



## Agenda

### Town Council Regular Meeting | 5:30 PM

Wednesday, January 7, 2026

Town Hall / Council Chambers - 302 Pine St Minturn, CO

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The agenda is subject to change, including the addition of items 24 hours in advance or the deletion of items at any time. The order of agenda items listed are approximate.

This agenda and meetings can be viewed at [www.minturn.org](http://www.minturn.org).

#### Meeting Access Information and Public Participation:

This will be an in-person meeting with access for the public to attend in person or via the Zoom link included. Zoom Link: <https://us02web.zoom.us/j/88906625489>

**Zoom Call-In Information:** 1 651 372 8299 or 1 301 715 8592 **Webinar ID:** 889 0662 5489

**Please note:** All virtual participants are muted. In order to be called upon an unmuted, you will need to use the “raise hand” feature in the Zoom platform. When it’s your turn to speak, the moderator will unmute your line and you will have five minutes for public comment.

**Public Comments:** If you are unable to attend, public comments regarding any items on the agenda can be submitted to Jay Brunvand, Town Clerk, prior to the meeting and will be included as part of the record.

**1. Call to Order**

**2. Roll Call and Pledge of Allegiance**

**3. Approval of Consent Agenda**

Consent agenda items are routine Town business, items that have received clear direction previously from the council, final land-use file documents after the public hearing has been closed, or which do not require council deliberation.

**A.** 12-30-2025 Minutes

**B.** Liquor License Renewal - Sunrise

**4. Approval of Regular Agenda**

Opportunity for amendment or deletions to the agenda.

**5. Declaration of Conflicts of Interest**

**6. Public Comment**

Citizens are invited to comment on any item on the Consent Agenda, or not on the regular

Agenda subject to a public hearing. Please limit your comments to five minutes per person unless arrangements have been made for a presentation with the Town Clerk. Those who are speaking are requested to state their name and address for the record.

**7. Council and Committee Reports**

**8. Staff Reports**

- A. Manager's Report (Report to Follow)
- B. Clerk's Report - Election Notice and Important Dates

**9. Special Presentations**

Presentations are limited to 5 minutes. Invited presentations are limited to 10 minutes if prior arrangements are made with the Town Clerk.

**10. Business Items**

Items and/or Public Hearings listed under Business Items may be old or new and may require review or action by the Council.

- A. Resolution No. 01 - Series 2026, A Resolution Designating the Town of Minturn Public Posting Places
- B. Resolution No. 02 - Series 2026, A Resolution Approving a Contract for an Impact Fee Study
- C. Resolution 03 - Series 2026, A Resolution Awarding a Design-Build Contract for Town Hall

**11. Discussion / Direction Items**

**12. Future Agenda Items**

- A. Future Meeting Topics

**13. Adjourn**

**Information Only Items**

Upcoming Council Meetings: 1/21, 2/4, 2/18. Upcoming Special Events: Christmas Tree Bonfire Friday 1/9. Community Dinners start back up on 1/13 (second Tuesday of the month Jan-March). February First Friday at Vail Mountain Coffee & Tea.



## Official Minutes

**Town Council Special Meeting | 5:30 PM**

**Tuesday, December 30, 2025**

**Town Hall / Council Chambers - 302 Pine St Minturn, CO**

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### **Meeting Access Information and Public Participation:**

This will be an in-person meeting with access for the public to attend in person or via the Zoom link included. Zoom Link: <https://us02web.zoom.us/j/88307619286>

**Zoom Call-In Information:** 1 651 372 8299 or 1 301 715 8592 **Webinar ID:** 883 0761 9286

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**Public Comments:** If you are unable to attend, public comments regarding any items on the agenda can be submitted to Jay Brunvand, Town Clerk, prior to the meeting and will be included as part of the record.

### **1. Call to Order**

Mayor Earle Bidez called the meeting to order at 5:32pm.

### **2. Roll Call and Pledge of Allegiance**

Council present: Mayor Earle Bidez, and Town Council Members Eric Gotthelf, Gusty Kanakis, Lynn Feiger, Brian Rodine, Tom Priest, and Kate Schifani.

Staff Members Present: Town Manager Rob Gutierrez, Deputy Clerk Cindy Krieg (Zoom).

### **3. Approval of Consent Agenda**

Consent agenda items are routine Town business, items that have received clear direction previously from the council, final land-use file documents after the public hearing has been closed, or which do not require council deliberation.

**A. 12-17-2025 Minutes**

Motion by Gusty K., second by Kate S., to approve the Consent Agenda of December 30, 2025 as Presented. Motion passed 7-0.

**4. Approval of Regular Agenda**

Opportunity for amendment or deletions to the agenda.

Mayor Earle B. noted one update to the agenda. Resolution No. 53 – Series 2025 was added and publicly posted on Monday, December 29<sup>th</sup>. This will be item 10B on the agenda.

Motion by Eric G., second by Gusty K., to approve the Regular Agenda of December 30, 2025 as amended. Motion passed 7-0.

**5. Declaration of Conflicts of Interest**

**6. Public Comment**

Citizens are invited to comment on any item on the Consent Agenda, or not on the regular Agenda subject to a public hearing. Please limit your comments to five minutes per person unless arrangements have been made for a presentation with the Town Clerk. Those who are speaking are requested to state their name and address for the record.

**7. Council and Committee Reports**

N/A

**8. Staff Reports**

**9. Special Presentations**

Presentations are limited to 5 minutes. Invited presentations are limited to 10 minutes if prior arrangements are made with the Town Clerk.

No Special Presentations.

**10. Business Items**

Items and/or Public Hearings listed under Business Items may be old or new and may require review or action by the Council.

**A. Public Hearing for Minturn Water Treatment Plant Project Needs Assessment**

Rob G. introduced Jarod Limke, Design Engineer with HDR Engineering, Paul Young with Swiftwater Solutions, and Troy Bernberg with Northland Public Finance.

Rob G. also noted that the special meeting public hearing is required prior to applying for SRF financing.

Mr. Limke recapped where things currently stand with regard to the Town's water treatment facilities.

The Minturn water treatment plant was originally constructed in the 1960s and has been serving the town ever since. In recent years, the Town has been made aware of

deficiencies with the currently water treatment facility by CDPHE (CO Dept of Public Health and Environment). They are the drinking water regulatory authority in Colorado.

One of the major significant deficiencies at the existing water plant were the outdoor filters. Several years ago those filters were both deemed non-suitable for treatment, which greatly reduced the quality and capacity of treatment at the water plant. And so right now, the current water plant only has available to it the one covered filter number 3, which is 40 foot by 80 foot sand filter, and a cartridge filter that is rated for very low flow rates, and only to be used in a state of an emergency. In addition to those two filters at the water plant, there are two groundwater wells that provide water to the system. This limited capacity leaves the town in a state of vulnerability from a resiliency standpoint and compromises the town's ability to provide high-quality water long-term and into the future. Those factors coupled with the age of all of the infrastructure at the existing water treatment plant. It's near the end of its useful life. Part of the work we've completed to date was evaluating that existing infrastructure. There two outdoor filters, no longer viable for treatment, and one indoor filter. There are also struggles with treating the water out of Cross Creek during seasonal. Spikes that the creek experiences, mostly during the spring when biological activity is at its highest. The groundwater wells are both limited in what type of and the quantity of flow that they can produce.

There's also a new storage tank up on the hill, so that was constructed 2021-2022-ish timeframe.

When we went to evaluate these existing facilities at the plant, one of the things we wanted to consider was what can be reused for cost efficiency.

We proposed taking advantage of the existing Filter 3 and turning that into a processing facility for the backwash waste. We want to reuse the existing clear well to store and neutralize clean-in-place waste. And then convert the existing storage tank up on the hill, and this is work that's already been completed. Converting that existing storage tank into the plant's new clear well.

So overall good use of existing infrastructure that we could still extract some life out of that, albeit in a different capacity and level of service.

Filter 3 and the existing clear well building, those will no longer be involved directly in the production of drinking water. They will be involved in managing waste residual streams that come out of the drinking water production process.

Another thing that comprises work completed to date is process alternatives analysis. The number of treatment processes available in the drinking water market are many. But generally a handful cover probably 90% of all processes in the world. We'll focus on Colorado and Minturn specifically.

What we looked at in this process alternatives analysis, which is part of the project needs assessment, was we evaluated 3 primary alternatives. The first one being to rehabilitate the existing slow sand filtration process. This is very close to a do-nothing alternative, and just let it run its course. While this is close to a do-nothing, it involved the rehabilitation of slow sand filters to bring them into the current state of. permissible capacity. The big component there, uh, that helped rule out this alternative as viable was that slow sand filtration is a bit of an antiquated process. And in order to permit a new slow sand filtration process, we would have to contain the new filters in an enclosed area, this would involve a brand new foundation, brand new concrete basins with engineered underdrains, and then the enclosing part, we need to put a building around all of that. And as soon as you start

talking about foundations and superstructure, the cost is quite high. To spend that much money and not get the value of a high-quality and 21st century best available technology for your drinking water process, it's not worth it.

When we evaluated these alternatives we did it collaboratively with Town of Minturn, with the Water Task Force on Council. The Town used a criteria scoring method for each alternative considered when evaluating.

The next alternative we evaluated was to replace all of the treatment facilities at the existing water treatment plant with a conventional water treatment process. A conventional water treatment process is just that. It is a flocculation, settling, and multimedia filtration process. It is commonly used and it scales exceptionally well. It works great for extremely high flow rates. This is the type of process that you would see at Denver water facilities, for example. For Minturn, we don't have that type of flow. The new water plant's being designed with a firm capacity of 0.3 million gallons per day, up to 0.6 million gallons per day. At those flow rates, we're not talking about cast-in-place concrete structures and basins. We're talking about pre-engineered, packaged facilities. In the alternatives analysis, what we found was going through that is it's a lot more operator intensive. And not as remotely operable. The conventional process scored decently high, but missed the mark on a couple of criteria. And the cost of that alternative was higher than expected due to maintenance / operational costs.

The third alternative, which is the membrane facility, is what we ultimately arrived at. Membrane filtration is considered the best available technology and membranes are exceptionally common in Colorado. Our cold, low-alkalinity water responds very well to membrane treatment.

An ultrafiltration membrane pore provides an absolute filtration barrier for bacteria. That is highly conducive for us, because we have two groundwater wells that are supplying water to the town of Minturn. Groundwater is classified as generally being free of bacteriological contamination. And if you use a membrane to treat your water, the water that comes out the backside of that membrane is free of bacteriological contamination, and so you can mix those two water sources, which we intend to do. And apply the same exact disinfection strategy. This weighed into our alternatives analysis. With the conventional process, you do not have an absolute bacteriological barrier.

That combined with the cost being at or just below the anticipated cost for the conventional treatment process is how we as a team arrived at a membrane treatment facility. In lieu of rehabilitating the slow sand filters or a conventional process in a building.

Mr. Limke displayed a map of the proposed new facility, and discussed what the notations on the map mean. This information will be shared on the Town website as well.

The discussion then moved into funding options.

Rob G. recapped the numbers that Mr. Bernberg had presented at the last meeting.

Earle B. asked about costs of using domestic products (steel, for example) vs. non-domestic, and what those cost impacts might be.

Mr. Bernberg noted that there could be an approximately 8% increase in cost (but this could range anywhere from 6 – 12%), if we go with SRF financing and have to use domestically sourced materials.

Lynn F. inquired about the timing of rates declining (in the presented chart). Is this due to more users coming on, or other reasons?

Mr. Bernberg noted that it is due to a few things, including amortized principal, additional users due to more development, cash from sale of an asset, etc.

Gusty K. asked about the different financing options. If we go with SRF, we would start paying on our debt in November. If we go with private financing and the plant isn't done until 2027, do we just pay on the money that we've actually borrowed, or do we pay on the whole amount?

Mr. Bernberg noted that he will be looking into a draw feature. SRF does not offer this option, but some private financiers may. It's not certain if this would be offered, but it will be looked into.

Gusty K. brought up something in the PNA report that states that the Town struggles to meet regulatory requirements. He felt this makes it sound like we're not doing what we're supposed to do and that we have quality issues.

Mr. Limke responded that the PNA report is structured to present need, and although the Town does a great job currently of providing quality water, we do need to demonstrate need and the limitations that our current infrastructure is contending with.

Mr. Limke also addressed the types of things that are being addressed in the environmental assessment (which also includes biological, historical and cultural resource impacts).

Public Hearing Opened:

Amanda Mire, 414 Eagle River St.

Ms. Mire inquired if there are incremental checks on the construction / progress? If the PDA is involved (SRF financing)?

Rob G. noted that the agencies don't inspect, but we do have strict reporting requirements to ensure we're complying with the terms. The Town would likely have to hire someone to assist with the reporting.

Ms. Mire also asked if the agency involvements could slow the project down.

Rob G. noted that it could. We wouldn't know about the SRF funding until April / May. We could likely start faster if we go with private funding. But it's hard to quantify.

Mr. Bernberg also spoke to the cost of materials gap between the two options.

Mr. Young also noted that delays are not necessarily on inspections, they are more related to administration and compliance (materials equipment sourcing, etc). Lead times can certainly cause delays.

Inspections – there aren't really any construction inspections that the state requires, it's really just administrative. The state will do a final inspection however, with CDPHE, to ensure that the final plans and specs adhered to the original plans.

Ms. Mire also asked about rate increases – is the Town taking into account potential delays with funding from agency funding (vs. private)? Or are the increased projected rates based on either?

Rob G. noted that year 1 is the primary difference. The amortized principal has the most impact the soonest. The PDA does require us to start paying sooner vs. private. (2026 vs. 2027).

Terry Armistead, 1632 Main St.

Regarding the monthly impact – clarifying that the #s presented in the chart are on top of what's currently being paid? Rob G. confirmed that to be correct.

Ms. Armistead also asked about the length of the debt service.

Rob G. noted that it's likely to be 20 years.

Public Hearing Closed.

Mr. Young noted that at the end of the comment period, the state will issue a FONSI (Finding of No Significant Impact) once the environmental assessment is complete.

**B. Resolution No. 53 – Series 2025, A Resolution Accepting a Project Needs Assessment for Water Treatment Facilities**

Motion by Kate S., second by Lynn F., to approve Resolution No. 53 – Series 2025, a Resolution Accepting the Project Needs Assessment for Water Treatment Facilities, as presented. Motion passed 7-0.

## **11. Discussion / Direction Items**

**A. Continued Discussion with Municipal Advisor regarding WTP Financing**

Troy Bernberg addressed the council.

Will begin exploring the direct lending option in January, so we can hopefully make a final decision earlier (possibly February). He will be soliciting 12 – 13 banks. That solicitation does not commit us to anything.

We will continue to explore the PDA (SRF) loan option. We can apply without committing. Same with the traditional lender solicitation (does not commit us to anything).

It will be important to decide what approach we want to take sooner than later, because when we go out to bid contractors will bid based on the type of financing and associated requirements / impacts. We also continue to have associated costs with the preparation for SRF funding.

Rob G. noted that the costs of administering SRF are very high. The cost of reporting could be 4 – 8% of the construction cost. This is a significant burden.

Tom P. asked whether the Council should just make a decision so we're not spending money on an approach that we aren't going to end up taking. He suggested moving up the decision timeline as much as possible.

Rob G. responded that we are currently working on Bond counsel so that we can wrap this up as soon as possible.

Mr. Bernberg is hoping to get something out next week, which would mean responses hopefully by the end of January.

We should have options to consider by the first meeting in February (private financing), but we won't know about SRF yet at that point. That could take 2 – 3 months (We submit on January 5<sup>th</sup>).

Mr. Bernberg noted that we can bid the project out as non-SRF once we get responses back on private financing options. If that route looks more attractive, then the Town can move forward with that approach.

Gusty K. noted that we want be mindful of the timeline, so it makes sense to bid the project out as non-SRF and then if we need to change it later, we can (knowing that would cause a delay).

Gusty K. inquired about debt forgiveness programs.

Rob G. responded that we are not eligible, but we are looking into a grant (they have a meeting coming up with CDPHE to look into this).

Gusty K. also asked about congressional spending and whether we may be eligible to apply for additional funds.

Rob G. noted that the timeline may not line up, but we can look into it.

Gusty K. noted that based on his conversation with Representative Neguse that this could possibly be an option for future years (into the project), probably not year 1.

## **12. Future Agenda Items**

### **A. Future Meeting Topics**

## **13. Adjourn**

Motion by several council members, second by Tom P., to adjourn the meeting at 6:58pm.

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Earle Bidez, Mayor

ATTEST:

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Jay Brunvand, Town Clerk



To: Mayor and Council  
From: Jay Brunvand  
Date: January 7, 2026  
Agenda Item: Annual renewal for a Hotel and Restaurant Liquor License

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**REQUEST:**

Staff is requesting Council to review and approve the attached annual renewal of a Hotel and Restaurant Liquor License for 542 Main St, dba Sunrise located at 132 Main St.

**INTRODUCTION:**

This establishment has an existing H&R License and this is the annual renewal

**ANALYSIS:**

Not Applicable

**COMMUNITY INPUT:**

Not Applicable

**BUDGET / STAFF IMPACT:**

The applicant has submitted the required fee of \$125.00.

**STRATEGIC PLAN ALIGNMENT:**

In accordance with Strategy #4 the Town will advance decisions/projects/initiatives that expand future opportunity and viability for Minturn. Both as an employer and a sales tax contributor these businesses each help further Minturn.

**RECOMMENDED ACTION OR PROPOSED MOTION:**

This item is approved on the Consent Agenda, no separate motion is required.

**ATTACHMENTS:**

- Application and supporting documentation for the license renewal.

DR 8400 (02/16/24)  
**COLORADO DEPARTMENT OF REVENUE**  
 Liquor Enforcement Division  
 PO BOX 17087  
 Denver CO 80217-0087  
 (303) 205-2300

**Submit to Local Licensing Authority**

**SUNRISE**  
**PO BOX 1285**  
**Minturn CO 81645**

Fees Due	
Annual Renewal Application Fee	\$
Renewal Fee	750.00
Storage Permit \$100 X _____	\$
Sidewalk Service Area \$75.00	\$
Additional Optional Premise Hotel & Restaurant \$100 X _____	\$
Related Facility - Campus Liquor Complex \$160.00 per facility	\$
<b>Amount Due/Paid</b>	<b>\$ 2876.61</b>

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

### Retail Liquor License Renewal Application

Please verify & update all information below. Return to city or county licensing authority by due date.

**Note that the Division will not accept cash.**

Paid by check  
 Paid Online

Uploaded to MoveIt on Date

Licensee Name

542 MAIN STREET LLC

Doing Business As Name (DBA)

SUNRISE

Liquor License Number

03-09182

License Type

Hotel & Restaurant (city)

Sales Tax License Number

35294481

Expiration Date

02/13/2026

Due Date

12/30/2025

#### Business Address

Street Address

132 MAIN STREET

Phone Number

9708275353

City, State, ZIP Code

Minturn CO 81645

#### Mailing Address

Street Address

PO BOX 1285

City, State, ZIP Code

Minturn CO 81645

Email

Sunriseminturn@gmail.com

Operating Manager

Douglas McAvity

Date of Birth

04/14/1983

**Home Address**

Street Address		Phone Number
386 Taylor St		
City	State	ZIP Code
Minturn	CO	81645

1. Do you have legal possession of the premises at the street address?  Yes  No

Are the premises owned or rented?  Owned  Rented\*

\*If rented, expiration date of lease

2. Are you renewing a storage permit, additional optional premises, sidewalk service area, or related facility?  Yes  No

If yes, please see the table in the upper right hand corner and include all fees due.

3. Are you renewing a takeout and/or delivery permit?  Yes  No

(Note: must hold a qualifying license type and be authorized for takeout and/or delivery license privileges) If selecting 'Yes', an additional \$11.00 is required to renew the permit.

If so, which are you renewing?  Delivery  Takeout  Both Takeout and Delivery

4. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business?  Yes  No

Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.?  Yes  No

5. Since the date of filing of the last application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)?  Yes  No

If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested.

6. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime?  Yes  No

If yes, attach a detailed explanation.

7. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked?  Yes  No

If yes, attach a detailed explanation.

8. Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee?  Yes  No

If yes, attach a detailed explanation.

**Affirmation & Consent**

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.

Type or Print Name of Applicant/Authorized Agent of Business

Douglas McAvery

Title

owner

Signature

*[Handwritten Signature]*

Date (MM/DD/YY)

12/9/25

**Report & Approval of City or County Licensing Authority**

The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 44, Articles 4 and 3, C.R.S., and Liquor Rules.

**Therefore this application is approved.**

Local Licensing Authority For

Town of Montrose

Title

Mayor

Signature

*[Handwritten Signature]*

Attest

Date (MM/DD/YY)

1/7/2026

# TOWN MANAGER'S REPORT

## JANUARY 2026



306 Pine St. Minturn, Colorado | [Minturn.org](http://Minturn.org)

# Town Manager's Report

January 2026



## Top Updates from the Report

### 1. New Water Treatment Plant – Financing Coordination Underway

The 90% design is complete and under formal review by CDPHE, with local building and zoning review underway. Staff have initiated procurement of bond counsel and are pausing SRF-specific bid development while Council considers potential private financing options.

### 2. Highlands Parcels – Council Discussion Scheduled

The Town's broker, Slifer Smith & Frampton, continues preparations for listing the Highlands parcels. A Council discussion item regarding the Highlands Parcel is scheduled for the January 21, 2026 meeting.

### 3. Town Hall Apartment Reconstruction & Impact Fee Study – Council Actions Pending

Staff have completed evaluation of proposals for the Town Hall 2-Bedroom Apartment reconstruction and issued a Notice of Intent to Award for the Comprehensive Impact Fee Study. Both items are scheduled for Town Council consideration at the January 7, 2026 meeting.

### 4. Rural Technical Assistance Program – Community Assessment Submitted

Staff have completed the Community Assessment in coordination with the RTAP steering committee and will submit the finalized document to program administrators on January 7, 2026.

### 5. Public Works – Winter Operations, Infrastructure Maintenance, and Emergency Response

Public Works crews-maintained winter readiness through snow removal, cinder application, and sidewalk hazard mitigation; completed multiple infrastructure and lighting improvements; performed routine fleet and equipment maintenance; and successfully responded to a water leak at the Town Hall/Post Office building during the holiday period. No safety incidents were reported.

## Town Council Follow Up

### December 17<sup>th</sup>, 2025, Meeting

#### Resident Comment from 1108 Main Street

#### Question/Comment

*The resident inquired about the status and potential extension of the Main Street sidewalk to improve access to the nearby school bus stop, raised concerns about speeding on Main Street and the potential use of radar-based enforcement, suggested exploring a community volunteer program for snow removal and other civic needs, and proposed the creation of a community ice rink.*

#### Staff Follow-Up:

- Staff continue to work through negotiations on the sidewalk extension project. We will begin evaluating options for further extensions later this year.
- Public works will assist as they have in past years with an ice rink at VSSA when average temperatures are cold enough.
- Kevin (Code Enforcement) is currently recording speed data at multiple locations along Main Street. We will report back to council with our findings.

# Town Manager's Report

January 2026



## Councilor Feiger

### Question/Comment

*Councilor Feiger suggested exploring the creation of a Town volunteer list or volunteer corps, recommended contacting CDOT regarding potential relocation of the ECSD school bus stop to improve safety, and proposed forming a Council committee to focus on future planning for the Highlands Parcel.*

### Staff Follow-Up:

Staff will evaluate opportunities to better utilize volunteers in support of Town programs and operations. In addition, a discussion item regarding the Highlands Parcel is scheduled for the January 21, 2026 Town Council meeting.

## Councilor Rodine

### Question/Comment

*Councilor Rodine raised questions regarding housing options for current residents of Maloit Park and requested clarification on the Town's plan for residents affiliated with the Eagle County School District (ECSD) currently residing at Maloit Park.*

### Staff Follow-Up:

Staff have reached out to ECSD leadership to identify the appropriate district contact and to begin informational coordination regarding future housing considerations for ECSD-affiliated residents currently living at Maloit Park. Staff will return to Council with additional information as it becomes available.

## Mayor Bidez

### Question/Comment

*Comment about clearing beaver dams from Cross Creek requires cooperation with licensed wildlife individuals.*

### Staff Follow-Up:

Staff will ensure that any future beaver or beaver-dam-related work is coordinated with Colorado Parks and Wildlife and appropriate licensed wildlife professionals, as needed, and that such coordination is reflected in staff reporting.

## Councilor Priest

### Question/Comment

*Comment about Updating signage about truck braking restrictions in town.*

### Staff Follow-Up:

Staff are evaluating the issue and will report back on what actions will be taken to address it.

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## Capital Projects

### New Water Treatment Plant (WTP)

#### Status:

- **90% design is complete.**
- The design has been submitted to and accepted by the Colorado Department of Public Health & Environment (CDPHE) for formal review and can be tracked here: <https://cdphe.colorado.gov/designreviews>
- Plans have been submitted for **local building and zoning review.**

#### Cost Estimate:

- Current estimate is **~\$11 million based on the 60% design.**
- An **updated cost estimate** is expected **by January**, once the 90% design review is complete.

# Town Manager's Report

January 2026



## Next Steps:

- Staff have solicited proposals from three firms to serve as the Town's legal bond counsel and will present the proposals to Town Council for review and direction at the January 21 meeting.
- Staff are instructing the Town's WTP engineering firm, HDR, to hold off on further development of bidding documents specific to a State Revolving Fund (SRF)-funded project until a final Council decision is made regarding potential private financing options.

## Town Hall 2-Bedroom Apartment Reconstruction

### Status:

All proposals were independently evaluated by three members of Town staff. Coleman Custom Homes received the highest overall score.

### Next Steps:

Staff have prepared a resolution for Town Council consideration at the January 7, 2026, meeting to authorize initiation of contract negotiations.

## Taylor Street Repaving

### Status:

Design is complete and the project is pending a public bid.

## US 24 Pedestrian Improvement Project Phase II

### Status:

The project has been shut down for the season and construction will resume in the spring.

### Next Steps:

Staff are continuing discussions with Xcel Energy and Phoenix Industries regarding the scope, schedule, and cost implications associated with a potential spring 2026 re-mobilization.

## Main Street Streetlighting

### Background:

Town Council approved the 2026 budget with funding allocated for streetlight replacement and expansion along Main Street.

### Status:

Based on initial pricing and technical discussions, staff are pursuing **Holophane** as the preferred streetlight manufacturer. Staff are currently coordinating with Holophane to mobilize a demonstration fixture in order to better evaluate fixture specifications, lighting performance, and compatibility with Main Street conditions, as well as to gather community feedback.

# Town Manager's Report

January 2026



**Next Steps:**

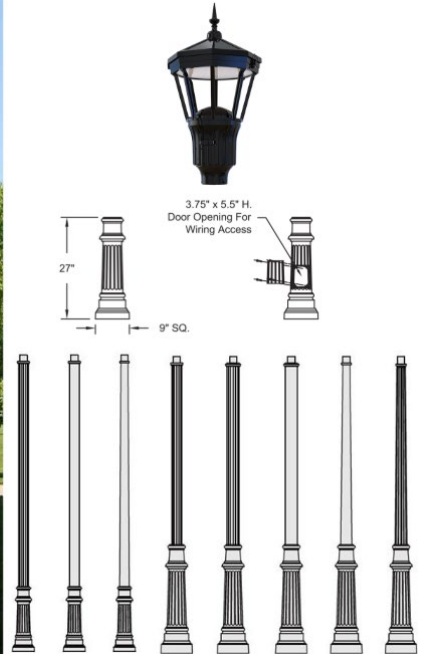
Following evaluation of the demonstration fixture and community input, staff will refine fixture, pole, and base specifications and work with Town Engineer Jeff Spanel to outline the engineering and design process necessary to prepare bid-ready plans for 2026. Staff will also continue exploring potential grant opportunities to supplement the project budget.



**Halophane Memphis Teardrop Roadway LED  
100/200 Block**



**Halophane AUCL3 Arlington LED Full Cutoff  
Blocks Above 300**



**sitelink**<sup>®</sup>  
by **HOLOPHANE**

f-series  
t-series

SiteLink poles utilize a unique TracPole and TracNut system to provide a flexible platform that grows and changes with your needs. Clean up site clutter and enhance the aesthetics of your streetscape with SiteLink today!

# Town Manager's Report

January 2026



## Bellm Bridge Replacement

### Status:

Staff are currently working with SEH Inc. on the bridge design. Staff applied to CDOT's Off-System Bridge Grant program on November 7<sup>th</sup>, 2025.

### Next Steps:

Identify additional funding opportunities for the estimated \$6 million dollar construction cost.

## Little Beach Park Improvements

### Status:

Installation of the new retaining wall and asphalt access road is complete.

### Next Steps:

Staff have drafted an Request for Qualifications (RFQ) for a new playground with the assistance of the Town Engineer Jeff Spanel. After we receive comments and feedback from the Council Committee, the RFQ will be posted.

---

## Other Projects

### Highlands Parcels

#### Background:

As part of a settlement agreement with the former developer of the Battle Mountain Ski Resort, the Town obtained ownership of approximately 55 acres of land located west of U.S. 24 at the south end of town. The property was transferred to the Town after the developer failed to meet financial commitments related to the construction of a new water treatment plant.

On **November 19, 2025**, the Town Council approved a contract with Slifer Smith & Frampton to list the land for sale. The listing followed a recommendation from a Council-appointed committee tasked with identifying a broker and determining market value for the property.

#### Status:

Staff held a meeting with brokers from Slifer Smith & Frampton on December 8<sup>th</sup>, 2025, to discuss next steps in the listing process and help share key information about the property with the firm.

### Minturn USFS Shooting Range

#### Background:

At the November 19, 2025, Town Council meeting, staff were directed to explore options for Town management of the Minturn Shooting Range in order to address long-standing community concerns regarding safety, noise, and environmental impacts. The shooting range is located on federal land south of the Minturn Bike Park.

#### Status:

Staff have contacted USFS District Ranger Leanne Veldhuis and received confirmation on December 11, 2025, that USFS permitting staff will follow up with details on the permitting process for potential Town management of the shooting range.

# Town Manager's Report

January 2026



## Policy & Planning Initiatives

### Minturn Forward Land Use Code Update

#### Background:

Town staff with Matt Farrar, Western Slope Consulting have been developing and reviewing with the Planning Commission new portions of the Land Use Code as we make our way through the Chapters 16 and 17 update. Staff has completed Module 1 (Land use application requirements and procedures, Subdivision application requirements and procedures, Annexation and disconnection of land, and Environmental/development impact report) and Module 2 (Zone districts, Use regulations and standards, Dimensional requirements, and Community housing standards and guidelines).

#### Status:

Staff is currently working on Module 3 (Subdivision and Development/Design Standards) that will hopefully wrap up in January.

#### Next Steps:

Module 4 (General provisions, Area and activities of state interest, and Terms and definitions) will start in January and will conclude with the whole adoption of the new Land Use Code.

### Comprehensive Impact Fee Study RFP

#### Background:

Staff issued a Request for Proposals (RFP) in November 2025 to solicit qualified firms to conduct a comprehensive impact fee study. The purpose of the study is to ensure that the impacts of new development appropriately contribute to the Town's future infrastructure costs.

#### Status:

A Notice of Intent to Award has been issued to BBC/FCS. The recommended contract award will be presented to the Town Council for consideration and approval at the January 7, 2026 meeting.

### Minturn Rural Technical Assistance Program

#### Background:

The Town was selected to participate in the Rural Technical Assistance Program (RTAP) through the Colorado Office of Economic Development & International Trade (OEDIT). The program pairs Minturn with graduate students from the University of Colorado Boulder and Colorado State University to develop strategies for leveraging outdoor recreation to support the local economy.

#### Status:

Staff participated in the program kickoff meeting on December 4, 2025, and held a working session with the RTAP steering committee on Monday, December 29, 2025 to review and refine the Community Assessment.

#### Next Steps:

Staff will submit the finalized Community Assessment to RTAP program administrators on January 7, 2026.

# Town Manager's Report

January 2026



## Housing

Staff are coordinating with the Avon–Eagle County Multijurisdictional Housing Authority study team. Additional information and potential discussion items are anticipated for Town Council at a February meeting.

## Economic Development

No updates for this report.

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## Public Works

### Weekly Report (Dec 29, 2025 – Jan 4, 2026)

#### Routine Operations & Winter Readiness

Public Works completed all scheduled operations during the holiday work week, including utility locates, daily water treatment plant operations, trash and dog waste station servicing, and fleet readiness. Crews are prepared to respond to weekend snowfall and winter conditions as needed.

#### Safety & Training

Staff held a weekly safety meeting focused on winter safety, including slip, trip, and fall prevention, proper vehicle entry and exit, snow and ice management around facilities, and maintaining adequate lighting. No safety incidents were reported.

#### Street, Sidewalk & Snow Operations

Crews plowed and shoveled snow town-wide, hauled 18 loads of snow from south-side snow storage areas, applied cinders to icy streets, and ground down sidewalks near Cemetery Bridge and along Main Street to address trip hazards and protect sidewalk snowplows. Tree branches encroaching on sidewalks along Main Street were also trimmed to maintain pedestrian access.

#### Infrastructure & Water System Work

Staff conducted end-of-month manual water meter readings (“No Reads”), serviced water treatment plant systems, transferred chlorine within Filter #3, and delivered water service components to the Belden Place development. Mike D. was trained on new water meter inspection documentation and billing coordination procedures.

#### Facilities, Apartments & Signage

Public Works repaired drywall damage in Town Apartment #1 following a water leak, completed inspections for Apartment #2 and the Town, replaced multiple street signs, repaired a knocked-over “No Parking” sign, and coordinated lighting repairs at the Minturn Fitness Center.

#### Equipment & Fleet Maintenance

Crews performed routine maintenance on loaders, skid steer, and snowplow equipment, replaced cutting edges on the 938-M loader plow, and completed oil and air filter service on a 2012 vehicle. The shop was cleaned and organized at week’s end.

# Town Manager's Report

January 2026



## Weekly Report (Dec 22-28, 2025)

### Routine Operations & Winter Readiness

Public Works completed all scheduled operations during the holiday week, including utility locates, daily water treatment plant operations, trash and dog waste station servicing, and equipment maintenance. Crews remained prepared for snowplow operations as needed.

# Town Manager's Report

January 2026



## Safety & Training

Staff held a weekly safety meeting focused on fleet vehicle safety, emphasizing routine maintenance, early identification of mechanical issues, accurate recordkeeping, and compliance with safety standards. No safety incidents were reported.

## Facilities, Lighting & Infrastructure Improvements

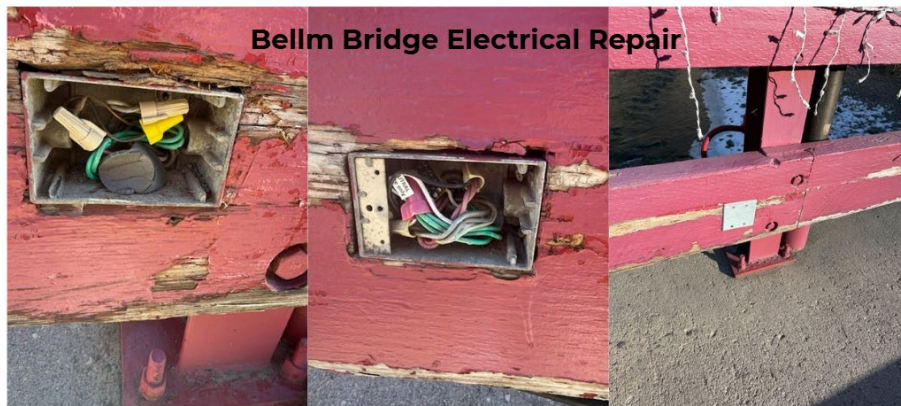
Crews completed multiple lighting and electrical improvements, including repairs at Magusto's light pole, upgrades to lighting at Filter #3, Well #3, and the shop gate, and replacement of damaged electrical box covers on the Bellum Bridge. The Cemetery Bridge was repainted to match Town branding. Open ditch inspections were completed at Minturn North, and shelving was procured for Town use.

## Water System & Emergency Response

Public Works responded to and resolved an unexpected water leak at the Town Hall/Post Office building in coordination with the Fire Department and outside partners. The issue was traced to damage from a prior apartment remodel. Cleanup, temporary repairs, and material support for plumbing repairs were completed, with minor drywall repairs scheduled to follow.

## Equipment & Fleet Maintenance

Crews performed routine servicing on loaders and skid steer equipment, replaced electrical components on Town vehicles, and completed oil changes on multiple fleet vehicles to maintain winter readiness.



# Town Manager's Report

January 2026



Photo Motion Sensor Repair Filter 3



Cemetery Bridge Repainting



Well 3 Meter Gauge Light Install

Mack Truck Strobe Replacement



Chlorine Barrel Replacement at Water Treatment Plant



TOWN OF MINTURN  
P.O. Box 309 (302 Pine Street)  
Minturn, Colorado 81645-0309  
970-827-5645 Fax: 970-827-5545  
treasurer@minturn.org

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**FROM THE DESK OF  
JAY BRUNVAND, TREASURER/FINANCE**

*MEMORANDUM*

TO: Minturn Town Council  
FROM: Jay Brunvand, Treasurer/Clerk  
CC:  
DATE: January 7, 2026  
RE: 2026 Election Update

- Following is the election calendar indicating dates and deadlines. Any election related questions should be directed only to myself or Deputy Clerk Cindy Krieg.
- The Election will be held on April 7, 2026. Our Charter Section 2.2 states the election day is the first Tuesday AFTER the first Monday. April 6 is the first Monday, the first Tuesday after the first Monday is April 7. This is the same day as other municipalities will hold theirs on.
- In addition to the Mayor's seat, three seats are up for election on the Council. Those current Council seats up for election are:
  - Earle Bidez – Mayor – 2 year term
  - Lynn Feiger – Council Member 4 year term
  - Kate Schifani – Council Member 4 year term
  - Brian Rodine – Council Member 4 year term

The three Council candidates with the highest number of votes will win a seat. Note: Brian Rodine is completing a 2yr term and that seat will now be a four-year seat.

- As noted on the calendar, the first day nomination packets may be picked up and circulated is January 6, 2026. Packets are available in the Town Clerk office along with complete instructions.
- The candidate has 20 days to collect signatures and submit their nomination petition with signatures. Petitions are due back by 4pm on January 26, 2026.
- The Charter and the Municipal Code state that the Clerk is the Election Official and authority to appoint Election Judges is also the responsibility

of the Clerk. I have begun the hunt for Election Judges and have secured two of the three so far. I anticipate no issues with the third appointment.

- Council Pay

The Town Charter Section 4.5 does not allow the Council to increase or decrease the compensation of any member during his term. Pay rates for the Mayor and the Council were changed in 2024.

The Council is paid \$400 per month plus \$200 for any additional posted meeting attended and the Mayor is paid \$800 per month plus \$400 for any additional posted meeting.

**TOWN OF MINTURN  
REGULAR ELECTION  
TUESDAY - APRIL 7, 2026**

DATE	DAYS PRIOR TO ELEC	DESCRIPTION	CRS #
12/18/25		RUN NEWSPAPER AD FOR CANDIDATES ON 6 DIFFERENT DAYS	
01/05/26 Monday	92 (Holiday)	Last Day for Clerk to prepare the Petition forms and Nomination Packets	31-10-401
1/6/26 Tuesday	91	<b>First day nomination petitions are available and allowed to be circulated (90 days prior) REQUEST A PRELIMINARY VOTER LIST</b>	31-10-909(a)
1/7/26 Wednesday	90	First day Absentee ballot applications may be filed. *Absentee ballots must be mailed w/in 72 hours of receipt by the clerk	31-10-1002
1/20/26 Tuesday	77	TABOR-N/A	
1/26/26 Monday	71	<b>Last day to submit a nomination petition Draw names for ballot order at 5pm</b>	31-10-909(a)
1/30/26 Monday	67	<b>Last day to Cure nomination petitions, Last day for write-in Candidates, Last day for candidate withdrawal, First Day election may be cancelled</b>	31-10-909(a)
02/02/26 Monday	64	<b>Order Ballots and supplies or Notice of Cancellation and make available Sample Ballots. Confirm Election Judges and mail them Judge book-need 3 judges</b>	31-10-102.5
2/6/26 Friday	60	<b>Date by which county clerk submits list of UOCAVA voters</b>	31-10-102.8
3/9/26 Friday	30	<b>Get voter list from County or just do this on 3/18/22</b>	1-7-116
3/16/26 Monday	22	<b>MAIL ABSENT BALLOTS!</b>	31-10-501(2)
3/16/26 Monday	22	<b>SEND ELECTION NOTICE TO PAPER FOR PUBLICATION ON March 20!!! Cut Election Judge checks</b>	31-10-501(2)
3/16/26 Monday	22	Town Clerk to deliver, in person, all new registrations to County Clerk	31-10-201(1)(b)
3/16/26 Monday	22	Town Clerk to deliver, in person, all new registrations to County Clerk	31-10-201(1)(b)
3/17/26 Tuesday	21	<b>FCPA contribution/expense report filing due (if applicable)</b>  <b>Get voter list/Poll Book from County</b>	
3/18/26 Wednesday	20	<b>Get voter list/Poll Book from County AND APPOINT ELECTION JUDGES</b>	
3/27/26 Friday	11	Polling place must be posted	
3/27/26 Friday	11	Notice of election must be posted in Clerk's office	
3/30/26 Monday	8	Last day to apply for absent voter ballot or walk-in voting	
4/6/26 Monday		Delivery of ballots, ballot boxes, supplies and registration lists to Head Judge after 5pm (SET UP ROOM)  FCPA reports due to Town Clerk	
<b>4/7/26 Tuesday</b>		<b>ELECTION DAY - POLLS OPEN AT 7AM AND CLOSE AT 7PM</b>	
<b>4/7/26 Tuesday</b>		After election: 1) Email unofficial results to Vail Daily, CML, Manager, Candidates 2) Post results on door	
<b>4/15/26 Wednesday</b>		<b>SWEAR IN NEW COUNCIL AT COUNCIL MEETING (unless contested race) Election results reported to Council at Regular Council Meeting</b>	
4/14/26 Tuesday		<b>Abstract with Cindy and ROB</b>	
4/17/26 Friday		Last possible day a person may contest the election with the Clerk of the District Court. (within 10 days of votes being canvassed)	31-10-1301
4/14/26 Friday		Last day to contest if recount is conducted	
4/20/26 Friday		FCPA contribution/expense report filing due (if applicable)	

**TOWN OF MINTURN, COLORADO  
RESOLUTION NO. 01 – SERIES 2026**

**A RESOLUTION DESIGNATING TWO PUBLIC PLACES WITHIN THE TOWN OF MINTURN AND THE TOWN WEBSITE FOR THE POSTING OF PUBLIC NOTICES AND NOTICE FOR PUBLIC MEETINGS OF THE MINTURN TOWN COUNCIL, PLANNING COMMISSION, AND OTHER BOARDS, COMMISSIONS, AND AUTHORITIES OF THE TOWN OF MINTURN.**

**WHEREAS**, the Town of Minturn is a Home Rule Municipality under the Colorado Constitution; and

**WHEREAS**, the Town of Minturn Charter – Section 4.8 requires notices of public meetings be posted at two (2) public places and the Town website at least 24-hours prior thereto, and

**WHEREAS**, the Town of Minturn now wishes to designate two public places within its boundaries for posting of such full and timely notice to the public for public notices and notices for public meetings of the Minturn Town Council, Planning Commission, and other Boards, Commissions, and authorities of the Town of Minturn;

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MINTURN THAT:**

1)The Town Council hereby designates the following as the public places for the posting of full and timely notice to the public as provided for in the Minturn Town Charter:

- The bulletin board on the outside of the Town Center at 302 Pine St.
- The bulletin board outside of the Town Center at 301 Boulder St.
- The official Town website

2)This Resolution shall take effect immediately upon its passage.

**INTRODUCED, READ, APPROVED, ADOPTED AND RESOLVED THIS 7<sup>th</sup> DAY OF JANUARY, 2026.**

TOWN OF MINTURN

By: \_\_\_\_\_  
Earle Bidez, Mayor

ATTEST:

\_\_\_\_\_  
Jay Brunvand, Town Clerk

# Staff Memo

## Town Manager's Office

---



TO: Mayor and Town Council  
FROM: Rob Gutierrez, Town Manager  
DATE: January 7<sup>th</sup>, 2026

Subject: Award of Professional Services Contract – Comprehensive Impact Fee Study (BBC Research & Consulting + FCS)

### Summary

The purpose of this memorandum is to recommend award of a professional services contract to BBC Research & Consulting, in partnership with FCS (a Bowman Company) for preparation of a Comprehensive Impact Fee Study for the Town of Minturn. Following a competitive Request for Proposals (RFP) process, BBC + FCS was determined to be the highest-scoring proposer and to represent the best overall value to the Town.

### Background

On October 14, 2025, the Town issued a Request for Proposals (RFP) for consulting services to prepare a Comprehensive Impact Fee Study. The purpose of the study is to evaluate and recommend legally defensible development impact fees consistent with Colorado Revised Statutes §29-20-104.5, ensuring that new development contributes its proportionate share of the cost of public infrastructure and facilities needed to maintain existing service levels.

The RFP sought a consultant with demonstrated Colorado experience, a clear nexus and proportionality methodology, and the ability to separate enterprise-fund costs—particularly the Town's water Plant Investment Fee (PIF) analysis—from general government impact fees.

Proposals were due on November 14, 2025. The Town received three complete and responsive proposals.

### Evaluation Process

Proposals were independently reviewed and scored by an evaluation committee using the criteria and weighting set forth in the RFP, including:

- Demonstrated experience with Colorado impact fee and nexus studies
- Understanding of project objectives and statutory requirements
- Methodology and work plan
- Qualifications of the project manager and key staff
- Cost, schedule, and clarity of enterprise fund cost separation

Scores were aggregated in accordance with the RFP.

Based on this evaluation, BBC Research & Consulting, in partnership with FCS, was identified as the highest-scoring proposer.

### Selection Firm

BBC Research & Consulting is a Denver-based economic and public finance consulting firm with decades of experience preparing impact fee studies for Colorado municipalities. BBC is partnered with FCS (a Bowman Company), a firm with specialized expertise in water utility financial planning and plant investment fee methodologies.

# Staff Memo

## Town Manager's Office

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- Key strengths of the BBC + FCS proposal include:
- Extensive and recent Colorado impact fee experience
- Clear understanding of proportionality and nexus requirements under Colorado law
- Strong treatment of workforce housing and visitor-related service demand
- A clearly defined, stand-alone scope and cost structure for the Water Enterprise Fund Plant Investment Fee analysis
- A senior, Colorado-based project team with direct responsibility for the work

### **Fiscal Impact**

The contract will be awarded in an amount not to exceed \$58,290 subject to final contract negotiations.

Costs associated with the water Plant Investment Fee analysis will be billed separately and allocated directly to the Town's Water Enterprise Fund, consistent with TABOR requirements. Non-utility impact fee work will be funded through approved general government budget appropriations.

Sufficient funds are available in the Town's adopted budget to support this contract.

### **Fiscal impact**

The Town issued a Notice of Intent to Award following completion of proposal evaluations. The notice established a deadline of January 6, 2026 at 5:00 P.M. MST for written inquiries regarding the selection. No contract will be executed prior to Council authorization.

### **Recommended Action**

Staff recommends that Town Council:

1. Approve the award of a professional services contract to **BBC Research & Consulting, in partnership with FCS (a Bowman Company)** for preparation of a Comprehensive Impact Fee Study; and
2. Authorize the Town Manager, under the guidance of the Town Attorney, to finalize and execute the professional services agreement.

Sincerely,

Rob Gutierrez  
Town Manager



## **Proposal to Conduct Development Impact Fee Study for Town of Minturn**

---

PROPOSAL

**Proposal**

November 14, 2025

**Proposal to Conduct Development  
Impact Fee Study for Town of  
Minturn**

**Prepared for**

Town of Minturn

**Prepared by**

BBC Research & Consulting  
1999 Broadway, Suite 1470  
Denver, Colorado 80202-9750  
303.321.2547 fax 303.399.0448  
[www.bbcresearch.com](http://www.bbcresearch.com)  
[bbc@bbcresearch.com](mailto:bbc@bbcresearch.com)





November 14, 2025

Attn: Rob Guitierrez  
Town of Minturn  
Shared via Email

**Re: Project Understanding and Ability to Perform**

BBC Research & Consulting (BBC) is pleased to submit this proposal to assist the Town of Minturn in establishing a full suite of development impact fees. BBC is a Denver-based economic and financial consulting firm with more than five decades of experience designing and implementing impact fees for communities across Colorado. We are partnering with FCS, a Boulder-based firm that specializes in setting utility and water system fees. Together, BBC and FCS offer the right combination of experience, technical expertise, and local understanding to help the Town of Minturn successfully adopt new, defensible development impact fees.

We have reviewed the Town's Request for Proposals and understand the goal of creating impact fees for transportation, general facilities, parks, public safety, workforce housing, and utilities. We also recognize that water utility fees must be scoped and budgeted separately because of the utility's enterprise fund structure, and our partnership with FCS makes that possible.

BBC has a long and proven record of helping communities design impact fee systems that are equitable, data-driven, and compliant with Colorado's proportionality requirements. We prepared the first comprehensive capital expansion and cost recovery system for the City of Loveland in 1985 and have since completed impact fee studies for dozens of communities statewide. FCS brings a similarly strong track record in water and utility rate and fee design, and together our firms provide the experience and expertise needed to deliver a complete and defensible system for the Town of Minturn.

Sincerely,

A handwritten signature in black ink that reads 'M. Verdone'.

Michael Verdone, Ph.D. Managing Director  
[mverdone@bbcresearch.com](mailto:mverdone@bbcresearch.com)  
303-321-2547

A handwritten signature in black ink that reads 'Kevin Williams'.

Kevin Williams, Director Emeritus  
[kwilliams@bbcresearch.com](mailto:kwilliams@bbcresearch.com)  
303-321-2547

# **SECTION I.**

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## **Project Team, Relevant Project Experience, and Qualifications**

# SECTION I.

## Project Team, Relevant Project Experience, and Qualifications

This section introduces BBC Research & Consulting (BBC) and FCS, discusses the project team and how it will be organized, and discusses each firms’ background qualifications, references, and past experience. Resumes are included at the end of this section.

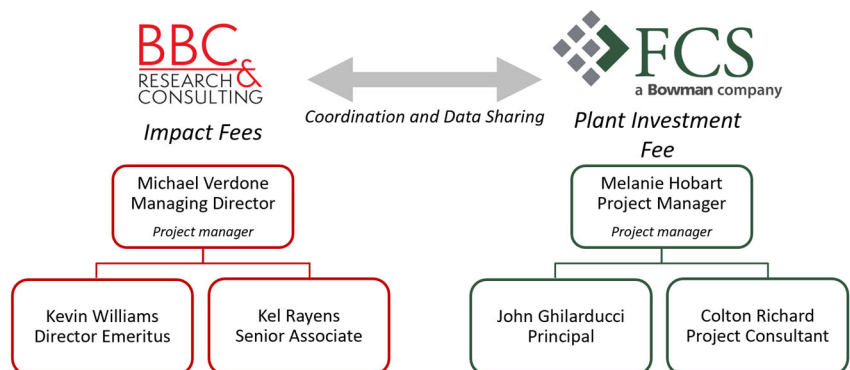
This project will be managed by BBC as the prime consultant, with FCS serving as a key partner (Figure I-1) Each firm is responsible for a distinct but coordinated component of the overall effort. BBC will lead the development of the general impact fee program, while FCS will lead the analysis and fee design for the water utility and plant investment fees. Although the two workstreams are separate, both teams will collaborate closely to share data, align methodologies, and ensure consistency across all fee calculations and assumptions.

The BBC team will be directed by Michael Verdone, Ph.D., Managing Director. He will be supported by Kevin Williams, Director Emeritus, who brings deep experience in public finance and impact fee studies, and by Kel Rayens, Senior Associate, who will serve as the outreach and technical lead for BBC’s portion of the project.

The FCS team will be led by Melanie Hobart, Project Manager, with support from John Ghilarducci, Principal, and Colton Richard, Project Consultant. The FCS team brings specialized expertise in water utility financial planning, rate and fee design, and plant investment fee methodologies.

Throughout the project, BBC and FCS will maintain open coordination to ensure both workstreams are integrated and that the resulting fee programs are transparent, defensible, and aligned with the Town’s policy objectives.

**Figure I-1.**  
**Organizational Chart of Project Team**



## BBC Research & Consulting Overview

BBC is a Denver-based consulting firm providing economic, financial, market and policy research and advisory services to business and governmental interests nationwide. Our team is trained in a variety of quantitative disciplines, including economics, finance, mathematics, and statistics.

BBC's depth of experience and expertise allows us to offer a variety of services, including market, economic, demographic and financial analyses, environmental economics, policy assessments, strategic planning and expert witness testimony. Since its founding in 1970, BBC has successfully undertaken and completed more than 4,000 engagements on a wide range of subjects, working in every state in the U.S. as well as a number of assignments overseas.

BBC has a wide range of experience conducting development impact fee studies and other public finance projects. Since being given an American Planning Association award for a comprehensive fee system developed for Loveland, Colorado in 1985, BBC has designed development fee systems throughout the Mountain West. BBC's impact fee design methodology provides local governments with legally sound fees that produce sufficient revenues to recover the infrastructure costs imposed by new growth.

In addition, our work with local governments has given us broad experience with methods of addressing the service demands imposed by new growth. Our research and consulting experience encompasses fiscal impact studies, water rate studies, tax increment financing, special district creation, and other public finance tools.

## BBC Qualifications and Similar Projects

We believe that our team offers several desirable qualifications to the Town of Minturn, including:

- **Extensive experience in preparing impact fee studies.** Over the last decade, BBC has completed numerous impact or development fee studies annually for cities, towns, counties, and special districts in several states across the western United States. Moreover, principals from BBC have been retained as expert witnesses to conduct third-party reviews of other consultants' impact fees.
- **Broad experience in public finance and cost allocation studies.** BBC has completed a wide variety of studies related to public finance, benefit cost analysis, public cost allocation, and public policy related to land regulation.
- **Ability to meet critical timelines and budgets.** Every impact fee project BBC has completed has been on time and within budget. We encourage you to closely check the references included herein.

**Figure I-1.  
BBC Relevant Project Descriptions and Client References**

<i>Client and Contact</i>	<i>Project Description</i>
<p><b>City of Glenwood Springs</b></p> <p><b>Mr. Joseph Dera — Police Chief</b></p> <p>(970) 384-6500 Joseph.deras@cogs.us</p>	<p>In mid-2025, BBC led an impact fee study for the City of Glenwood Springs to update its public safety and fire impact fees.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Applied a capital buy-in approach for public safety that allocated costs based on service demands from residents and visitors.</li> <li>▪ Ensured compliance with <i>Nollan, Dolan, and Sheetz v. El Dorado County (2024)</i> proportionality standards.</li> <li>▪ Successfully presented the proposed fees to the City Council and the Planning Commission to support adoption of the updated fees.</li> </ul>
<p><b>City of Evans</b></p> <p><b>Ms. Jacque Troutd — Assistant City Manager</b></p> <p>(970) 475-1170 jtroutd@evanscolorado.gov</p>	<p>In 2023, BBC and FCS collaborated on a comprehensive impact fee study for the City of Evans, with each firm leading distinct components. FCS, led by Project Manager Melanie Hobart, conducted the water and wastewater impact fee analysis, while BBC managed the transportation impact fee update.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Applied a plan-based approach using vehicle miles traveled and trip generation data to allocate roadway costs proportionate to new development.</li> <li>▪ Combined FCS’s technical expertise in utility systems with BBC’s experience in land use planning and fee development to deliver an integrated, defensible, and policy-aligned fee program.</li> </ul>
<p><b>Town of Platteville</b></p> <p><b>Mr. Troy Renken — Town Manager</b></p> <p>(970) 785-2245 trenken@plattevillegov.org</p>	<p>BBC was retained by the Town of Platteville in early 2025 to prepare an updated suite of impact fees for police, public facilities, stormwater, and transportation.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Applied both capital buy-in and demand-based approaches to align each fee with the actual cost of system capacity used by new development.</li> <li>▪ Incorporated functional population, impervious surface, and trip generation methods to tailor fees to each land use type.</li> <li>▪ Prepared revenue projections and peer-community comparisons to guide policy and implementation decisions.</li> </ul>
<p><b>Town of Frederick</b></p> <p><b>Mr. Bryan Ostler— Town Manager</b></p> <p>(720) 382-5511 bostler@frederickco.gov</p>	<p>BBC was retained by the Town of Frederick to prepare an updated suite of impact fees for police, public facilities, stormwater, transportation, and parks and trails. The project was completed in fall of 2025.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Applied both capital buy-in and demand-based methodologies to ensure each fee reflects the true cost of system capacity consumed by new development.</li> <li>▪ Incorporated functional population, impervious surface, and trip generation methods to tailor fees to each land use type.</li> <li>▪ Collaborated closely with Town staff and presented to Town Council, helping shape a fee program that balanced housing affordability with effective impact mitigation.</li> </ul>
<p><b>Town of Elizabeth</b></p> <p><b>Mr. Zach Higgins— Development Director</b></p> <p>(303) 725-7496 zhiggins@townofelizabeth.org</p>	<p>BBC was retained by the Town of Elizabeth in 2023 to calculate a comprehensive set of impact fees for the town.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Developed impact fees for public safety, transportation, parks and trails, and public buildings.</li> <li>▪ Projected future development by land use type to fairly and proportionally allocate the costs of future infrastructure investment required to serve growth.</li> <li>▪ Collaborated closely with Town staff and presented to Council to ensure the fees were successfully adopted.</li> </ul>

## FCS Overview

FCS provides utility rate and fee consulting, utility management, financial analysis, and economic strategies to public sector clients inclusive of city and county governments, municipal corporations, ports, special purpose districts, and state agencies. FCS has delivered high-quality, cost-effective consulting services in over 4,000 engagements and served more than 650 clients. Their staff of 35 serves clients throughout the western United States and Canada from locations in Longmont, Colorado Redmond, Washington, Spokane, Washington, and Portland, Oregon.

In addition, our Bowman colleague, Nick Marcotte, brings valuable local insight, having supported the City of Minturn with a previous generation of its Water Master Plan while with a former employer.

**Utility Rate and Fee Consulting.** FCS has performed over 3,000 utility finance and rate development projects for local communities, including defining revenue requirements with comprehensive financial modeling tools, performing long-term capital management strategies, developing full cost-of-service rates, and legally defensible connection charges. We work with agencies large and small in urban and suburban areas, rural systems, regions with seasonal/climate sensitivities, and communities with special commercial/industrial needs.

We are experts and educators in utility rate policies and practices and are attentive to legal constraints in every location we work.

We have invested time with agency staff, policymakers, stakeholders, and customers to improve your utility's long-term financial health and integrity.

**Utility Management.** FCS offers tailored business management solutions. We assist with the formation and merger of utilities, perform cost-benefit analyses, develop strategic business plans and negotiate complicated wholesale agreements, helping your utility maintain its resiliency in an ever-changing environment.

**Economic and Funding Strategies.** FCS economists help governments create vibrant sustainable communities. We model the fiscal and social return on public investments and provide creative ways of funding projects and services. Challenges turn into opportunities as we support goals aimed at fair housing and job creation.

**General Government Financial Analysis.** FCS financial consultants help local and state governments, regional agencies and public safety entities address policy, public finance, cost allocation and recovery, facility funding and organizational performance. We bring deep expertise in government operations, policymaking and stakeholder engagement to support effective, community-responsive solutions.

**FCS and BBC Partnership.** In 2023, FCS and BBC collaborated on the City of Evans Impact Fee Study, where each firm brought complementary expertise to deliver a comprehensive result for the City. FCS project manager, Melanie Hobart, led the water and wastewater impact fee component, while the BBC team managed the transportation impact fee analysis. The partnership was highly effective, combining FCS's deep technical understanding of utility systems with BBC's experience in community planning and impact fee development.

## FCS Project Experience

Figure I-2.  
FCS Relevant Project Descriptions

<b>Project</b>	<b>Project Description</b>
<p><b>Water &amp; Wastewater Rate Study</b> <i>Pueblo West Metropolitan District, CO</i></p>	<p>FCS was engaged by the District to perform a water and wastewater utility rate study for the Pueblo West Metropolitan District in 2021.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Recommended an increase in the Plant Investment Fee as well as the implementation of a separate Water Resource Fee that tracks to the market value of water. It was also recommended to increase water rate revenue by 4.25% annually from FY2022 – FY2031.</li> <li>▪ Created a phase in approach that was utilized based on the cost-of-service analysis to independently apply the necessary rate increases to different customer classes to achieve the recommended rate revenue increase.</li> <li>▪ Recommended to lower the Plant Investment Fee and increase the wastewater rate revenue.</li> </ul>
<p><b>Water and Wastewater Rate Studies</b> <i>Cheyenne Board of Public Utilities, WY</i></p>	<p>FCS prepared a comprehensive financial evaluation of the BOPU’s capital improvement and operating needs. FCS proposed a five-year strategy for annual 5.0% rate increases in each utility, water and sewer through this evaluation. Despite these increases, the combined BOPU billing remains lower than several comparably sized neighboring communities.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Prepared annual updates to the long-range financial plans, cost-of-service models and rate schedules.</li> <li>▪ Retained to provide annual management of the rates and charges.</li> <li>▪ Successfully increased water and wastewater revenue to support a growing capital improvement plan.</li> </ul>
<p><b>Water and Sewer Connection Fees Study</b> <i>City of Longmont</i></p>	<p>In 2022, the FCS team assisted the City of Longmont’s water and sewer utilities with a comprehensive connection fee study. The project evaluated the City’s existing fee methodology, explored alternative approaches, and examined options to align connection fees with affordable housing objectives. The resulting recommendations provided a sound, defensible foundation grounded in industry standards and Colorado’s legal frameworks.</p> <p><b>Project Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Conducted a full review and analysis of the City’s existing connection fee structure and alternative methodologies.</li> <li>▪ Assessed potential fee adjustments to support affordable housing goals while maintaining fiscal responsibility.</li> <li>▪ Delivered clear, legally defensible recommendations that led the City to update its existing fee structure.</li> </ul>

## Key Staff



### **MICHAEL VERDONE, Ph.D.** **BBC Managing Director**

Dr. Verdone joined BBC in 2016 and became a Director of the firm in 2020. Since joining the firm, Dr. Verdone has developed specializations in impact fees as well as water and natural resource economics. He has completed numerous impact fee studies, utility rate studies, fiscal impact analyses of proposed developments and annexations, and fee development projects, for a variety of clients. He has also served as an expert witness on impact fee disputes.

#### **Relevant Project Experience**

- **Impact Fee Studies.** Dr. Verdone has led and supported numerous impact fee studies throughout Colorado. Currently, he is working on behalf of the Town of Timnath, Colorado where he is conducting a comprehensive update to the Town’s development impact fees and development review fees. Before this engagement, Dr. Verdone worked with the Town of Elizabeth to establish the Town’s first comprehensive impact fee schedule. Dr. Verdone also worked on behalf of a law firm to evaluate proposed changes to the City of Aspen’s and San Miguel County’s affordable housing impact fees. Dr. Verdone has also served as the impact fee consultant for numerous fire districts throughout the state.
- **Growth, Development, and Annexation Analyses.** Dr. Verdone has also led and supported several studies related to municipal growth, development, and annexations in counties, cities, and towns across Colorado. Most recently, Dr. Verdone led a study to analyze the fiscal impacts of rezoning a commercial parcel to a mixed-residential use in the City of Louisville. In northern Colorado, he led a fiscal impact study of a proposed annexation of a residential and commercial development into the town of Wellington.
- **Expert Witness.** Dr. Verdone has been retained by legal counsel as well as private and public clients to conduct third-party reviews of the appropriateness and reasonableness of impact fees in Colorado jurisdictions. This work has included multiple engagements examining workforce housing impact fees as well as disputes around water tap fees and plant investment fees.

#### **Education**

Ph.D. Economics, Colorado State University, 2016  
M.A., Economics, University of Colorado, 2007  
B.A., Economics, Colorado State University, 2005



Melanie focuses on stormwater, water, sewer, solid waste, and electric utility rate studies and forecasting throughout the U.S.

**CONTACT**

melanie.hobart@bowman.com  
303.309.0369

# Melanie Hobart

## PROJECT MANAGER

### EDUCATION

MPA, Public Administration, Environmental Policy, University of Washington  
BA, Environmental Studies and Psychology, Williams College

### WORK HISTORY

18 years (since 2007) professional consulting experience  
Joined FCS in 2016

### HIGHLIGHTED EXPERTISE

- Cost-of-Service and Rate Studies (Water, Wastewater, Stormwater, Solid Waste, and Fire / EMS)
- Utility Rate Modeling and Forecasting
- Utility Formation
- Policy Analysis
- Financial Planning
- Report Writing

Melanie Hobart is an FCS, a Bowman company project manager with over 18 years of public sector and consulting experience. She has performed stormwater, water, sewer and electric utility rate studies and forecasting throughout the U.S. Melanie's area of expertise is in policy and regulatory analyses. She has assisted clients with fiscal policy development, multi-year revenue requirement forecasts and financial plans, establishment of proper targets for system replacement funding and crafted capital funding plans that optimize internal and external funding sources. Melanie's project work has included detailed customer statistics analysis to develop monthly use profile and inform development of cost of service allocation factors. In addition, customer data has been used to develop bill frequency analysis for customer class designations and customer bill impacts from changes in rate restructuring.

Melanie's previous professional experience includes data and policy analysis for a management and financial consulting firm. She also wrote, edited and published a Green Business professional curriculum on behalf of Sustainable Media Group. Previously, at Booz Allen Hamilton, she performed work for the U.S. Environmental Protection Agency, Department of Transportation, and Department of Energy.

### PROJECT EXPERIENCE

#### COLORADO

##### ARVADA

- Water, Sewer, and Stormwater Financial Plan Update
- On-Call Financial Services

##### AURORA

- Water Rate Evaluation and Financial Services
- On-Call Financial Services

##### CASTLE ROCK

- Roxborough Water Delivery Rates

##### DOMINION WATER AND SANITATION DISTRICT

- Water and Sewer Rate Study
- On-Call Utility Rate Consulting
- Tap Fee Analysis

##### EVANS

- Wastewater Rate Study
- Water Rate Study
- Transportation Impact Fee



## **SECTION II.**

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### **Proposed Scope and Schedule**

## SECTION II.

# Proposed Scope and Schedule

BBC and FCS's approach to this project has been shaped by 40 years of similar engagements and considerable specific experience in Colorado and other Mountain West states. Our involvement with both private and public entities will be particularly beneficial in ensuring a balanced perspective on growth, development and cost allocation issues, and recognition of the competitive consequences of establishing impact fees.

### Impact Fee Considerations

BBC's approach to developing impact fees emphasizes proportionality, transparency, and defensibility under Colorado law. Our goal is to help the Town of Minturn establish a fee structure that equitably allocates the cost of growth, reflects local service and infrastructure conditions, and supports community goals related to fiscal sustainability and housing availability and affordability. The following considerations will shape our technical approach and policy recommendations.

**1. Approach to Fee Calculation: Capacity-Based vs. Plan-Based Methods.** The methodology for calculating impact fees will depend in part on the existing capacity of the Town's public facilities and infrastructure. Where existing systems, such as parks or transportation, have available capacity to serve new development, the Town may employ a *capital buy-in* approach, allowing new growth to "buy into" its share of the value of existing assets. Alternatively, where facilities are nearing or have reached capacity, a *plan-based* approach will be appropriate, in which fees are tied to the capital investments identified in Minturn's adopted master plans or capital improvement programs to accommodate future growth. BBC will evaluate the adequacy and available capacity of the Town's systems early in the process to help determine the most defensible and practical approach for each fee type.

**2. Allocation of Service Demand Between Residents and Visitors.** Minturn's dual identity as both a residential community and a destination for visitors and pass-through travelers introduces complexity to impact fee allocation. Certain public services like transportation and public safety experience significant demand from non-resident populations. To ensure proportionality and legal defensibility, BBC will use its experience from similar communities to apply methods to allocate service demand between resident and non-resident users, drawing on available data (e.g., traffic counts, lodging occupancy, event attendance, and visitor estimates) to quantify and appropriately apportion these impacts.

**3. Considerations for Workforce Housing.** Workforce housing is a central issue for Minturn and the Vail Valley. The 2025 Eagle County Regional Housing Needs Analysis found that Minturn's median home price reached \$1.35 million in 2023, and that the town will need about 87 new housing units by 2035, most for households earning between 50 and 100 percent of the

area median income. The Town's *Minturn Forward* zoning update reflects an active effort to expand attainable housing options.

For impact fees to be legally defensible, they must be tied to the cost of capital facilities that are owned or planned by the Town. It will therefore be important to determine what workforce housing assets the Town actually owns or controls and to understand any plans to develop additional housing. BBC will identify these facilities, estimate their replacement value, and evaluate whether they meet the definition of capital facilities under Colorado law. We will also assess the Town's existing service standard for workforce housing and confirm that any fees are structured to offset the impacts of new development rather than remedy existing deficiencies.

**4. Balancing Fee Revenues and Housing Affordability.** While impact fees are an essential tool to fund infrastructure and maintain service levels, they can also affect overall housing costs. Throughout this study, BBC will work closely with Town staff and decision-makers to build considerations for affordability directly into the fee structure and implementing resolutions. This may include providing flexibility for the Town Council to adopt targeted exemptions or reductions for households below certain income levels or for smaller homes that place lower demands on public infrastructure. Our approach will help ensure the Town can collect the revenues needed to sustain high-quality services while maintaining a fee program that supports attainable and workforce housing goals.

### **Impact Fee Project Approach**

Our impact fee study methodology, which we have successfully employed communities across Colorado and in four other Rocky Mountain States (Arizona, Idaho, Nevada and Utah), is fully consistent with the relevant Colorado State Statutes. It includes:

- Analysis of current infrastructure service standards and identification of the growth-related portion of Town infrastructure plans;
- Incorporation of a Capital Improvements Plan (CIP);
- Forecast of residential and commercial growth (land use assumptions);
- Analysis of cash flow stemming from impact fees and other infrastructure financing sources (e.g., bonded indebtedness, special districts, General Fund contributions); and
- Implementation recommendations including impact fee credits, how fee revenues should be accounted for, and how the fees should be updated over time.

We successfully employed this study methodology on numerous occasions in previous studies.

**Legal support.** One requirement we will put on staff is a modest level of involvement from the town attorney's staff.

## Impact Fee Scope of Work

BBC will prepare a development impact fee study to calculate impact fees for transportation, utilities, public safety, parks, and workforce housing. Water and wastewater fees are calculated as part of a separate scope presented elsewhere in our proposal. To achieve these objectives, we propose the following five tasks—fully consistent with Colorado state statutes—that we have used successfully to calculate impact fees for other authorities in the Rocky Mountain West.

### Task I. Project Initiation and Data Collection

- **Task I-1.** Kickoff meeting and scheduling. During the kick off meeting with Town staff, BBC will discuss the project schedule with and set preliminary dates for public meetings, project meetings, outreach to the Planning Commission and Town Council, and project deliverables.

### Task II. Develop Capital Standards

- **Task II-1.** BBC will quantify the existing service standards for each fee category using information from Town departments. Impact fees cannot improve service standards, only maintain them, so it is paramount to understand what the existing level of service is. BBC will review departmental and Town master plans.
- **Task II-2.** BBC will review and evaluate current long-term capital financing systems as defined in the most recent Capital Improvement Plans, recognizing the four sources of infrastructure demand: repair/replacement of existing facilities, betterment of service standards, institution of new services, and expansion of facilities for new development. Task activities include interviewing department heads, evaluating data, and documenting current capital requirements.
- **Task II-3.** BBC will analyze Minturn’s current debt financing systems and document the extent of current indebtedness, as well as identify infrastructure that has been acquired with borrowed funds.
- **Task II-4.** BBC will collect data on current land use patterns in Minturn, including the acreage and square footage of different types of uses and the numbers and types of housing units. Evaluate any existing projections or development trends, including population projections that indicate current direction of development in terms of physical locale and types of land use development. Based on the above information, generate calculations documenting current development in Minturn and forecast of growth and new development over the next 10 years, depending on availability of data.

### Task III. Infrastructure Needs and Capital Cost Allocation

- **Task III-1.** Based on information generated as part of Task II, BBC will quantify the cost of future development-related capital needs for the Town attributable to each service area, including transportation; storm drainage; parks, recreation, and trails, general government facilities, and workforce housing.

- **Task III-2.** BBC will allocate the costs of development-related infrastructure among residential, commercial, industrial, and lodging land uses based on the service units defined and measured in Task II-1. Each land use will be directly linked to its corresponding service units to ensure that the cost of future infrastructure is fairly distributed in accordance with Colorado’s impact fee proportionality requirements.

**Task IV. Impact Fee Calculations and Methodology**

- **Task IV-1.** BBC will calculate preliminary impact fees and document the methodologies used to calculate each fee. This will include the following steps:
  - Quantify capital costs (data from Task III)
  - Quantify unit costs (data from Task III to derive \$/unit or \$/sq.ft.)
  - Determine land to development conversion ratios
  - Calculate revenue credits (bonded indebtedness) if appropriate
  - Prepare fee schedules and spreadsheets
  - Define benefit areas if appropriate
  - Develop a preliminary fee schedule
    - Fees for single-family and multi-family homes will be based on a per square foot and per unit basis.
  - Analyze and recommend an annual inflation escalator for fees
- **Task IV-2.** BBC will develop a plan for implementation and administration of proposed fees including credit procedures.
- **Task IV-3.** BBC will meet with town project management team to present the initial fee schedule.

**Task V. Deliverables and Draft Ordinance Support**

**Task V-1.** This task will begin by documenting the impact fee-setting process in a written report suitable for legal defensibility. Task activities include:

- Review and finalize fees
- Review and finalize the fee implementation and administration recommendations including credit procedures
- Provide discussion on fee effects on town goals and economic development
- Submit a draft report documenting:
  - Use of proprietary or existing models
  - Assumptions used in calculations, including level of service assumptions
  - Legal basis for proposed and selected approach
  - Growth projections over study period
  - Fee recommendations presented tabularly

- Produce final report (BBC can provide both hard copies and electronic versions)
- **Task V-2.** Draft enabling ordinance or resolution for legal review.
- **Task V-3.** Develop an impact fee “Administration and Update Procedures Memo,” which will include guidance on administration, how to adjust fees annually, and how credits applied against capital costs should be managed over time.

**Task VI. Public and Council Engagement**

- **Task VI-1.** BBC will participate in three meetings, one meeting each with Town Staff, Town Council, and the Planning Commission. The purpose of the meetings will be to present the background of the projects, the methods used to calculate each fee, and the proposed fees for adoption.
- **Task VI-2.** BBC will conduct one public meeting to present the impact fee project, the legal foundation for impact fees, the proposed methods for Minturn’s impact fees, and make time for the public to ask questions to the consulting team. BBC will develop the meeting agenda and materials but will rely on the Town to organize the meeting and conduct outreach.

## **Plant Investment Fee Scope of Work**

Plant investment fees happen to be an aspect of utility rates and charges that is often hotly contested. FCS's approach to preparing fees like these is both flexible and extremely defensible.

We start by evaluating the legal environment, reviewing Colorado's statutory requirements (CRS 29-20-104.5) and key cases that affect impact fee implementation. We also review local policies and codes, including the existing fees and past practices. Finally, we evaluate the methodologies available under general industry practices to provide you with options as to how to approach the topic of impact fees for you and your community. Once we understand all the above, we begin with the task of analyzing the costs and apportioning them to different types of development.

There are four pieces to developing a plant investment fee:

1. The first key step to a water impact fee are going to be the valuation of the existing system. To do this we will work with staff to compile all existing assets and escalate them to today's dollars to determine the existing system value. Critical to this step is to consider whether there are components of the system that were grant or developer funded and therefore removed from the fee basis.
2. The second step is to look at future growth-related investments in the water utility. The value of these investments becomes the future cost basis for the fee. It's important to only include growth-related capital and not repair and replacement which would overlap with the existing cost basis and essentially double charge customers.
3. Next, we pivot to defining usage per customer and determining how many customers the existing system can serve. More specifically we want to consider the total system capacity, and the currently unsubscribed portion of it that is available for new customers.
4. Last, if there are any future capital projects related to growth, we need to determine what, if any, capacity impact they will have on the system.

Depending on methodology and policy direction, these four pieces come together to determine the fee per new connection.

Documenting what we've done and how we've done it is a valuable part of the effort; we use that documentation to communicate the results and, if necessary, to defend the recommendations that you choose to implement.

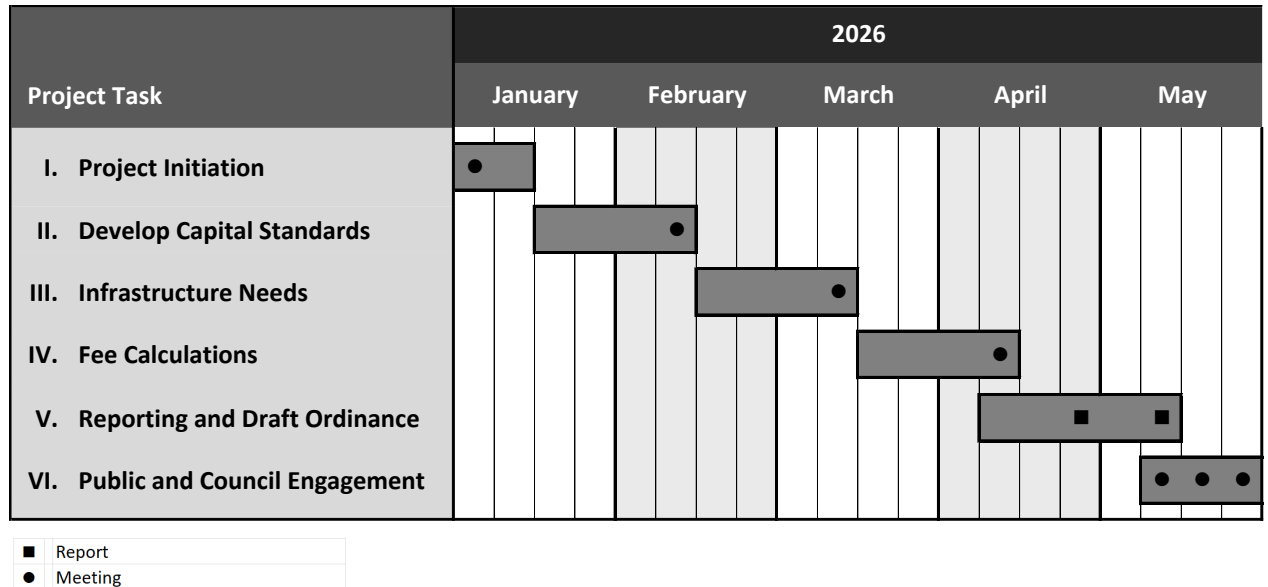
### **Plant Investment Fee Deliverables**

- Schedule of recommended water impact fees
- Three remote meetings to (1) kickoff and discuss methodology, (2) review data questions and draft analysis, and (3) confirm final results and review presentation materials.
- Technical memo outlining methodology, assumptions and results
- Excel based model with fee calculations
- Presentation to Council outlining study results and recommendations (on-site)

## Project Schedule for Impact Fee and Plant Investment Fee

BBC and FCS propose to follow the schedule shown in Figure II-1. We anticipate beginning the project in early January 2026 with a project kick-off meeting and data request. BBC and FCS will also begin developing the capital standards in January with the conclusion of this effort by mid-February along with a project update meeting. Following this task, we will begin developing infrastructure need projections, which we anticipate concluding in mid-March with another project update meeting. By mid-April, BBC and FCS will have completed the impact fee/plant investment fee calculations and will present the fees to staff at a meeting. BBC and FCS will deliver draft reports at the end of April, with final reports by mid-May. The rest of May will be dedicated to public meetings based on the schedule of Town Council, the Planning Commission, and the public.

**Figure II-1.**  
**Proposed Schedule for Town of Minturn Impact Fee and Plant Investment Fee Study**



## **SECTION III.**

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### **Project Cost Proposal**

# SECTION III.

## Project Cost Proposal

### BBC Billing Rates and Project Budget for Impact Fee Study

BBC's proposed budget for the development impact fee study is \$47,340, including travel expenses for up to five trips to Minturn. The proposed budget and staff hours for each phase of the project are shown in Figure III-1, below. The table also displays hourly billing rates for each staff position. BBC Managing Directors and Director Emeritus bill at the same hourly rate.

BBC maintains daily accounting of professional time. Professional time and expenses will be billed each month as they occur with invoices due within 30 days. Any additional work requested by the client will be billed at our standard hourly rates.

The following table shows labor costs by staffing level and by task, subject to amendment with any scope changes that occur during contract finalization.

**Figure III-1.**  
**Not-to-Exceed Budget for Town of Minturn Development Impact Fee Study**

Project Task	BBC Research & Consulting			Total Fees & Costs
	Managing Director (\$240/hr)	Senior Associate (\$200/hr)	Total Hours	
Task I: Project Initiation	3	1	4	\$ 920
Task II: Develop Capital Standards	6	24	30	\$ 6,240
Task III: Infrastructure Needs	8	24	32	\$ 6,720
Task IV: Impact Fee Calculations	16	40	56	\$ 11,840
Task V: Reporting and Draft Ordinance	32	40	72	\$ 15,680
Task VI: Public and Council Engagement	16	8	24	\$ 5,440
<b>Total Professional Fees</b>	<b>81</b>	<b>137</b>	<b>218</b>	<b>\$ 46,840</b>
<b>Travel Expenses</b>				<b>\$ 500</b>
<b>Total Budget</b>				<b>\$ 47,340</b>

## FCS Billing Rates and Project Budget for Plant Investment Fee Study

FCS's proposed budget for the plant investment fee study is \$10,950, including travel expenses. The proposed budget and staff hours for each phase of the project are shown in Figure III-2, below. The table also displays hourly billing rates for each staff position.

**Figure III-2.**  
**Not-to-Exceed Budget for Town of Minturn Plant Investment Fee Study**

Project Task	FCS			Total Hours	Total Fees & Costs
	Principal (\$325/hr)	Project Manager (\$240/hr)	Project Consultant (\$205/hr)		
Meetings	3	3	3	9	\$ 2,310
Water Impact Fee	2	4	16	22	\$ 4,890
Technical Memo	2	4	8	14	\$ 3,250
<b>Total Professional Fees</b>	<b>7</b>	<b>11</b>	<b>27</b>	<b>45</b>	<b>\$ 10,450</b>
<b>Travel Expenses</b>					<b>\$ 500</b>
<b>Total Budget</b>					<b>\$ 10,950</b>

# Supporting Staff Resumes

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## KEVIN WILLIAMS

### BBC Director Emeritus

Mr. Williams' areas of expertise include public finance consulting, economic analysis, and market research. He has completed numerous market research studies, economic impact analyses, and fee development assignments for a variety of state and local governments; nonprofit organizations; and small and large businesses. He has been invited to present on economic and fiscal research studies at several events, including the 2015 ProBike ProWalk Conference and the 2014 Association of Pedestrian and Bicycle Professionals Professional Development Seminar.

#### Relevant Project Experience

- **Fiscal Analysis and Impact Fees.** Mr. Williams has led many studies to help municipalities assess various aspects of their budgets and finance mechanisms, including the calculation and setting of impact fees related to residential and commercial development. Those studies involve assessing current development fees, funding mechanisms, development projects, assets, liabilities, and other information to set proportional and defensible impact fees related to future development projects. Mr. Williams has led multiple analyses of the sources of Grand Junction's sales tax, working with city staff to understand the proportion of sales taxes generated by city residents, regional purchases, business purchases, and tourism. This study required in-depth knowledge of development and spending patterns in the city and within Mesa County.
- **Growth, Development, and Annexation Analyses.** Mr. Williams has also led numerous analyses of municipal finance for a variety of communities throughout Colorado. Recent work includes conducting comprehensive analyses of the fiscal implications of annexation and development for Gilpin County, the Town of Blue River, the Town of Lochbuie, the Town of Silverthorne, and the City of Grand Junction. Those analyses included review and analysis of current impact fees along with calculation of operating revenues and expenditures related to new commercial and residential construction. For the City of Grand Junction, the analysis reviewed a proposed 1,600 home development and the City's phased impact fee implementation. Mr. Williams is currently leading the economic and demographic analysis for the Town of Collbran's new comprehensive plan.

#### Education

Master of Public Affairs, University of Texas at Austin, The L.B.J. School of Public Affairs  
B.S. Engineering Physics, University of Colorado at Boulder



## KEL RAYENS

### BBC Senior Associate

Ms. Rayens joined BBC in 2017 after earning her master’s degree from the University of Kentucky. Her areas of expertise include quantitative and qualitative research, data analysis and management, public finance consulting, and economic analysis. She has completed numerous impact fee analyses and fee development assignments for a variety of municipalities and special districts.

#### Relevant Project Experience

- **Impact Fee Studies.** Ms. Rayens has acted as the technical and analytical lead on impact fee studies for numerous municipalities and fire districts throughout the state of Colorado, including Castle Rock Fire District, Town of Elizabeth, Elk Creek Fire District, City of Evans, Front Range Fire Rescue, Town of Hudson, Town of Timnath, and Windsor-Severance Fire Rescue. She is experienced in developing data management strategy for impact fee studies and incorporating data from diverse sources—such as county assessors, municipal capital improvement plans, and district master plans—in order to tailor robust models for impact fee calculations.
- **Quantitative Analysis.** Ms. Rayens is experienced in quantitative research techniques, including analyses of the fiscal implications of development for various municipalities. Those analyses involved calculating the fiscal implications of developments or annexations on each municipality or special district. Ms. Rayens is skilled in quantitative analysis using Microsoft Access, Power Query, Python, R, and other tools.
- **Project Outreach.** Ms. Rayens has led public outreach and stakeholder engagement for many BBC studies, including for the Colorado Water Conservation Board, the City of Denver, Nevada’s Department of Tourism, and New Mexico’s Organ Mountain Desert Peaks National Monument. Engagement efforts have included organizing and conducting one-on-one stakeholder interviews, facilitating focus groups, and coding stakeholders’ qualitative feedback for themes to utilize in project deliverables.

#### Education

M.S., Natural Resource Economics, The University of Kentucky, 2015  
B.A., Political Anthropology, The College of Wooster, 2009



**John offers a broad knowledge of public policy and finance, and a thorough understanding of the institutional issues and options underlying the formation of utilities and the design of supporting rate and charge structures.**

#### **CONTACT**

john.ghilarducci@bowman.com  
425.336.1865

## John Ghilarducci

### **PRINCIPAL-IN-CHARGE**

#### **EDUCATION**

MPA, Organization and Management,  
University of Washington  
BS, Economics, University of Oregon

#### **WORK HISTORY**

37 years (since 1988)  
professional experience  
Joined FCS in 1991

#### **HIGHLIGHTED EXPERTISE**

- System Development Charges (SDCs)
- Impact Fees
- Water, Sewer, Stormwater, and Transportation Utility Rates
- Stormwater and Transportation Utility Formations
- Transportation Funding
- Comprehensive Plans
- Financial/Feasibility Studies
- Special Cost of Service

#### **PROFESSIONAL AFFILIATIONS**

- American Water Works Association
- American Public Works Association
- Oregon Government Finance Officers Association
- League of Oregon Cities

John Ghilarducci is an FCS, a Bowman company principal with over 37 years of professional experience including 33 years with the firm. His practice focuses on all aspects of utility and general services system development charges (SDCs) and utility rate studies, from technical modeling and public involvement to ordinance drafting and implementation. He has formed stormwater and transportation utilities and has developed water, sewer, stormwater, transportation and parks rates and charges for hundreds of clients. John is a recognized technical rate and finance expert and offers litigation support/expert witness testimony throughout the Northwest.

John's innovative rate making approaches have resulted in "level of service" stormwater rates, area-specific SDCs, sewer strength sub-classes, inverted block water rate structures, defensible stormwater rate credit methodologies, person-trip based transportation impact fees suitable for multi-modal transportation capital plans, and nonresidential park impact fees. He offers a broad knowledge of public policy and finance, and a thorough understanding of the institutional issues and options underlying the formation of utilities and the design of supporting rate and charge structures.

#### **PROJECT EXPERIENCE**

##### **COLORADO**

###### **PUEBLO**

- Stormwater Rate Study

##### **OREGON**

###### **BEAVERTON**

- South Cooper Mountain Transportation SDC Analysis
- Water and Sewer Rate and SDC Study

###### **ASHLAND**

- Transportation SDC Study
- Stormwater Master Plan Update

###### **ASTORIA**

- Multi-service SDC Study

###### **BAKER CITY**

- Special SDC Workshop

###### **BEND**

- Water, Wastewater and Stormwater Rates
- Special Transportation Funding Support



- Water and Sewer SDC Study
- Sewer Financial Plan Model
- Extra Strength Surcharge Analysis
- Transportation SDCs
- Integrated Water Plan Financial Analysis
- Water Utility Rate Model

#### **BENTON COUNTY**

- Parks Funding Plan

#### **CANBY**

- Parks SDC Study
- Transportation SDC Study
- Special SDC Consulting

#### **CANNON BEACH**

- Water, Sewer and Stormwater SDCs
- Water, Sewer, and Stormwater Rate Study

#### **CENTRAL POINT**

- Public Works and Planning Fee Study
- Special Wholesale Water SDC Methodology Review
- Stormwater Rate Study Update
- Transportation SDC Survey and Utility Formation Study
- Water Rate Study and Revenue Requirement Update
- Water, Stormwater, Transportation and Parks SDC Study and Stormwater Utility Formation

#### **CHEHALEM PARKS AND RECREATION DISTRICT**

- Parks SDC Study

#### **CLACKAMAS COUNTY**

- Economic Landscape Study
- Happy Valley Joint Transportation SDC Update
- Transportation Utility Formation Study, Update and Public Outreach

#### **CLACKAMAS RIVER WATER**

- Water Rate Analysis

#### **CLARK COUNTY**

- Whipple Creek Funding Analysis

#### **COBURG**

- Sewer, Stormwater, Transportation and Parks SDC Study
- Water and Wastewater Rate Study

#### **COLUMBIA COUNTY**

- Transportation and Parks SDC Feasibility Study

#### **COOS BAY**

- Sewer, Stormwater, Flood, Transportation and Parks SDC Evaluation

#### **COOS BAY-NORTH BEND WATER BOARD**

- Water SDC Methodology and Report

#### **CORNELIUS**

- Parks SDC Update
- Water, Wastewater and Stormwater Rate and SDC Study and Update

#### **CORVALLIS**

- Downtown Core SDC Evaluation
- Water and Sewer Rate Study

- Stormwater SDC Study
- Park SDC Study
- Transportation SDC Update

#### **COTTAGE GROVE**

- Water, Wastewater and Stormwater Rate Study Update
- Utility Rate and SDC Study

#### **CRESWELL**

- Water Rate Study Update

#### **CRYSTAL SPRINGS WATER DISTRICT**

- Water Rate Study and SDC Update

#### **DEPOE BAY**

- Water and Sewer Rate and SDC Study

#### **DESCHUTES COUNTY**

- Transportation SDC Study

#### **EAGLE POINT**

- Water, Transportation, Parks and Stormwater Rate and SDC Study and Update

#### **FALLS CITY**

- Transportation System Plan Funding Strategy and Transportation SDC Update

#### **FOREST GROVE**

- Water Rate and SDC Study and Update

#### **GLADSTONE**

- Stormwater SDC Study
- Park SDC Study
- Water Rate Study and Stormwater Utility Formation
- Transportation SDC Study
- Sewer Master Plan
- Water SDC Update

#### **GLENEDEN SANITARY DISTRICT**

- Sewer SDC Study

#### **GRANITE FALLS**

- Water and Sewer COSA Rate and SDC Study

#### **GRANTS PASS**

- Water, Sewer and Stormwater Rate and SDC Study
- Water Revenue Requirement Study

#### **GRESHAM**

- DES Financial Analysis
- Stormwater Bond Feasibility Study

#### **HAPPY VALLEY**

- Sewer and Stormwater Feasibility Evaluation
- Economic Opportunities Analysis
- Clackamas County Joint Transportation SDC Update
- Transportation Utility Formation
- Transportation Utility Fee Implementation Study
- On-Call Consulting Services
- Community Center Feasibility Study
- Transportation and Parks SDC Update

#### **HERMISTON**

- Water, Wastewater, Parks and Transportation SDC Study

## **HILLSBORO**

- Large Water User SDC Payment Alternatives
- Water Rate and SDC Study
- Stormwater Master Plan
- Sewer Plan Financial Analysis

## **HOOD RIVER**

- Water, Sewer and Stormwater Rate and SDC Study

## **JACKSON COUNTY**

- Transportation and Parks SDC Study

## **JACKSONVILLE**

- Transportation and Parks SDC Studies

## **JUNCTION CITY**

- Park SDC Advice

## **KEIZER**

- Stormwater Utility Formation
- Water Rate Study and Update Assistance

## **KLAMATH COUNTY**

- Transportation, Storm Drainage and Parks SDC Study

## **KLAMATH FALLS**

- Transportation SDC Study
- Stormwater Financial Plan

## **LAKE OSWEGO**

- Sewer Utility Financial Plan and Rate Review
- Water Cost-of-Service Analysis, SDC Study, Rate Study and Update
- Parks and Recreation District SDC Analysis

## **LANE COUNTY**

- Stormwater Utility Feasibility Study
- Transportation and Parks SDC Study
- Stormwater Utility Formation

## **LA PINE**

- Large Customer Connection Analysis
- Water and Wastewater Rate and SDC Study

## **LINCOLN CITY**

- Transportation and Parks SDC Study

## **MADRAS**

- Wastewater Rate and SDC Study
- Water Rate and SDC Study
- Transportation Utility Formation
- Transportation SDC Study

## **MAMMOTH COMMUNITY WATER DISTRICT**

- Connection Fee Ongoing Support Services

## **Marion County**

- North Santiam Canyon Sewer Project

## **MCMINNVILLE WATER AND LIGHT**

- Water SDC Study

## **MEDFORD**

- Water, Sewer, Stormwater, Transportation, Parks and Public Safety Rate Benchmarking Study

- Sewer, Stormwater and Street Rate Study
- Leisure Services Plan and SDCs
- Street SDC Credit Policy Special Evaluation
- Sewer, Stormwater and Transportation Rate Design Study
- Storm Drain Master Plan
- Wastewater Treatment Rate Study
- Street, Sewer, Stormwater and Parks Rate and SDC Study

## **METRO PLANNING**

- Infrastructure Analysis Work Session
- Regional Infrastructure Planning Study and Update

## **MILWAUKIE**

- Transportation Maintenance Fee Public Process
- Water, Wastewater and Stormwater SDC Studies and Updates
- Stormwater and Wastewater Rate Studies
- Wastewater System Master Plan
- Park SDC Study

## **MONMOUTH**

- Parks SDC Study
- Transportation SDC Update
- Western Oregon University SDC
- Stormwater Rate Study
- Stormwater Utility Formation

## **MOSIER**

- Parks SDC Study
- Water Rate Study Update and SDC Study

## **MT. ANGEL**

- Sewer Rate and SDC Study
- Stormwater SDC Study

## **NEWBERG**

- Transportation SDC Study
- Street Utility Formation

## **NEWPORT**

- Water, Sewer and Stormwater Rate Study
- Citywide Cost Allocation Plan and User Fee Study

## **NORTH CLACKAMAS PARKS AND RECREATION DISTRICT**

- Parks SDC Methodology Update

## **OREGON CITY**

- Transportation SDC Study
- Police Utility Fee Analysis
- Pavement Maintenance Utility Fee Update
- SDC Forum
- Parks Utility Fee Framework
- Transportation Utility Formation Study, Maintenance Fee Public Process and SDC Study
- Sewer Rate and SDC Study
- Water Rate Study and SDC Update
- SDC Code Review
- Stormwater Rate and SDC Study

- Rate and SDC Benchmarking Study

**OREGON DEPARTMENT OF HOUSING AND COMMUNITY SERVICES**

- SDC Study

**PHOENIX**

- Water, Parks, Stormwater System and Transportation SDC Studies

**PORT OF ST. HELENS**

- Strategic Plan

**PORTLAND**

- Parks SDC Comparison Chart and Index Update
- Portland Area Regional Employment Study

**PREMIER WEST BANK**

- Shady Cove Waterworks Valuation
- Rate Model Training

**PRINEVILLE**

- SDC Work Session #1
- Joint Recreation and Parks Master Plan

**RAINIERS**

- Wastewater Rate Study Update

**RALEIGH WATER DISTRICT**

- Water SDC and Revenue Requirements Study

**REDMOND**

- Stormwater Utility Formation and Implementation Support
- Transportation System Plan Financial Section
- Water and Sewer Rate Studies and Update
- Parks SDC Study

**ROSEBURG**

- Transportation SDC Comparison and Update

**SALEM**

- Park SDC Study

**SALISHAN SANITARY DISTRICT**

- Wastewater Rate Update

**SANDY**

- Transportation and Parks SDC Update
- Wastewater Rate and SDC Study

**SCAPPOOSE**

- Wastewater Rate Study
- Stormwater Plan Financial Analysis

**SEASIDE**

- Water Rate, Wastewater and Parks SDC Studies

**SHADY COVE**

- Wastewater, Stormwater, Transportation, Parks SDC Studies and Review

**SHERWOOD**

- Transportation SDC and Street Fee Study
- Transportation Plan Funding SDC Study and Update
- Stormwater and Wastewater Rate and SDC Studies
- Water Rate and SDC Study and Financial Chapter
- Parks SDC Methodology Update

**SILVERTON**

- Water, Wastewater and Transportation SDC Study and Update
- Scaled SDC Analysis

**SISTERS**

- Water and Sewer Rate Study

**ST HELENS**

- Water, Sanitary Sewer, Storm Sewer, Transportation and Parks SDC Studies and Updates

**STAYTON**

- Water, Sewer, Stormwater and Transportation Rate Study

**SUNRISE WATER AUTHORITY**

- Water SDC Update

**TALENT**

- Stormwater, Transportation and Parks SDC Study

**THE DALLES**

- Wastewater Rate and SDC Study
- Wastewater Financial Plan

**TIGARD**

- River Terrace Community Plan
- Parks and Transportation SDC Studies and Advice
- Infrastructure Financing Services
- Stormwater Rate and SDC Study
- Water Cost of Service Analysis
- Water SDC Study

**TILLAMOOK**

- Stormwater SDC Study
- Water SDC Study

**TROUTDALE**

- Water, Sewer and Stormwater Rate and SDC Study
- Local Gas Tax Revenue Analysis
- Water, Sewer, Stormwater Rate and SDC Updates

**TUALATIN HILLS PARKS AND RECREATION DISTRICT**

- Parks SDC Update
- Aging Facilities Assessment Tool
- Park SDC Consulting and Index Adjustment

**TUALATIN**

- Water Rate and SDC Study with Water Master Plan and Financial Element
- Southwest Tualatin Master Plan Implementation

**UMATILLA**

- Water, Wastewater and Parks Rate Study

**VENETA**

- Transportation SDC Study
- Wastewater Rates and SDC Study
- Water Rate and SDC Study and Update
- Parks SDC Study

**VERNONIA**

- Wastewater Rate Study

## **WARRENTON**

- Water and Wastewater Rate Study
- Fort Stevens State Park Wastewater Cost Analysis
- Street, Water, Wastewater, Parks, Storm Drainage SDC Methodology Review and Public Process
- Parks and Stormwater SDC Assistance

## **WASHINGTON COUNTY**

- Transportation Impact Fee Study

## **WEST LINN**

- Water, Stormwater and Transportation SDC Updates
- Transportation SDC Study
- Sewer, Storm and Parks SDC Update
- Missing Middle Housing SDC

## **WILLAMALANE PARKS AND RECREATION DISTRICT**

- Parks SDC Annual Adjustment Index
- SDC Index Update
- Park SDC Methodology Update

## **WILSONVILLE**

- Street SDC Update
- Goal 9 Study
- Water and Sewer Rate and SDC Study
- Parks SDC Study
- Park Utility Formation

## **WOODBURN**

- Transportation Impact Fee Study
- Water Rate and SDC Study

## **WOOD VILLAGE**

- Transportation Utility Formation

## **YACHATS**

- Water, Wastewater and Storm Drainage SDC Studies

## **WASHINGTON**

### **ANACORTES**

- Sewer Cost of Service Rate Study

### **AUBURN**

- Utility Financial Programs and Financial Chapter Development
- Water Supply Optimization Analysis
- Parks Impact Fee Study

### **BAINBRIDGE ISLAND**

- Stormwater and Surface Water Rate Study Update
- Special Stormwater Rate Policy Analysis
- Water and Sewer Rate Study
- Ferncliff Water Main Extension Funding Alternatives

### **BATTLE GROUND**

- Stormwater Utility Financial and Rate Update
- Sewer Rate Study Update

### **BELLEVUE**

- Capital Recovery Charge Update
- Stormwater Cost of Service Analysis

- Park Impact Fee Study

## **BELLINGHAM**

- Stormwater Rate Study
- Marginal Water Cost Analysis
- Storm and Surface Water Rate, SDC and Permit Fee Study
- Sewer Financial Plan

## **BLAINE**

- Stormwater Rate Study Update
- Wholesale Water Rate Support

## **BONNEY LAKE**

- Water Rate and SDC Financial Analysis

## **BOTHELL**

- COVID-19 Utility Evaluation
- Stormwater Rate Study Update
- Water, Sanitary Sewer and Stormwater Rate and Stormwater SDC Study and Update
- Wastewater Rate Analysis
- Water, Sewer and Stormwater SDC Study
- Development Services Fee and Reserve Study

## **BREMERTON**

- Utility Service Contract Negotiations with the US Navy
- Stormwater SDC Update

## **BREWSTER**

- Water and Sewer Rate Study

## **BURLINGTON**

- Stormwater Utility Formation and Consulting

## **CAMAS**

- Park Impact Fee Study
- Financial Services (On-call)
- Water, Sewer, Stormwater and Solid Waste Rate Study

## **CARNATION**

- Stormwater Financial Analysis
- Stormwater Utility Formation
- Water and Sewer Rate Study
- Stormwater Formation and Rate Study

## **CENTRALIA**

- Stormwater Utility Formation and Rate Studies

## **CENTRAL KLICKITAT CONSERVATION DISTRICT**

- Rate Study

## **CHEHALIS**

- Water and Wastewater Rate and SDC Study
- Wastewater Customer Charge Analysis and Special Evaluation of Treatment Offer
- Water, Wastewater and Stormwater Rate Study
- Wholesale Wastewater Rate Study

## **CHELAN COUNTY PUD**

- Water, Sewer and Electric SDC Study

## **CLARK CONSERVATION DISTRICT**

- Rate Development Study

**CLARK COUNTY**

- Transportation Impact Fee Study

**CLINTON**

- Sewer Financial Review

**CLYDE HILL**

- Stormwater Utility Formation and Rate Study

**COLLEGE PLACE**

- Stormwater Utility Formation
- Water and Wastewater Rate Study
- Transportation and Parks SDC Study

**COWLITZ COUNTY**

- Stormwater Funding Analysis

**DES MOINES**

- Stormwater Revenue Requirement Study
- Stormwater Comprehensive Plan, Efficiency and Rate Study and Update

**DOUGLAS COUNTY SEWER DISTRICT #1**

- Sewer Rate and GFC Study

**DUVALL**

- Parks Impact Fee Study
- Sewer Rate and SDC Update and Advice
- Water Rate Analysis and Comprehensive Plan Financial Chapter

**EAST WENATCHEE**

- Stormwater Plan Financial Services

**EAST WENATCHEE WATER DISTRICT**

- Water Rate Study

**EDGEWOOD**

- Stormwater Financial Plan
- Sewer Feasibility Study and Financial Chapter
- Utility Tax Review and Benchmarking

**EDMONDS**

- Water System Plan Financial Chapter
- Stormwater Rate Study Update
- Water, Sewer and Stormwater Revenue Requirement Update
- Lake Ballinger Regional Facility Feasibility Study
- Water, Sewer and Stormwater Rate and SDC Update

**ENUMCLAW**

- Water, Sewer and Stormwater Rate Study
- Stormwater Utility Formation and Financial Analysis
- Water and Wastewater Rate and Charge Study
- Water System Plan Financial Chapter

**EVERETT**

- Water and Sewer Connection Charge Update and Model Review

**FEDERAL WAY**

- Stormwater Comprehensive Plan Update
- Park Impact Fee Study

**FERNDALE**

- Water, Sewer and Stormwater Rate Study

**FIFE**

- Water and Sewer Rate Update
- Stormwater Rate Study
- Sewer Rate Study
- Water System Plan Financial Chapter
- Wastewater Revenue Requirement and Parity Certificate
- Water Initial Revenue Requirements Study
- Water Rate and SDC Study Update
- Park Impact Fee
- Stormwater Rate and SDC Study

**FIRGROVE MUTUAL WATER COMPANY**

- Water Utility Financial Plan and Share Charge Analysis

**GRANT COUNTY CONSERVATION DISTRICT**

- Rate Study

**GRANT COUNTY MOSQUITO CONTROL DISTRICT**

- Rate Assessment Study
- Fee Assessment Structure Update

**ISSAQUAH**

- Water and Sewer Rate and SDC Study
- Transportation and Parks Impact Fee Development
- Police and General Government Mitigation Fee and Fire Impact Fee Update

**JEFFERSON COUNTY CONSERVATION DISTRICT**

- Rate Development Study

**JEFFERSON COUNTY PUD #1**

- Water and Sewer Rate Study

**KELSO**

- Water, Sewer, and Stormwater Rate Study

**KENT**

- Stormwater and Water Rate Policy Review and Update
- Park Impact Fee Study

**KING CONSERVATION DISTRICT**

- Billing Database Update
- Rate Structure Development and Update

**KING COUNTY WASTEWATER TREATMENT DIVISION**

- Capacity Charge Rate System Evaluation

**KING COUNTY WATER DISTRICT #20**

- Water District #20 and Water District #85 Merger

**KING COUNTY WATER DISTRICT #49**

- Water Rate Study Technical Assistance

**KING COUNTY WATER DISTRICT #125**

- Water Rate/SDC Study

**KING COUNTY**

- Regional Watershed Initiative Project
- Stormwater Management Rate Evaluation

**KIRKLAND**

- Sewer Cost of Service Update
- Water Cost of Service Update
- Stormwater Rate, SDC Study and Update

- Stormwater Policy and Revenue Requirement Review
- Park, Transportation, and Fire Impact Fee Study
- Water and Sewer Rate Study

#### **KITSAP COUNTY**

- Surface and Stormwater Management Performance Audit
- Stormwater Rate Study

#### **KLICKITAT PUBLIC UTILITY DISTRICT**

- Water and Sewer SDC Rate Study and Update
- Water Rate Support Services

#### **LA CENTER**

- Stormwater Utility Formation
- Area Specific Sewer SDC Study

#### **LACEY**

- Water Rate and Charge Study
- Stormwater Comprehensive Plan
- Water System Plan
- Reclaimed Water Plan
- ICAP Update

#### **LAKEHAVEN WATER AND SEWER DISTRICT**

- Water and Sewer Rate and CFC Study

#### **LAKE STEVENS**

- Stormwater Rate Study

#### **LAKESWOOD**

- Stormwater Rate Study

#### **LAKESWOOD WATER DISTRICT**

- Financial Management Services

#### **LEWIS COUNTY**

- Regional Flood District Formation
- Water and Wastewater Regional Utility Formation

#### **LEWIS COUNTY SEWER DISTRICT #1**

- Connection Charge Review
- Sewer Rate Study and Revenue Requirements Update

#### **LONGVIEW**

- Water and Sewer Rate and SDC Study
- Beacon Hill WSD Wheeling Rate Analysis
- Kelso Wheeling Rate Analysis
- Stormwater Rate Study

#### **LYNNWOOD**

- Water, Sewer and Stormwater Rate Study
- Stormwater Comprehensive Plan Update

#### **MAPLE VALLEY**

- Park Impact Fee Study
- Stormwater Rate Study

#### **MERCER ISLAND**

- Water Rate and Connection Charge Study

#### **MILTON**

- Stormwater Rate Study

#### **MILL CREEK**

- Stormwater Rate Study

#### **MOUNTLAKE TERRACE**

- Stormwater Rate Study

#### **MOUNT VERNON**

- Surface Water Rate Study

#### **MUKILTEO**

- Stormwater Rate and SDC Study
- Surface Water Comprehensive Plan Financial Chapter

#### **NEWCASTLE**

- Infrastructure Maintenance Plan
- Stormwater Funding Analysis
- Stormwater Rate Study

#### **NORTH BEND**

- Wastewater Facility Plan and Rate Study
- Parks Impact Fee Study and Update
- Retail Water SDC Update and Wholesale Rate and SDC Development
- Stormwater Bond Parity Certificate and Utility Formation
- Water and Sewer Rate and SDC Study and Update

#### **NORTH CITY WATER DISTRICT**

- Water Cost-of-Service Analysis, SDC, Capital Investment Study and Update
- Management Advisory Services
- Special SDC Analysis

#### **OAK HARBOR**

- Water, Sewer, Stormwater and Solid Waste Rate Study

#### **OCEAN SHORES**

- Water System Financial Plan
- Ambulance Utility Cost of Service Analysis Update

#### **OLYMPIA**

- Evaluation of SDC Development Incentives
- Parks Impact Fee Study and Update
- Stormwater and Surface Water Rate Study
- Indirect Cost Allocation Plan
- Park Impact Fee Methodology Review
- Stormwater Rate Structure Review
- Park Impact Fee

#### **PACIFIC**

- Park Impact Fee Study

#### **PASCO**

- Transportation Impact Fee

#### **PIERCE CONSERVATION DISTRICT**

- Rate Development Study and Update
- Billing Database Update and Maintenance

#### **PIERCE COUNTY**

- Stormwater Rate Study
- Park Impact Fee Work Group

#### **PORT ORCHARD**

- Stormwater Funding Analysis
- Stormwater Rate Study

- Sewer Rate Study

#### **PORT TOWNSEND**

- Water and Sewer Rate and SDC Study

#### **POULSBO**

- Water and Sewer Rate Study
- Sewer Plan Financial Analysis

#### **PUGET SOUND REGIONAL COUNCIL**

- Regional Transportation Stormwater Retrofit Program

#### **PUYALLUP**

- Sanitary Sewer System Master Plan Financial Chapter
- Parks Impact Fee Study

#### **REDMOND**

- Business Case Analysis
- Stormwater Rate Study, Review and Update
- Water and Sewer Rate and SDC Study
- Water and Wastewater Cost-of-Service Analysis
- Development Services Fee Study

#### **RENTON**

- Water, Wastewater and Surface Water Comprehensive Rate Study and SDC Studies

#### **RICHLAND**

- Transportation Plan
- Water Plan Financial Analysis and Rate Study

#### **RIDGEFIELD**

- Water and Stormwater Rate and SDC Study
- Transportation Benefit District Formation

#### **SAMMAMISH**

- Parks and Recreation Impact Fee Study Update
- Stormwater Rate Study
- Transportation and Park Impact Fee Study

#### **SAMMAMISH PLATEAU WATER AND SEWER DISTRICT**

- Financial Consulting

#### **SAN JUAN COUNTY**

- Stormwater Utility Formation Planning

#### **SEATAC**

- Stormwater Funding Analysis
- Stormwater Rate Study

#### **SEATTLE PUBLIC UTILITIES**

- Conceptual Development
- Outreach Program
- Utility Connection Charge Study
- SDC Consulting Support
- Infrastructure Cost Sharing & SDC Options Analysis

#### **PORT OF SEATTLE**

- Stormwater Utility Support and Rate Update

#### **SEQUIM**

- Water and Sewer Rate and SDC Study

#### **SHELTON**

- Stormwater Revenue Requirement Forecast
- Sewer Financial Plan

#### **SHORELINE**

- Boeing Creek Funding Evaluation
- Stormwater Master Plan
- Wastewater Rate and SDC Studies
- Stormwater Rate Study

#### **SKAGIT COUNTY**

- Drainage Utility Study
- Flood Control Zone District (FCZD) Formation
- Funding Options Analysis
- Surface Water Consulting (On-call)

#### **SKAMANIA COUNTY**

- Economic Development Council Grant Applications

#### **SNOHOMISH**

- Water and Sewer Connection Fee and Capital Facility Charge Update

#### **SNOHOMISH CONSERVATION DISTRICT**

- Rate Development Study

#### **SNOHOMISH COUNTY**

- Stormwater Rate Study
- Regional Detention Funding Analysis

#### **SNOQUALMIE**

- Water, Sewer and Stormwater Rate and SDC Study
- Stormwater Comprehensive Plan Financial Chapter

#### **SPOKANE**

- Stormwater Rate Study

#### **SPOKANE COUNTY**

- Stormwater Rate Study

#### **SPOKANE VALLEY**

- Stormwater Plan and Rate Study

#### **STANWOOD**

- Water and Wastewater Master Plan Updates and Drain Utility Rate Study

#### **SULTAN**

- Solid Waste Rate Study
- Wastewater Rate Study

#### **SUMNER**

- Golf Course Sale Impacts Analysis
- Stormwater Capital Facilities Charge (SDC) Study
- Stormwater SDC Options Analysis
- Water, Sewer and Stormwater Rate Study, Evaluation and SDC Update
- Staffing Survey

#### **TACOMA**

- Ecology Stormwater Rate Structure Alternatives

#### **THURSTON CONSERVATION DISTRICT**

- Rate Development Study

#### **TUKWILA**

- Parks Impact Fee Review
- Stormwater Funding Analysis

- Water, Sewer, and Stormwater Rate Study

#### **TUMWATER**

- Stormwater Comprehensive Plan
- ERR Fee Model Review and Update

#### **UNION HILL WATER ASSOCIATION**

- Water System Plan Financial Analysis Element
- Revenue Requirement Update and Rate Structure Evaluation

#### **UNIVERSITY PLACE**

- Transportation Impact Fee Study

#### **VANCOUVER**

- Traffic Impact Fee Update
- Water, Sewer, Storm Drainage and Stormwater Rate Studies and Updates

#### **WALLA WALLA**

- Stormwater Rate Equity Study
- General Sewer Plan Financial Program
- Sanitation Level of Service Study
- Transportation Impact Fee Study
- Water and Wastewater Rate and Capital Facility Charge (SDC) Studies
- Water and Wastewater Rate Study
- Low-Income Utility Rate Discount Policy Evaluation
- Ambulance Utility Cost of Service and Rate Update
- Wholesale Water Rate Analysis
- Water, Sewer and Stormwater COSA and SDC Study
- Ambulance Utility Rate Review

#### **WALLA WALLA CONSERVATION DISTRICT**

- Rate Development

#### **WASHINGTON STATE JOINT TRANSPORTATION COMMISSION**

- Joint Transportation SDC Update
- Stormwater Cost Recovery for Cities

#### **WASHOUGAL**

- Water, Sewer, and Stormwater Rate Study
- Water and Wastewater Rate and Charge Study

#### **WENATCHEE**

- ERU Analysis
- Water, Sewer and Stormwater Rate and Financial Study

#### **WHATCOM COUNTY**

- Birch Bay Stormwater Funding Analysis
- Whatcom County/Birch Bay Stormwater Master Plan
- Stormwater Rate Update

#### **WOODINVILLE**

- Surface Water Rate Study

#### **WOODINVILLE WATER DISTRICT**

- Asset Management Services

#### **WOODLAND**

- Water, Sewer and Solid Waste Rate Study

#### **YARROW POINT**

- Stormwater Utility Formation Workshops
- Stormwater Rate Design/Committee Facilitation

#### **YELM**

- City Finance Technical Advisor Services
- Nisqually Tribe Sewer Treatment Cost-of-Service Analysis

#### **CALIFORNIA**

##### **LOS GATOS**

- Transportation Impact Fee Update

##### **MAMMOTH COMMUNITY WATER DISTRICT**

- Connection Fee Ongoing Support Services
- Study to Determine Revised Water and Wastewater Connection Fees

##### **SACRAMENTO**

- Cost-of-Service Analysis and Utility Rate Study
- Stormwater Rate Model Development
- Storm Drainage Rate Structure Review

##### **SAN JOSE**

- Connection Fee Study

#### **MONTANA**

##### **BILLINGS**

- Stormwater Rate Study

##### **BOZEMAN**

- Stormwater Post Construction Program Study

##### **HELENA**

- Water and Sewer Rate Study

##### **GREAT FALLS**

- Stormwater Rate Study

##### **MISSOULA**

- Water, Sewer and Stormwater Rate Study

#### **ARIZONA**

##### **SURPRISE**

- Stormwater Utility Formation

#### **ALASKA**

##### **KETCHIKAN**

- Preliminary Stormwater Financial Services

##### **KETCHIKAN PUBLIC UTILITIES**

- Water and Wastewater and Storm Drain Cost Allocation and Rate Design Study

#### **IDAHO**

##### **BOISE**

- Wastewater Cost of Service Analysis and Rate Study

##### **COEUR D'ALENE**

- Stormwater Utility Formation
- Stormwater Rate Study

##### **LEWISTON**

- Stormwater Utility Consulting
- Water, Wastewater and Sanitation Rate and Capacity Fee Study
- Water CIP Analysis & Update

- Water and Wastewater Equity Buy-In Fee Study
- Utility Rates and Charges Litigation Support

#### **MERIDIAN**

- Connection Charge Evaluation
- Water and Sewer COSA Rate Study

#### **NAMPA**

- Water Rate Study
- Wastewater Hookup Fee Update
- Wastewater Special Industrial Rate Estimate
- Stormwater Utility Formation, Technical Support and Rate Study
- Wastewater Funding Options Study
- Wastewater Cost-of-Service Analysis and Rate Study
- Capacity Optimization Fee Economic Analysis
- TASCOS Scenario Development
- Water and Wastewater Impact Fee Analysis
- Water Rate Update
- Wastewater Rate Model Dashboard
- Irrigation Water Rate Study
- Domestic Water Rate Update

#### **POST FALLS**

- Financial Plan and Capacity Fee Update

#### **NEVADA**

##### **SPARKS**

- Financial Rate Study for Sanitary, Storm and Effluent Sewer System

##### **WASHOE COUNTY**

- Stormwater Utility Formation
- Truckee River Flood Area Funding Study

#### **CANADA**

##### **CALGARY, AB**

- Water, Wastewater and Storm Drainage Cost-of-Service Analysis

##### **SASKATOON, SK**

- Data Needs Review
- Wastewater Cost-of-Service Analysis

#### **FEDERAL GOVERNMENT**

##### **UNITED STATES ARMY CORPS OF ENGINEERS (CA)**

- Tahoe Basin Sewer Cost-of-Service Report Peer Review

#### **RECENT PRESENTATIONS**

- *Rate Study Basics & Stormwater Survey, Central Sound NPDES, June 2024*
- *Washington Stormwater Rate / Credit Survey, Pacific Northwest Clean Water Association, May 2024*
- *Rate Study Basics & Stormwater Survey, North Sound NPDES, May 2024*
- *System Development Charges: Trends and Evolving Policy, Oregon Government Finance Officers Association, March 2024*
- *Solutions to Stormwater Rate Challenges, Montana Stormwater Conference, May 2022*
- *System Development Charges 101, League of Oregon Cities Spring Conference, April 2022*
- *Rate Design Strategies, Oregon Municipal Finance Officers Association, March 2021*
- *System Development Charges: Understanding the Legal & Technical Requirements, League of Oregon Cities SDC Workgroup, October 2020*
- *Park Impact Fee Basics, Washington Recreation and Parks Association Funding Options for Parks Forum, February 2020*
- *System Development Charges Overview, League of Oregon Cities, June 2019*
- *General Facilities Charges, Infrastructure Assistance Coordinating Council, October 2018*
- *System Development Charges: Understanding the Legal and Technical Requirements, Oregon City Attorneys Association, September 2018*
- *Solutions to Stormwater Rate Challenges, American Public Works Association Spring Conference, April 2017*
- *Solutions to Stormwater Rate Challenges, Washington Finance Officers Association, September 2016*
- *System Development Charges, League of Oregon Cities Training Seminars, 2012-2016*
- *Cap Fee Basics and Legal Update, Association of Idaho Cities, June 2016*
- *Rate and Charge Setting: A Conservation District 'How to', Washington Association of Conservation Districts, November 2015*
- *Managing Financial Risk and Declining Water Sales, Pacific Northwest Section – American Water Works Association, May 2015*
- *Trip-Based Stormwater Rates, American Public Works Association Oregon Chapter, October 2014*
- *Water System Development Charges, American Water Works Association Oregon Subsection Waterworks School, June 2014*

**TOWN OF MINTURN, COLORADO  
RESOLUTION NO. 02 - SERIES 2026**

**A RESOLUTION AUTHORIZING THE AWARD OF A PROFESSIONAL SERVICES CONTRACT FOR A  
COMPREHENSIVE IMPACT FEE STUDY**

**WHEREAS**, the Town of Minturn issued a Request for Proposals (“RFP”) on October 14, 2025, for professional consulting services to prepare a Comprehensive Impact Fee Study evaluating and recommending legally defensible development impact fees consistent with C.R.S. §29-20-104.5; and

**WHEREAS**, the RFP established evaluation criteria and relative weighting to determine the proposal that best meets the needs of the Town; and

**WHEREAS**, the Town received and evaluated three proposals in accordance with the RFP; and

**WHEREAS**, proposals were independently reviewed and scored by an evaluation committee in accordance with the evaluation criteria set forth in the RFP; and

**WHEREAS**, based on the evaluation results, the proposal submitted by BBC Research & Consulting, in partnership with FCS (a Bowman Company) was determined to be the highest-scoring proposal and to represent the best overall value to the Town; and

**WHEREAS**, the Town issued a Notice of Intent to Award prior to final award of the contract; and

**WHEREAS**, the proposed scope of services includes preparation of a comprehensive nexus and proportionality analysis, development of impact fee methodologies and schedules, preparation of implementation tools and draft ordinance language, and a stand-alone water Plant Investment Fee analysis suitable for enterprise fund billing; and

**WHEREAS**, funds are available in the Town’s approved budget, including appropriate enterprise fund allocations, to support the Impact Fee Study.

**NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MINTURN, COLORADO:**

1. The Town Council hereby approves the award of a professional services contract to BBC Research & Consulting, in partnership with FCS (a Bowman Company), for the preparation of a Comprehensive Impact Fee Study, in an amount not to exceed \$58,290 subject to final contract terms and conditions.
2. The Town Council authorizes the Town Manager, under the guidance of the Town Attorney, to negotiate, finalize, execute, and administer the professional services agreement and to take all actions reasonably necessary to implement this Resolution.
3. This Resolution shall take effect immediately upon adoption.

**INTRODUCED, READ, APPROVED, ADOPTED, AND RESOLVED on this 7<sup>th</sup> day of January 2026.**

\_\_\_\_\_  
Earle Bidez, Mayor

ATTEST:

\_\_\_\_\_  
Jay Brunvand, Town Clerk

# Staff Memo

## Town Manager's Office

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To: Mayor and Town Council

From: Rob Gutierrez, Town Manager

Date: January 7<sup>th</sup>, 2026

Subject: Award of Design–Build Contract – Town Hall Apartment Re-Conversion and Building Systems Improvements

### **Recommendation**

Staff recommends that the Town Council authorize the award of a design–build contract for the Town Hall Apartment Re-Conversion and Building Systems Improvements project to Coleman Custom Homes, as the highest-scoring proposer based on the evaluation criteria set forth in the Request for Proposals (RFP), and authorize the Town Manager to finalize and execute the agreement in substantially the form presented.

### **Background**

On October 8, 2025, the Town of Minturn issued a Request for Proposals (RFP) seeking qualified design–build teams to complete the re-conversion of a portion of the Minturn Town Hall back into a two-bedroom apartment and to provide conceptual recommendations for office ventilation improvements.

An amendment to the RFP was issued on October 27, 2025, which revised the office ventilation scope to conceptual evaluation only and removed the filing storage system scope.

Three proposals were received by the submission deadline.

### **Evaluation process**

Each proposal was independently reviewed by a three-member evaluation committee using the criteria and weighting established in the RFP:

- Understanding of Project & Approach (20%)
- Experience with Similar Projects (20%)
- Cost Proposal (20%)
- Schedule & Capacity (15%)
- Project Team (20%)
- References (5%)

Each reviewer scored proposals independently. Scores were weighted, averaged by category, and aggregated to produce a final composite score. A local firm bonus, where applicable, was applied after base scoring in accordance with the RFP.

Following initial evaluation, the Town issued written requests for clarification to all proposers to ensure a complete and accurate understanding of each proposal prior to final scoring. No pricing revisions were requested or accepted.

# Staff Memo

## Town Manager's Office

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### **Selection rationale**

Based on the completed evaluation, **Coleman Custom Homes** received the highest overall score and was determined to represent the best value to the Town.

The Coleman Custom Homes proposal demonstrated a strong understanding of the apartment re-conversion scope, relevant experience with similar renovation projects, and a clear construction approach appropriate for work in an occupied municipal building. While cost was a significant evaluation factor, the RFP did not require selection of the lowest-priced proposal. Staff's recommendation reflects a holistic evaluation of qualifications, scope alignment, schedule feasibility, and overall value in accordance with the RFP.

### **Notice of intent to award**

Following completion of the evaluation process, the Town issued a Notice of Intent to Award to all proposers as a courtesy prior to final award. The notice provided an opportunity for proposers to submit questions or concerns regarding the evaluation process.

No unresolved issues remain that would prevent Council consideration of this award.

### **Fiscal impact**

The contract will be structured as a design-build agreement, which allows for refinement of scope, pricing, and final contract value through the design and preconstruction process. Final contract costs will be established consistent with the RFP and negotiated scope, and will not exceed budgetary limits authorized by the Town Council. Adequate funds are available to support the project as authorized by Council.

### **Next steps**

Upon Council approval, staff will finalize contract terms consistent with the RFP and the selected proposal. The Town Manager will execute the agreement, and a Notice to Proceed will be issued following contract execution.

Sincerely,

Rob Gutierrez  
Town Manager



# Town of Minturn – Town Hall Improvements

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Proposal for General Contracting Services  
Presented by Coleman Custom Homes  
October 2025



## Contents

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- [ 02 ] Company Overview
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- [ 08 ] Additional Building Improvements
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## 01 - Introduction

Dear Town of Minturn,

Thank you for the opportunity to submit our proposal for the Re-Conversion of the Town Hall Apartment and Improvements of the current Building Systems. At Coleman Custom Homes, we pride ourselves on our ability to deliver custom, technically demanding projects with precision, creativity, and craftsmanship.

The Town Hall project represents a unique opportunity to enhance a vital civic space, and we are enthusiastic about contributing to its success. Our approach blends innovative construction solutions, rigorous planning, and deep local experience — all tailored to ensure a smooth, high-quality delivery.

Please find enclosed our complete proposal. We look forward to the opportunity to work with you.

Sincerely,  
Tim Beecher  
Managing Partner

## 02 – Company Overview

Coleman Custom Homes (CCH) is a premier builder of luxury mountain buildings and spaces based in the Vail Valley. Specializing in complex, high-design custom projects, CCH delivers projects with precision, transparency, and artistry. Founded by Alex Coleman and led by Managing Partner Tim Beecher, the firm blends over 50 years of combined expertise across residential, commercial, and infrastructure construction.

CCH is known for its rigorous planning, detailed execution, and refined craftsmanship. The team provides full-service project delivery, including constructability review, value engineering, budgeting, and scheduling, while maintaining close collaboration with owners, architects, and municipalities.

From ground-up estate homes to historic chalet renovations, CCH has delivered dozens of exceptional projects throughout the Vail Valley. Projects range from 5,000 to 15,000+ square feet and reflect a diversity of styles, from modern mountain minimalism to alpine lodge tradition.

CCH is committed to delivering on time, on budget, and without compromise, an ethos built on accountability, communication, and long-term relationships. Every project is led by a dedicated executive team, supported by experienced superintendents, project managers, and in-house accounting controls to ensure performance at every level.

### 03 - Relevant Experience

The Coleman Custom Homes team has a wide array of experience spanning from commercial, residential, multi-family, community spaces and utilities. Our attention to detail, planning, technology, and relationships are what set us apart from other builders. Below is a selection of relevant projects:

- **Enclave and Fairways Pool/Spa/Tennis Courts** – \$1.5M community pool, spa, tennis courts, and landscaping for Enclave and Fairways communities in Beaver Creek
- **APG Military Base** – Designed and rebuilt entire power system infrastructure
- **PPE Electric Utilities** – Utility systems infrastructure development for national and regional utilities
- **Fayetteville Arkansas** – Multi-family condos and apartments
- **Forest Road Residence** – \$20M custom home full rebuild with chalet aesthetic
- **Booth Creek Falls Residence** – \$6M modular scrape & new build in Vail
- **Gypsum Storage Units** – 10+ remodels
- **Larkburger Restaurant** – Commercial TI and branding integration
- **Ritz Carlton Vail** – 10+ remodels
- **Arabelle Vail** – 5+ remodels
- **Gore Creek Promenade** – \$2M Town of Vail civic project

## 04 - Staffing Matrix

The Coleman Custom Homes team proposed for the Gore Creek Promenade project:



Tim Beecher

Managing Partner /  
Project Executive



Zane Palmer

Senior  
Superintendent



Scott Cermatori

Senior Project  
Manager



Sam Brown

Superintendent /  
Project Manager



Kim Malin

Controller /  
Accountant



Megan Beecher, CPA

Financial  
Accountant

### Tim Beecher

#### *Managing Partner / Project Executive*

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Tim Beecher joined Coleman Custom Homes in 2023, bringing a unique blend of hands-on experience, deep engineering expertise, and a sharp entrepreneurial mindset. Tim began building at the age of 14 in Telluride, started his own firm at 19, then pivoted to engineering, leading large-scale infrastructure projects and managing teams of 50+. He now leads CCH with a focus on analysis, problem-solving, and elite execution. Tim holds a B.S. in Electrical Engineering from the University of Maryland.

### Zane Palmer

#### *Senior Superintendent*

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With 45 years in construction, Zane brings extensive experience across commercial, multi-family, and custom residential projects. His leadership style fosters collaboration on-site



## Town Hall Apartment Re-Conversion and Building Systems Improvements

while keeping projects on track. A former U.S. Ski Team athlete and coach, Zane's dedication and discipline translate seamlessly to jobsite performance. Trained in European craftsmanship, he leads with a meticulous eye.

### **Scott Cermatori**

#### *Senior Project Manager*

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Scott oversees daily operations, subcontractor coordination, and site scheduling with precision and consistency. With a background in commercial construction and facility development, Scott thrives in high-speed, high-stakes environments. He holds a degree in Business Administration from Towson University.

### **Sam Brown**

#### *Superintendent / Project Manager*

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A U.S. Marine Corps veteran and CSU Construction Management graduate, Sam specializes in complex project logistics and contractor management. Known for his clarity in communication and planning, he's delivered large-scale commercial and multifamily projects across the mountains of Colorado.

### **Kim Malin**

#### *Controller / Accountant*

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Kim brings over 30 years of construction finance experience. She ensures financial accountability across all project phases, leveraging industry standards and systems to maintain accuracy and control. Her ability to bridge field activity with back-office precision helps maintain CCH's financial health.

### **Megan Beecher, CPA**

#### *Financial Accountant*

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Megan, a licensed CPA, brings Big 4 audit and consulting experience to Coleman. She manages budget tracking, financial reporting, and cash flow with a meticulous, analytical approach. She holds a Master's in Accounting from Indiana University and plays a key role in CCH's financial operations.

## 05 – Project Approach

### Overview

The Town Hall Apartment Re-Conversion will be managed as a compact, tightly sequenced interior renovation within an active municipal facility. The design-build team will emphasize communication, safety, and minimal disruption to Town operations and adjacent residential units. All work will be scheduled and coordinated with the Town Manager and facility staff before mobilization.

### Phase 1 – Pre-Construction (January 2026)

- Conduct field verification, finalize layout, and confirm finish selections.
- Submit all permit and submittal packages to the Town’s building department.
- Host a pre-construction meeting with Town staff to establish access protocols, work hours, and temporary protection requirements.
- Deliver site-specific safety plan addressing occupied-building conditions and emergency egress.

### Phase 2 – Selective Demolition and Preparation

- Remove one non-load-bearing wall, carpet, existing fixtures, and cabinetry per drawings.
- Salvage and store reusable materials (entry door, vanity cabinet, trim) for reinstallation.
- Protect all remaining finishes and maintain clear egress paths.
- Noise control: Limit demolition to standard business hours; use dust barriers and sound-dampening methods.
- Waste handling: All debris will be containerized and hauled off site strategically—no dumpster will remain on-site due to limited space and Town Hall operations. Haul-outs will be scheduled during off-peak hours.

### Phase 3 – Construction and Finishes

- Frame new entry vestibule and closet; rough-in plumbing and electrical systems.
- Install kitchen cabinets, countertops, peninsula, and appliances.
- Install pre-molded tub/shower unit and relocate existing vanity.
- Replace flooring throughout with Town-approved material and complete painting and trim work.
- Coordinate inspections for plumbing, electrical, and final occupancy with minimal downtime between trades.

- Maintain a daily cleanup standard; ensure pathways remain clear and building security intact.

#### **Phase 4 – Final Completion (March 2026)**

- Complete final touch-ups, fixture trims, and testing of all systems.
- Conduct internal quality walk-through followed by Town inspection and acceptance.
- Deliver as-built drawings, warranties, and maintenance documentation.
- Remove all protection materials and restore adjacent common areas to original condition.

#### **Project Communication and Oversight**

- Weekly progress updates will be emailed to the Town Manager summarizing completed work, upcoming activities, and any coordination items.
- Any schedule adjustments will be communicated immediately to maintain transparency.
- A single point of contact (Project Manager) will remain on-site or reachable at all times during active work.

#### **Summary**

The project will follow a linear, low-impact sequence—**pre-construction in January 2026, demolition and installation through February**, and **final completion and turnover by March 2026**. Emphasis will remain on occupant safety, noise control, and efficient waste removal without requiring on-site dumpsters.

## **06 - Project Schedule**

### **Milestone Schedule:**

- Bid Submission: October 31, 2025
- Contract Award: November 14, 2025
- Site Work Begins: December 2025/January 2026
- Substantial Completion: March 3, 2026
- Final Completion: March 10, 2026



## Town Hall Apartment Re-Conversion and Building Systems Improvements

### Detailed Schedule:

Pre-Construction	01/05/26 - 01/09/26
Mobilization	01/12/26 - 01/13/26
Selective Demolition & Salvage	01/14/26 - 01/19/26
Rough-In / Framing Adjustments	01/20/26 - 01/22/26
MEP Rough-Ins	01/23/26 - 01/29/26
Substrate Prep & Flooring Install	01/30/26 - 02/03/26
Kitchen Install	02/04/26 - 02/09/26
Bathroom Install (Tub/Shower & Vanity)	02/10/26 - 02/13/26
Trim, Doors & Closets	02/16/26 - 02/20/26
Electrical Trim-Out (Kitchen; Alt: Bath/Bedrooms)	02/23/26 - 02/24/26
Paint & Finish Work	02/23/26 - 02/27/26
Windows / Sliding Door Replacement	02/25/26 - 02/26/26
Appliance Delivery and Install	03/02/26 - 03/03/26
Final Fixtures & Hardware	03/02/26 - 03/03/26
Punch & Commissioning	03/04/26 - 03/09/26
Final Completion	03/10/26

## **07 – Scope of Work and Cost Breakdown**

### **1. General**

Provide complete project management and site supervision, including daily oversight, coordination with Town staff, and implementation of OSHA-compliant safety practices. Scope includes selective demolition, debris removal, and hauling (no on-site dumpster). Temporary protection, dust control, and site cleaning will be maintained throughout construction. Small tools, equipment, and all consumables are included. The project will conclude with a final cleaning, window cleaning, and closeout punch list.

### **2. Woods / Framing / Trim / Cabinetry**

Provide all rough framing material and carpentry labor required to remove one non-load-bearing wall, construct the new entry vestibule and closet, and make layout adjustments per drawings.

Install new trim, baseboards, and interior casing throughout.

Furnish and install new cabinetry package, including kitchen base and wall cabinets, peninsula island, and solid-surface countertops. Include all cabinetry hardware, closet shelving, and rods.

### **3. Doors & Windows**

Furnish and install new energy-efficient window and exterior sliding door package sized to the rough openings indicated on the as-built drawings.

Install all interior closet doors and associated hardware.

Provide air sealing, insulation, and finish trim for all door and window openings.

### **4. Finishes**

Provide new drywall at areas of demolition and patching, including sanding and finish preparation.

Apply two coats of low-VOC interior paint to walls, ceilings, doors, and trim, with stain and touch-ups as required.

Install solid-surface countertops in the kitchen and bath.

Perform subfloor preparation and install durable plank flooring with matching transitions and base trim.

Complete final paint and drywall touchups following fixture installation.

### **5. Specialties**

Furnish and install new bath accessories and hardware, including towel bars, tissue holder, robe hook, and shower rod.

Install new bathroom mirror and coordinate placement with vanity lighting.

### **6. Appliances**

Provide and install a complete appliance package: refrigerator, range, dishwasher, and vented microwave/hood.

Verify all connections and ensure full operational testing at closeout.

### **7. Plumbing & Mechanical Systems**

Perform plumbing rough-in and trim to connect new kitchen sink, dishwasher, and bathroom fixtures to the existing plumbing system.

Install new pre-molded tub/shower combo and reconnect vanity sink and faucet.

Install a new bathroom exhaust fan vented to the exterior.

All piping and fixtures shall meet current code and manufacturer requirements.

### **8. Electrical & Low Voltage**

Provide new electrical rough-in and trim to support kitchen appliances, GFCI outlets, lighting, and code-required circuits.

Install new lighting fixtures throughout the apartment, including kitchen task lighting and LED ceiling fixtures in bedrooms and living spaces.

Coordinate with Town staff for final inspection and verification.

### **9. Summary**

The reconversion includes demolition, reconstruction, and finish work to deliver a fully functional residential apartment with new cabinetry, flooring, paint, bath upgrades, windows, and lighting. All work will be completed in a clean, coordinated manner, with attention to noise, debris management, and occupant safety.

**Total Construction Cost: \$133,365.10**

## **08 - Additional Building System Improvements**

### **1. Office Ventilation Upgrade**

Add new supply and return ductwork to improve air circulation within the adjacent Town Hall office space.

**Total Construction Cost: \$7,577.91**

### **2. Apartment Heating and Cooling System Improvement**

Furnish and install a new Mitsubishi Hyper Heat Pump system with three indoor wall-mounted units and one outdoor condenser to provide efficient heating and cooling for the apartment, including all refrigerant lines, condensate routing, concealment, startup, and testing.

**Total Construction Cost: \$58,814.54**

## **09 - Assumptions, Clarifications, and Exclusions**

- **Existing Plumbing Systems**

It is assumed that all existing plumbing supply, waste, and vent lines serving the

former apartment remain in place and functional. No full-system replacement is anticipated. Work will consist of reconnection and extensions of existing lines to new kitchen and bathroom fixtures. Any concealed damage or corrosion discovered during construction will be documented and reviewed with the Town for scope adjustment prior to repair.

- **Electrical Infrastructure**

The existing electrical service and panel capacity are assumed sufficient for the apartment's residential loads. New circuits will be added only as needed for kitchen appliances, HVAC, and lighting upgrades.

- **HVAC Integration**

The installation of a single ductless mini-split system will satisfy heating and cooling needs. No major ductwork modifications to the existing Town Hall mechanical system are anticipated.

- **Structural Integrity**

All existing walls identified for removal are assumed to be non-load-bearing. Structural framing and subfloor systems are assumed to be in good condition and suitable for reinstallation of new finishes.

- **Window and Door Openings**

The as-built drawings were used to determine the rough opening dimensions for the existing apartment windows and sliding door. Based on these measurements, the design-build team obtained pricing for an equivalent or superior window and door product that meets or exceeds the performance of Renewal by Andersen units originally referenced in the RFP. Renewal by Andersen declined to provide a quote since the Town is the property owner and our team is not the registered owner.

- **Code Compliance**

All work will comply with the 2021 IBC and IECC as enforced by the Town of Minturn. ADA access requirements will be verified and maintained for the apartment hallway and entry.

- **Occupancy and Access**

Other apartments and Town offices will remain occupied during construction. Work hours will be coordinated to minimize disruption, and after-hours work will be scheduled only with prior Town approval.

- **Waste Disposal**

No on-site dumpster will be used. Debris will be hauled off-site in controlled loads during low-traffic hours to avoid interference with Town Hall operations.

- **Design Development**

The reconversion will adhere to the original apartment layout provided in archived drawings, with limited design adjustments as required to meet current code or site conditions.

- **Permit and Inspection Coordination**  
The contractor will obtain all required permits and schedule inspections in coordination with Town staff. Permit fees are included in the project cost.
- **Unforeseen Conditions**  
Any concealed damage, code deficiencies, or unforeseen conditions not apparent during the pre-bid site review will be documented and presented to the Town for review before proceeding with corrective work.
- **Bonding**  
This proposal does not include any bonding, as the request for proposal did not include that requirement.

## Additional Work – Office Ventilation Upgrade (Separate Bid Item)

### Overview

As part of our site review, the Town identified comfort and airflow issues within one of the existing Town Hall offices adjacent to the apartment re-conversion area. At the Town's request, R&H Mechanical performed an assessment of the existing HVAC system and provided a proposal to improve air circulation and return balance for that space. This scope is independent of the apartment re-conversion budget and will be submitted as a separate bid item for consideration.

### Scope of Work (per R&H Mechanical Proposal)

- **New Supply Duct:** Fabricate and install a new supply plenum to tie into the existing air handler and route one new branch duct across the ceiling space to the small office. Terminate with a new ceiling grille.
- **New Return Duct:** Install a new return duct connection to the existing return trunk and route it to the same office space with a ceiling return grille.
- **Testing and Balancing:** Adjust system to establish improved air circulation and pressure balance between the office and adjacent spaces.

**Total Estimated Cost: \$7,577.91** (labor, materials, and tax included).

### Clarifications

1. This work will improve airflow and circulation within the office; however, precise temperature control is not guaranteed due to existing equipment capacity.
2. The solution assumes the existing air handler and system sizing are sufficient for the additional branch.
3. Drywall removal, repair, and painting are not included in R&H Mechanical's scope.
4. Any system expansion beyond the proposed duct addition (e.g., zoning, larger air handler) would require separate evaluation and pricing.

### Exclusions

- No architectural or finish repairs (drywall patching, painting, or ceiling modifications) are included in this HVAC proposal.
- No weekend or after-hours work is included.



- No engineering drawings or stamped mechanical design are included; this is a field-installed ventilation enhancement based on site evaluation.

### **Coordination**

If accepted, this work will be performed concurrently with the apartment re-conversion to minimize disruption to Town Hall operations. Coordination between Coleman Custom Homes and R&H Mechanical will ensure proper scheduling, inspection, and closeout documentation.

**TOWN OF MINTURN, COLORADO**  
**RESOLUTION NO. 03 SERIES 2026**

**A RESOLUTION AUTHORIZING THE AWARD OF A DESIGN–BUILD CONTRACT FOR THE TOWN HALL APARTMENT RE-CONVERSION AND BUILDING SYSTEMS IMPROVEMENTS PROJECT**

**WHEREAS**, the Town of Minturn issued a Request for Proposals (RFP) on October 8, 2025, for design–build services for the Town Hall Apartment Re-Conversion and Building Systems Improvements project; and

**WHEREAS**, the RFP established evaluation criteria and weighting to determine the proposal that best meets the needs of the Town; and

**WHEREAS**, the Town received and evaluated three proposals in accordance with the RFP, including the issuance of an amendment clarifying project scope and written requests for clarification to proposers; and

**WHEREAS**, proposals were independently reviewed and scored by an evaluation committee, and scores were aggregated in accordance with the RFP; and

**WHEREAS**, based on the evaluation results, Coleman Custom Homes was determined to be the highest-scoring proposer and to represent the best value to the Town; and

**WHEREAS**, the Town issued a Notice of Intent to Award prior to final award.

**NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MINTURN, COLORADO:**

1. The Town Council hereby approves the award of a design–build contract for the Town Hall Apartment Re-Conversion and Building Systems Improvements project to Coleman Custom Homes, subject to final contract terms consistent with the RFP and the firm’s proposal.
2. The Town Council hereby authorizes the Town Manager, under the guidance of the Town Attorney, to negotiate, finalize, execute, and administer the design–build contract and to take all actions reasonably necessary to implement this Resolution, provided that final contract costs remain within budget authority approved by the Town Council.
3. This Resolution shall take effect immediately upon adoption.

**INTRODUCED, READ, APPROVED, ADOPTED, AND RESOLVED on this 7<sup>th</sup> day of January 2026.**

\_\_\_\_\_  
Earle Bidez, Mayor

ATTEST:

\_\_\_\_\_  
Jay Brunvand, Town Clerk



Town of Minturn  
301 Boulder St #309  
Minturn, CO 81645  
970-827-5645  
[council@minturn.org](mailto:council@minturn.org)  
[www.minturn.org](http://www.minturn.org)

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## **FUTURE MEETING AGENDA ITEMS**

Below reflects proposed topics to be scheduled at future Town Council meetings and is informational only. Dates and topics are subject to change.

### **January 21, 2026:**

- Presentation – Flavored Tobacco Products Ban Ballot Item
- Resolution to Approve a Contract Renewal with Vail Honeywagon for Waste Hauling Services
- Resolution / Letter of Intent to Retain Bond Counsel
- Resolution Implementing a Drug and Alcohol Testing Policy for Non-CDL Employees
- Eagle County School District (Maloit Park) Preliminary Subdivision Plat

### **February 4, 2026:**

- WTP Financing Update

### **February 18, 2026:**

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### **Dates to be Determined / Long Term Scheduling:**

- Adoption of the updated Regional Housing Authority Action Plan
- Taylor Street Repaving (Resolution Approving a Contract for the Repaving of Taylor Street)
- Traffic Calming
- Golf Cart Discussion (Discussion / Direction)
- Ordinance \_\_ (First Reading) - An Ordinance Adopting the 2024 Model Traffic Code (with Amendments and Updated Court Fines / Fees Schedule) – Legal/Krieg & Brunvand