliance strategies, and water/sewer utility integration. Final deliverables supported capital planning, grant applications, and full-depth corridor reconstruction.

TOWN OF PINEDALE PEDESTRIAN SAFETY PROJECT - PINEDALE, WY

Mr. Gray coordinated with the Town of Pinedale and WYDOT to advance a pedestrian safety project aimed at improving connectivity and ADA accessibility on the urban fringes of town. Oversaw the project team and subconsultants, reviewed and contributed to design deliverables, and prepared Categorical Exclusion documents for environmental clearance. Assisted with agency approvals and stakeholder communication to support improvements including multi-use pathways, ADA-compliant sidewalks, lighting enhancements, and a below-grade crossing at Barber Creek.

AFTON READINESS CENTER SITE PLAN - AFTON, WY

Mr. Gray served as the Project Manager (part time) on the project. This project incorporated the construction of a Wyoming National Guard Readiness Center and the surrounding site improvements. The site plan included the design of entrance roadways and parking lots, subgrade considerations, mass grading, waterlines, sewer lines, and storm drainage infrastructure. This project design was developed to adhere to the Army National Guard Facilities Allowances 415-12. There was a significant amount of coordination that took place between different design entities including civil engineers, mechanical engineers, architects, and contracting companies. Mr. Gray's management ensured that site infrastructure was delivered to strict military standards while maintaining clear communication among all disciplines involved.

KEMMERER ALTERNATIVE HIGH SCHOOL - KEMMERER, WY

Senior Project Manager for the design of a high school in Wyoming. Project included design services from grading, drainage, utilities (water/sewer/power/phone), to parking lots and roadway. Construction services included construction observation, materials testing, and construction surveying. Project challenges included demolition of an existing building on site as well as asbestos remediation. Mr. Gray's oversight ensured safe demolition, coordinated utility integration, and a well-prepared site for new

Section 9, Itema.



EDUCATION

M.S. in Civil Engineering
University of Wyoming

B.S. in Architectural
Engineering
University of Wyoming

PROFESSIONAL REGISTRATION

Professional Engineer
No. 9931 - Wyoming

Professional Engineer
No. 7576458-2202 -
Utah



JORGENSEN

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REED ARMIJO | P.E.

TRANSPORTATION ENGINEER

Mr. Armijo has 36 years of experience in civil engineering with an emphasis in transportation related projects. 25 of those years have been spent in Teton County, Wyoming where he has been involved with a variety of public and private projects involving transportation related services including transportation planning, traffic impact studies, transit facility planning and design, complete street design, and multimodal pathways. During his tenure with Jorgensen he has developed strong relationships with Teton County (Wyoming and Idaho), START Bus, Jackson Hole Community Pathways, WYDOT, and the community as a whole. He has a comprehensive knowledge of project scope and delivery, from preliminary studies, planning and entitlements, to final construction. Mr. Armijo has extensive experience in shepherding projects through the public processes targeted at building consensus. He is experienced in working with large multi-disciplinary teams in collaborative and successful projects.

PROJECT EXPERIENCE

TOWN OF JACKSON/TETON COUNTY FLEET STORAGE (START BUS) AND VEHICLE MAINTENANCE (CORE) FACILITY - JACKSON, WY

Mr. Armijo served as the Project Manager, responsible for leading a multi-disciplinary team in the planning, design and construction of a transit and maintenance facility. Project elements include site analysis, recommendation, and selection; programming for needs out to a 20-year horizon to ensure the facility meets the future growth of the system; and planning, design, and construction administration. Phase 1 construction (\$14M) was completed in 2015 and Phase 2 is currently under construction. The project received a USDOT/FTA TIGER 5 Grant of \$8M which Mr. Armijo assisted the Town in administering.

JACKSON HOLE COMMUNITY PATHWAYS – NORTH HWY 89- JACKSON, WY

Principal-in-Charge responsible for project coordination, planning, design, permitting, and construction of an approximately 6.25 miles pathway and associated structures. Project elements include finalizing horizontal and vertical alignments; tunnel and retaining wall design; bridge planning, permitting, and design; hydraulic and hydrogeological modeling; and route selection. Additionally multi-agency coordination and review were required and included Teton County, WYDOT, US Fish and Wildlife, National Elk Refuge, WF HA, National Museum of Wildlife Art, and the National Park Service.

WILSON TO SNAKE RIVER PATHWAY, JACKSON, WY

Mr. Armijo is the Principal-in-Charge for the Wilson to Snake River pathway project. This project includes the design of a new pathway along WY 22 from Wilson to the Snake River. An exciting feature of this project is a new bicycle/pedestrian bridge across Fish Creek. A detailed hydraulic model is being developed to analyze the effects of piers on Fish Creek hydraulics to ensure a no-rise of the base flood elevation occurs. Bridge spans and pier placement will be guided by this study. The analysis will also be used for scour analysis of the new bridge. Aesthetics are also being taken into consideration. The project also includes property owner and stakeholder meetings soliciting input on the project, as well as a public open house meeting at the Old Wilson School House.

PEARL AVENUE RECONSTRUCTION PROJECT- JACKSON, WY

This project involved a multi-disciplinary team of planners and designers responsible for developing and implementing a fast track process of obtaining public input through an intensive charrette process, developing a conceptual design, developing construction documents, and administering construction. The project considered the reconstruction of this important Jackson street and underground utilities from building face to building face. Consideration of the needs of transit, pedestrians, bicycles, and vehicles were all carefully evaluated in developing a balanced plan for the corridor. Sr. Project Manager responsible for design and construction of a major street and underground utilities project for the Town of Jackson.

Section 9, Itema.



EDUCATION

B.S. in Civil Engineering,
Gonzaga University

PROFESSIONAL REGISTRATION

Professional Engineer
No. 8309 - Wyoming

Professional Engineer
No. 6870 - Idaho



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JORGENSEN

SHELBI PAULSON |

CIVIL DESIGN ENGINEER

Ms. Paulson is a Design Engineer with over 2 years of civil engineering experience with Jorgensen. Ms. Paulson has been involved with the design and construction of a variety of projects including site design, multimodal pathways, and traffic impact studies throughout Wyoming and parts of Idaho. She is well versed in the Americans with Disability Act accessibility guidelines and standards, the Manual on Uniform Traffic Control Devices and the Wyoming Department of Transportation (WYDOT) Standards for Road and Bridge Construction.

PROJECT EXPERIENCE

TOWN OF PINEDALE PEDESTRIAN SAFETY - PINEDALE, WY

For the Town of Pinedale Pedestrian Safety Project, Shelbi served as a critical design team member. Shelbi was responsible for a large portion of the project design and drafting including pathway, sidewalk, crosswalk, highway culvert, underpass, signage and Americans with Disabilities Act (ADA) curb ramps along Pine Street. She was also responsible for preparing the project specifications and preparing quantities for the multi phased construction project. The focus of this project was creating a safe, accessible and efficient pedestrian network that meets the highest standards of safety and inclusivity along the Town of Pinedale's main street corridor.

GRAND TARGHEE RESORT – 5TH STREET HOUSING - DRIGGS, ID

As the lead designer, Shelbi was responsible for evaluating site stormwater and designing grading for the 5th Street housing project. The project consisted of two residential apartment buildings for Grand Targhee Resort staff housing with onsite parking lot and drainage features within Driggs, Idaho. Shelbi was also responsible for evaluating utility service connections for the complex and evaluating Teton County, Idaho Standards.

SNAKE RIVER SPORTING CLUB IMPROVEMENTS SERVICE DISTRICT - JACKSON, WY

As a member of the project team, Shelbi was responsible for gathering traffic counts and data and analyzing the data for the intersection of the highway and the turn to the Snake River Sporting Club. She was also heavily involved in preparing the annual traffic report for the Sporting Club in order to maintain compliance with Teton County traffic regulations. The annual report summarizes the always improving Sporting Club activities through traffic volumes, turning movements and traffic analysis.

WYDOT NATRIUM AND TFF ENTRANCE TRAFFIC IMPACT STUDY AND INTERSECTION IMPROVEMENTS - KEMMERER, WY

As a design engineer, Shelbi played a valuable role in the design of the Natrium Intersection Improvement Project. For this project Shelbi was responsible for designing the traffic control plans including flagging, striping and signage for both temporary construction phase intersection and permanent intersection to the Natrium site off US Highway 189. The intersection design included the incorporation of a new left-turn lane, a right- turn lane and a four- lane exit from the site, optimizing traffic flow and safety. Shelbi was responsible for utilizing the AASHTO Manual and ensuring that design plans met all relevant federal and state design standards.

HIGH MEADOW RANCH WATER DISTRICT - PINEDALE, WY

As a project engineer, Shelbi was responsible for preparing monthly Wyoming State Lands and Investments (SLIB) Grant draft requests and Wyoming State Revolving Fund Loan requests for the High Meadow Ranch Water District Phase 3 Water System Improvements Project. Shelbi was responsible for going through the contractor's construction pay application as well as Jorgensen construction management invoices in order to prepare supporting documentation required by SLIB for monthly account withdrawals. High Meadow Ranch Water District Phase 3 Water System Improvements Project is the last phase of a 3 phase project identified by the High Meadow Ranch Water District's Wyoming Water Development Commission's Level 2 Study.

Section 9, Itema.



EDUCATION

B.S. in Civil Engineering,
Minor in Geology,
University of Wyoming



JORGENSEN

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STAFF REPORT

TO: Mayor and Town Council

FROM: Sarah Greenwald, Assistant Clerk

DATE: February 17, 2026

RE: Utility Billing – Paperless Billing Costs and Options

Background:

The Town currently mails approximately **796 utility bills per month**. Direct material and postage costs total approximately **\$660.68 per month** (\$7,928.16 annually), excluding staff time.

Including estimated staff time (6 hours per billing cycle at \$50/hr), the total estimated cost per mailed bill is approximately **\$1.21 per bill**.

While the Town utilizes Xpress Bill Pay for online payments and paperless billing, many customers enrolled in AutoPay still elect to receive paper bills.

Estimated Cost Summary:

- Postage per bill: \$0.62
 - Card stock per bill: \$0.21
 - Staff time per bill: \$0.38
 - Total estimated cost per mailed bill: \$1.21
-

Policy Options for Consideration:

Option A – Maintain Current Structure (No Change)

- The Town would continue mailing paper bills to all customers unless they voluntarily enroll in paperless billing. Educate customers on paperless billing.
 - **Regulatory Impact:** No regulatory action required.

Option B – Require Paperless Billing (Opt-Out with Fee)

- All utility customers would default to paperless billing. Customers who wish to continue receiving a mailed paper bill could opt out and pay a monthly fee to cover the Town's mailing and processing costs.
 - **Regulatory Impact:** The Utility Billing Ordinance would need to be amended. The Utility Rate Ordinance would also need to be amended to establish the paper billing fee.

Option C – Require Paperless for New Accounts Only

- All new utility customers would default to paperless billing. New customers could opt out and receive a mailed paper bill by paying a monthly fee to cover mailing costs. Existing utility customers would not be required to switch to paperless billing, and no fee would be imposed on current accounts unless they voluntarily change their billing status.
 - **Regulatory Impact:** The Utility Billing Ordinance would need to be amended. The Utility Rate Ordinance would also need to be amended to establish the paper billing fee.



**TOWN OF ALPINE, WYOMING
ORDINANCE NO. 2026-002**

**AN ORDINANCE AMENDING TITLE 2 CHAPTER 5 SECTIONS 501 A, ADDING
THERETO AS AN APPOINTIVE OFFICER OF THE TOWN OF ALPINE, WYOMING
THE POSITION OF TOWN ADMINISTRATOR, AND AMENDING SECTION 2-506 TO
DESCRIBE THE DUTIES OF THE TOWN ADMINISTRATOR, AND RENUMBERING
THE CURRENT SECTION 2-506 TO 2-507**

WHEREAS, the Governing Body of the Town of Alpine, Wyoming, pursuant to Article 13, Section 1 of the Constitution of the State of Wyoming, and the allocation of executive and legislative authority set forth in Wyoming Statutes §§ 15-1-108 and 15-1-103, respectively, has the authority to establish and provide for appointive officers and employees necessary for the administration of Town affairs; and

WHEREAS, the Governing Body intends by these Amendments to the Ordinance to create the position of Town Administrator as an appointive administrative officer to assist in the coordination and administration of Town operations, while preserving the statutory powers and duties of the Mayor, the Town Council, and all other municipal officers established by Wyoming law.

NOW THEREFORE, BE IT ORDAINED by the Governing Body of the Town of Alpine, Wyoming that Title 2, Section 501 A is hereby amended to read as follows:

2-501. Appointive Officers — Generally.

A. The town treasurer, town clerk, town attorney, town engineer, chief of police, municipal court justice, **town administrator**, and any and all other town officers or employees authorized by the council shall be hired or appointed by the mayor with the advice and consent of a majority of the entire council. Any officer or employee suspended or discharged by the mayor shall have the right to appeal his suspension or discharge to the council, for consideration. The decision of the mayor may be reversed by a majority vote of the entire council.

AND NOW THEREFORE, BE IT ORDAINED by the Governing Body of the Town of Alpine, Wyoming that Title 2, Section 506 shall be amended as follows:

2-506. Town Administrator — Duties.

The Town Administrator shall be an appointive administrative officer of the Town and shall serve at the direction of the Mayor and Town Council. The Town Administrator’s duties shall include the following:

- A. Assist the Mayor and Town Council in the administration and coordination of Town operations and the implementation of policies, ordinances, and resolutions adopted by the Town Council;

B. Coordinate the activities of Town departments and personnel, subject to the authority of the Mayor and applicable ordinances and policies of the Town;

C. Assist in the preparation, administration, and monitoring of the Town budget, capital planning, and financial operations, in coordination with the Mayor, Town Council, and Town Treasurer;

D. Oversee and coordinate administrative functions of the Town, including contracts, grants, projects, and intergovernmental relations, as assigned by the Mayor or Town Council;

E. Attend meetings of the Town Council and provide administrative reports and recommendations as requested;

F. Perform such other administrative and operational duties as may be assigned by the Mayor or Town Council, consistent with Wyoming law and Town ordinances.

G. Nothing in this section shall be construed to transfer, modify, or impair the statutory powers or duties of the Mayor, the Town Council, the Town Clerk, the Town Treasurer, or any other municipal officer established by Wyoming law.

AND NOW THEREFORE, BE IT ORDAINED by the Governing Body of the Town of Alpine, Wyoming that the existing **Section 2-506**, entitled “**Duties of Other Officers**”, is hereby renumbered as **Section 2-507**, and shall remain in full force and effect without substantive amendment.

Severability.

If any provision of this ordinance is held invalid or unenforceable, such invalidity shall not affect the remaining provisions, which shall continue in full force and effect.

Passed First Reading on the 17th day of February 2026.

VOTING RECORD:

<i>Ayes:</i>	4	<i>Mayor Green:</i>	Aye
<i>Nays:</i>	0	<i>Burchard:</i>	Aye
<i>Abstentions:</i>	1	<i>Larsen:</i>	Aye
<i>Absent:</i>	0	<i>Wierda:</i>	Aye
		<i>Scaffide:</i>	Abstain

Passed Second Reading on the 3rd day of March 2026.

VOTING RECORD:

<i>Ayes:</i>		<i>Mayor Green:</i>	
<i>Nays:</i>		<i>Burchard:</i>	
<i>Abstentions:</i>		<i>Larsen:</i>	
<i>Absent:</i>		<i>Wierda:</i>	
		<i>Scaffide:</i>	

Passed on Third and Final Reading 17th day of March 2026.

VOTING RECORD:

<i>Ayes:</i>		<i>Mayor Green:</i>	
<i>Nays:</i>		<i>Burchard:</i>	
<i>Abstentions:</i>		<i>Larsen:</i>	
<i>Absent:</i>		<i>Wierda:</i>	
		<i>Scaffide:</i>	

TOWN OF ALPINE

Eric Green, Mayor of Alpine

ATTEST:

Monica L. Chenault, Clerk / Treasurer

ATTESTATION OF THE TOWN CLERK

STATE OF WYOMING)
COUNTY OF LINCOLN)
TOWN OF ALPINE)

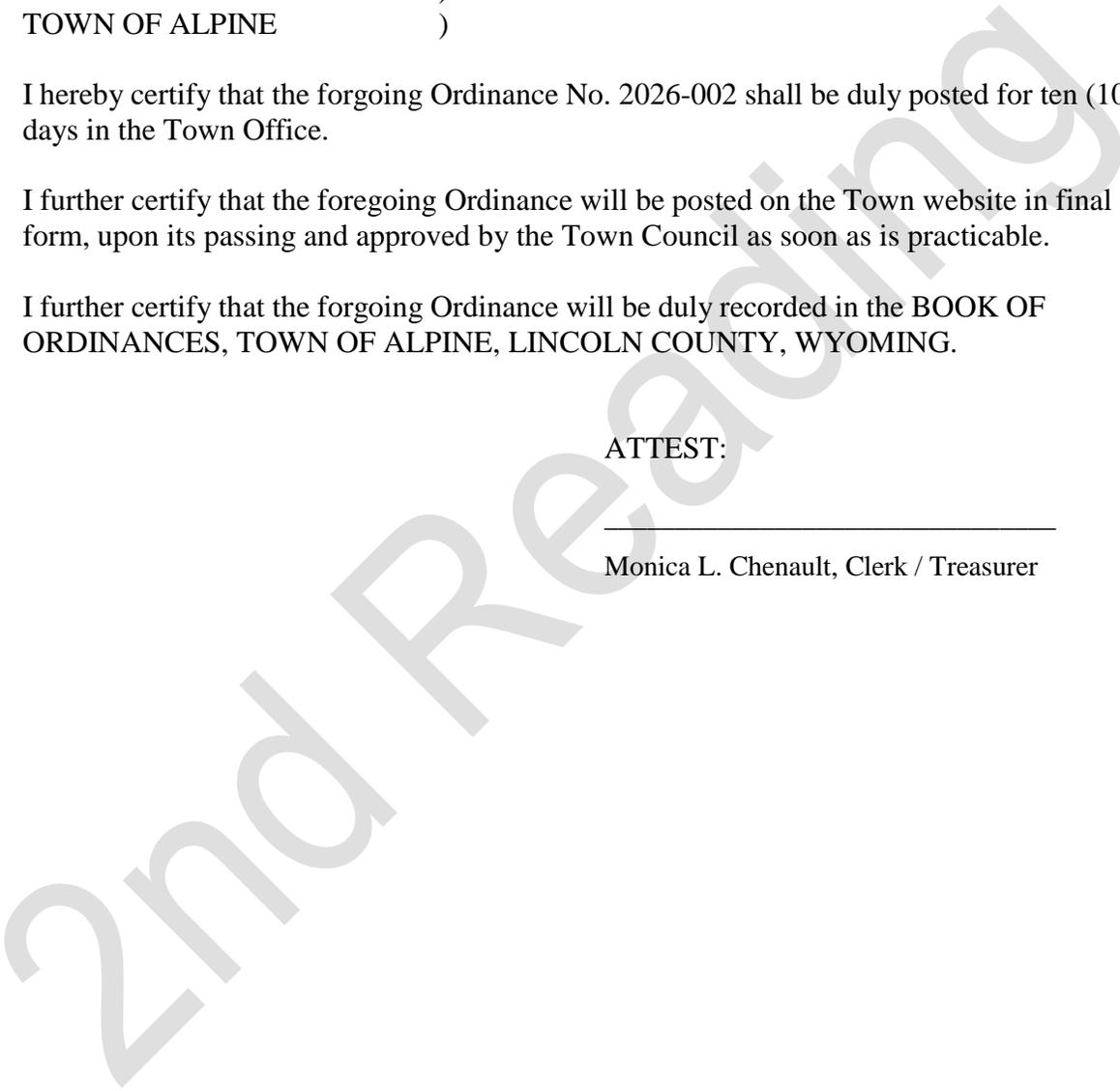
I hereby certify that the forgoing Ordinance No. 2026-002 shall be duly posted for ten (10) days in the Town Office.

I further certify that the foregoing Ordinance will be posted on the Town website in final form, upon its passing and approved by the Town Council as soon as is practicable.

I further certify that the forgoing Ordinance will be duly recorded in the BOOK OF ORDINANCES, TOWN OF ALPINE, LINCOLN COUNTY, WYOMING.

ATTEST:

Monica L. Chenault, Clerk / Treasurer





**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-011**

**A RESOLUTION AUTHORIZING THE SUBMISSION OF FUNDING APPLICATIONS TO THE
ALPINE TRAVEL & TOURISM BOARD FOR TOURISM-RELATED PROJECTS**

WHEREAS, the Alpine Travel & Tourism Board was established to oversee, manage, and promote tourism-related activities and facilities for the benefit of the Town of Alpine; and

WHEREAS, the Governing Body of the Town of Alpine recognizes the importance of supporting programs and initiatives that enhance tourism, community engagement, and local economic development; and

WHEREAS, the Governing Body seeks to elevate key community events, invest in infrastructure improvements, and enhance visitor experiences through strategic tourism-related projects;

NOW, THEREFORE, BE IT RESOLVED that the Town Council of the Town of Alpine, Wyoming hereby authorizes the submission of funding applications to the Alpine Travel & Tourism Board for the following projects:

Town of Alpine Winter Jubilee

Total Cost: \$12,400.00
Total Requested: \$10,000.00
Town Match: \$2,000.00 (16.3%)

Town of Alpine Mountain Days

Total Cost: \$6,000.00
Total Requested: \$6,000.00
Town Match: None

Town of Alpine 4th of July Fireworks

Total Cost: \$25,000.00
Total Requested: \$25,000.00
Town Match: None.

Town of Alpine Music in the Mountain

Total Cost: \$20,000.00
Total Requested: \$20,000.00
Town Match: None.

Lease of Equipment — Trail Groomer

Annual Cost: \$36,000.00 maximum per year for five (5) years
(currently in Year Two of the five-year term)
Town Commitment: Procuring additional funds to cover labor costs for groomer operation

Town of Alpine Emergency Management Sign

Total Cost: \$44,894.00
Total Requested: \$40,000.00

Town Match: \$4,894.00 (10.9%)

Town of Alpine Holiday Lighting Project

Total Cost: \$30,000.00

Total Requested: \$30,000.00

Town Match: None.

Town of Alpine America250 Public Art Installation (Supplemental Funding Request):

Total Cost: \$30,000.00

Total Requested: \$7,750.00

Total Received from America 250 Grant Program Administered By The Wyoming Department Of State Parks And Cultural Resources: \$22,250.00

Town Match: None.

BE IT FURTHER RESOLVED that the Town of Alpine shall ensure proper implementation, administration, and oversight of the above projects so as to maximize their benefit to tourism, residents, and visitors.

PASSED, APPROVED AND ADOPTED this 3rd day of March 2026.

VOTING RECORD:

<i>Ayes:</i>	<i>Mayor Green:</i>
<i>Nays:</i>	<i>Burchard:</i>
<i>Abstentions:</i>	<i>Larsen:</i>
<i>Absent:</i>	<i>Wierda:</i>
	<i>Scaffide:</i>

SIGNED:

Eric Green, Mayor of Alpine

ATTEST:

Monica L. Chenault, Town Clerk/Treasurer



TOWN OF ALPINE, WYOMING
RESOLUTION 2026-012
A RESOLUTION AMENDING A PROVISION OF THE TOWN OF ALPINE
EMPLOYEE POLICY AND PROCEDURE MANUAL

WHEREAS, the Town Council has identified inconsistent language within the Employee Policy and Procedure Manual regarding the maximum payout of accrued leave upon separation of employment;

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Alpine, Wyoming:

Section 1. Amendment.

The section of the Employee Policy and Procedure Manual titled "Termination, Resignation and Discharge" is hereby amended to state that accrued leave paid upon separation shall be not to exceed 80 hours.

Section 2. All other provisions of the Manual remain unchanged.

PASSED, APPROVED AND ADOPTED this 3rd day of March 2026.

VOTING RECORD:

Table with 2 columns and 5 rows for voting records: Ayes, Nays, Abstentions, Absent, Mayor Green, Burchard, Larsen, Wierda, Scaffide.

SIGNED:

Eric Green, Mayor of Alpine

ATTEST:

Monica L. Chenault, Town Clerk/Treasurer



**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-013**

**A RESOLUTION OF THE GOVERNING BODY OF THE TOWN OF ALPINE, WYOMING,
SUPPORTING THE CREATION OF A LINCOLN COUNTY SPECIAL SERVICE DISTRICT
FOR EMERGENCY MEDICAL SERVICES (EMS) IN NORTH LINCOLN COUNTY**

WHEREAS, the Town of Alpine recognizes that timely, reliable, and sustainable Emergency Medical Services (EMS) are necessary to the health, safety, and welfare of residents and visitors in North Lincoln County; and

WHEREAS, the demand for emergency medical response services continues to increase due to population growth, seasonal tourism, aging demographics, and expanded service expectations; and

WHEREAS, the current model for funding and delivering EMS services presents financial and operational challenges that may impact long-term sustainability; and

WHEREAS, pursuant to Wyoming Statutes § 18-12-101, the Lincoln County Board of Commissioners is authorized to create a Special Service District to provide specific public services, including emergency medical services, within a designated area of the county; and

WHEREAS, the creation of a Special Service District for Emergency Medical Services in North Lincoln County would provide a dedicated, stable funding mechanism to support staffing, equipment, facilities, training, and long-term operational sustainability; and

WHEREAS, a county-created Special Service District would allow for coordinated planning, equitable cost distribution, and improved service reliability for residents throughout North Lincoln County; and

WHEREAS, the Town of Alpine finds that supporting the establishment of such a district is in the best interests of its residents and the broader North Lincoln County community.

**NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE
TOWN OF ALPINE, WYOMING, THAT:**

1. The Town of Alpine’s Governing Body formally supports the Lincoln County Board of Commissioners in the creation of a Special Service District for the provision of Emergency Medical Services in North Lincoln County.
2. The Town of Alpine encourages the Lincoln County Board of County Commissioners to continue engaging with municipalities, service providers, and the public to ensure transparency and collaboration throughout the formation process.
3. The Town of Alpine expresses its commitment to working cooperatively with Lincoln County and other regional partners to ensure the continued delivery of high-quality, efficient, cost-effective, and sustainable emergency medical services.



**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-013**

**A RESOLUTION OF THE GOVERNING BODY OF THE TOWN OF ALPINE, WYOMING,
SUPPORTING THE CREATION OF A LINCOLN COUNTY SPECIAL SERVICE DISTRICT
FOR EMERGENCY MEDICAL SERVICES (EMS) IN NORTH LINCOLN COUNTY**

PASSED, APPROVED AND ADOPTED this 3rd day of March 2026.

VOTING RECORD:

<i>Ayes:</i>	<i>Mayor Green:</i>
<i>Nays:</i>	<i>Burchard:</i>
<i>Abstentions:</i>	<i>Larsen:</i>
<i>Absent:</i>	<i>Wierda:</i>
	<i>Scaffide:</i>

SIGNED:

Eric Green, Mayor of Alpine

ATTEST:

Monica L. Chenault, Town Clerk/Treasurer



**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-014**

**A RESOLUTION APPOINTING THE MAYOR, OR THE MAYOR’S DESIGNEE, AS THE
AUTHORIZED REPRESENTATIVE TO ATTEND MEETINGS OF THE ALPINE MEADOWS
PROPERTY OWNERS’ ASSOCIATION ON BEHALF OF THE TOWN OF ALPINE FOR
CALENDAR YEAR 2026**

WHEREAS, the Town of Alpine is the owner of two (2) parcels of real property located within the Alpine Meadows subdivision; and

WHEREAS, ownership of property within the Alpine Meadows subdivision confers membership in the Alpine Meadows Property Owners Association (“Association”); and

WHEREAS, Resolution No. 2026-010 establishes a process for the annual designation of an Authorized Representative to act on behalf of the Town in matters related to the Association; and

WHEREAS, the Town Council desires to designate the Authorized Representative for Calendar Year 2026.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Alpine, Wyoming, that:

1. Appointment.

The Mayor of the Town of Alpine, currently Eric Green, is hereby appointed as the Authorized Representative to attend meetings of the Alpine Meadows Property Owners Association on behalf of the Town of Alpine for Calendar Year 2026.

2. Designee Authority.

The Mayor may designate another Town official or staff member to attend a meeting in the Mayor’s place when necessary. Any such designee shall act within the scope of authority established by Resolution No. 2026-010.

3. Scope of Authority.

The Authorized Representative or designee shall have the authority outlined in Resolution No. 2026-010, including attending meetings, speaking on behalf of the Town regarding Town-owned property, receiving notices, and exercising membership and voting rights as permitted.

4. Term.

This designation shall remain in effect from January 1, 2026, through December 31, 2026, unless earlier amended or rescinded by action of the Town Council.



**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-014**

**A RESOLUTION APPOINTING THE MAYOR, OR THE MAYOR’S DESIGNEE, AS THE
AUTHORIZED REPRESENTATIVE TO ATTEND MEETINGS OF THE ALPINE MEADOWS
PROPERTY OWNERS’ ASSOCIATION ON BEHALF OF THE TOWN OF ALPINE FOR
CALENDAR YEAR 2026**

5. Effective Date.

This Resolution shall take effect immediately upon adoption.

PASSED, APPROVED AND ADOPTED this 3rd day of March 2026.

VOTING RECORD:

<i>Ayes:</i>	<i>Mayor Green:</i>
<i>Nays:</i>	<i>Burchard:</i>
<i>Abstentions:</i>	<i>Larsen:</i>
<i>Absent:</i>	<i>Wierda:</i>
	<i>Scaffide:</i>

SIGNED:

Eric Green, Mayor of Alpine

ATTEST:

Monica L. Chenault, Town Clerk/Treasurer

From: Isaac Aznoe <isaac.aznoe@gmail.com>
Sent: Thursday, February 19, 2026 8:49 PM
To: Monica Chenault <clerk@alpinewy.gov>
Subject: Questions for the Record — Sewer Lateral Responsibility Under Ordinance 2025-012

Dear Town Clerk,

I am writing to submit the following questions for the official record regarding the Town's sewer lateral responsibility changes under Ordinance 2025-012 (adopted December 16, 2025, replacing Ordinance 2022-14). I respectfully request written responses from the Mayor and Town Council.

As a resident, I want to better understand what these changes mean in practical terms for Alpine Meadows homeowners and ensure there is transparency around the reasoning and implications.

BACKGROUND

Under the previous Ordinance 2022-14, Section V.3.A stated the Town was responsible for sewer service from the main to the limit of the road right-of-way. The new Ordinance 2025-012 (Sections VIII.b.xi.1 and IX.f.i) now requires property owners to install, own, and maintain the entire sewer lateral from the main to the building — including all piping within the public right-of-way. It also introduces a one-year warranty requiring homeowners to guarantee against any right-of-way settling after lateral work (Section IX.f.i).

This represents a significant shift in both financial responsibility and legal liability for homeowners.

QUESTIONS

1. Timing of the Ordinance Change

On page 6 of the February 3, 2026 meeting minutes, Mayor Green referenced "recent ordinance changes" that "clarified" homeowner responsibility for the entire lateral. Ordinance 2025-012 was adopted on December 16, 2025 — approximately five weeks after the November 10, 2025 sewer backup in Alpine Meadows. Was the November 2025 incident the direct trigger for finalizing and adopting this ordinance? Can the Town provide the complete timeline of drafting, public notice, readings, and adoption for 2025-012?

2. Retroactive Fairness

Under the old 2022-14 rules, the Town owned and maintained pipe to the ROW edge. Now homeowners are responsible for everything from the main outward, including under public streets. For properties where improper connections have been identified (as acknowledged in Resolution 2026-008), will the Town reimburse or share costs with homeowners who already repaired laterals under the previous rules? Or does the Town consider this a full retroactive cost shift? I am requesting clarity on what "the Town does not intend to place the full financial burden on the subdivision" (Feb 3 minutes, p. 6) means in specific, measurable terms.

3. Accountability for Past Approvals

Resolution 2026-008 seeks grant funding to "investigate and correct improper sewer system connections" in Alpine Meadows. These connections were originally inspected and approved by someone — whether the Town, its engineers, or its contractors. Who was responsible for those original approvals? Will the Town accept any liability for approvals that may have been defective, or does the 2025-012 language place the entire burden on current homeowners regardless of how or when the connections were made?

4. Insurance, Property Values, and the Warranty Requirement

The new ordinance makes homeowners liable for pipe buried in public right-of-way and requires a one-year warranty against street settling after any lateral work. This is a significant new exposure. Has the Town obtained written opinions from insurance carriers or title companies on how these changes affect

homeowner policies, flood/backup coverage, and property resale values in Alpine Meadows? If so, will those
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WHAT I AM ASKING FOR

I am not looking to be adversarial. I am looking for clear, plain-language answers about what these ordinance changes mean for residents in practice — who pays for what, who is liable for what, and whether the Town has considered the downstream effects on homeowners' insurance and property values. These are reasonable questions that deserve straightforward responses.

I respectfully request that this email be entered into the official record and that written responses be provided at the Council's earliest convenience.

Thank you for your time.

Isaac Aznoe
Alpine Meadows Resident
isaac.aznoe@gmail.com be made public? If not, does the Town plan to seek such guidance before moving forward with the grant application in Resolution 2026-008?

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Thank you for your time.

Isaac Aznoe
Alpine Meadows Resident
isaac.aznoe@gmail.com