

September 30, 2015

Colorado Strategic Action Planning Group on Aging
agingstrategy@state.co.us

Dear Selection Committee:

On behalf of HAC Planning, LLC and Open Plan Consultants, LLC it is my pleasure to submit our proposal and qualifications for project administration services to support the Colorado Strategic Planning Group on Aging. We appreciate the opportunity to submit on this effort and believe that our team has knowledge and expertise needed to successfully guide the group in upcoming planning efforts for the aging populations.

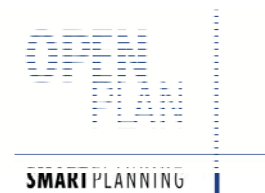
We have no exceptions to the State's contract.

Stephanie O'Hara, Will Kerns, AICP and freelance Consultant Seth Greiner will work collaboratively with the Colorado Strategic Action Planning Group on Aging to provide services to support the group's efforts in formulating a strategic plan for Colorado's aging population.

HAC Planning Group, LLC
1117 Cherokee Street Denver, CO 80204
Contact: Stephanie O'Hara
Proposed Project Manager/Administrator
Phone: 303.902.7772 | stephanie@hacplan.com



Open Plan Consultants, LLC
PO Box 331 Morrison, CO 80465
Contact: Will Kerns
Proposed Project Assistant
Phone: 303.815.4264 | wkerns@openplan.net



Seth Greiner, Freelance Consultant
2147 Lafayette Street
Denver, CO 80205
Phone: 720.369.1665 | coloradoseth@gmail.com

Sincerely,

Stephanie O'Hara
Principal Planner
HAC Planning Group

PROJECT APPROACH

The project approach below follows the tasks outlined in the Request for Proposal. Where necessary we have included additional tasks or detailed information that we feel will be critical to the success of the project. Project team members working on each task are italicized.

1. Working directly with and taking guidance from the Planning Group Chair and members of the Executive Committee
 - a. Attend all Planning Group Meetings and Executive Committee meetings
 - b. Work with and support the Planning Group and Executive Committee on issues related to the strategic planning effort
 - c. Work with Planning Group subcommittees as directed by the Planning Group Chair and Executive Committee
 - d. Research and engage topic relevant experts for outside subcommittee members
Stephanie O'Hara, Will Kerns and Seth Greiner
2. Managing the business of the Planning Group, including interacting with the fiscal sponsor on financial and compliance issues
 - a. Submit monthly invoices and reimbursable expenses to the fiscal sponsor
 - b. Provide statements for business related expenses of the Planning Group
 - c. Remain available for any compliance discussions
 - d. Research possible outside grant funding for additional ancillary expenses
Stephanie O'Hara
3. Organizing, coordinating and attending the meetings of the Planning Group, including logistical, scheduling, preparation and other appropriate support
 - a. Schedule meetings and meeting locations
 - b. Prepare meeting agendas and supplementary information to be discussed prior to the meeting or at the meeting when appropriate
 - c. Maintain e-mail contact to foster information exchange
 - d. Attend all Task Force and related subcommittee meetings
Stephanie O'Hara, Will Kerns and Seth Greiner
4. Keeping minutes and other appropriate records and documentation of meetings and other relevant activities related to the Group's work
 - a. Prepare information for discussion by the Planning Group and Executive Committee per their instruction
 - b. Disseminate information to all members in a timeline manner
 - c. Meeting minutes will be typed and e-mailed to group and committee members within 24 hours of the meeting
Will Kerns and Seth Greiner

5. Ensuring the collection, analysis and documentation of previously-completed reports relevant to aging in Colorado and nationwide
 - a. Research and disseminate to Task Force members, reports, presentations and prior legislation related to the aging population in Colorado including but not limited to:
 - i. Colorado State Plan on Aging (2015)
 - ii. Colorado Aging Framework: A Guide For Policymakers, Providers and Others for Aging Well in Colorado (2015)
 - iii. Community Living Advisory Group Report (2010)
 - iv. HB15-1033, SB 08-058, HB15-1233, SB13-127
 - v. HB15-1100, HB15-1235, HB14-1377 etc.
 - b. Provide electronic documentation to Planning Group members
 - c. Provide executive summaries of key reports presentations and prior legislation
 - d. Facilitate discussions of findings for the Planning Group and any related groups

Stephanie O'Hara and Seth Greiner

6. Managing and coordinating the work of any additional contractors and consultants
 - a. Additional contractors which may be selected through a separate RFP processes
 - b. Ensure compliance with provisions related to the contract and HB15-1033
 - c. Oversee submission of invoices to the fiscal sponsor

Stephanie O'Hara and Will Kerns

7. Ensuring opportunities for input from Coloradans throughout the state
 - a. The Project Administration Team will work with the Planning Group on how best to engage stakeholders
 - b. Tools to gather input may include:
 - i. Electronic surveys through a survey website or create a public forum website based on sites such as mySidewalk (MindMixer)
 - ii. focus groups in key areas with large aging populations
 - iii. specific efforts to gather input from the aging populations and advocacy organizations
 1. AARP, Bell Policy, Disability Law Colorado, Colorado Hospital Association, Colorado Cross Disability Association, etc.

Stephanie O'Hara and Will Kerns

8. Coordinating with other state or local agencies and other organizations as appropriate
 - a. Provide information and findings to state and local agencies and organizations throughout the process

- b. With the direction from the Task Force and related subcommittees coordinate with DOLA, State Demographers Office, Colorado's AAAs, HCPF and private firms etc. as necessary
Stephanie O'Hara and Will Kerns
- 9. Working with and assisting the Planning Group in analyzing appropriate data and information and using it to create a coherent and comprehensive strategic framework for Colorado
 - a. Provide tables, graphs and narratives regarding data interpretation
 - b. Where appropriate, provide GIS mapping to illustrate the data visually
 - c. Assist where necessary in formulation of the data analysis RFP
Stephanie O'Hara
- 10. Directing and managing the development, writing, editing, publishing, submission and timely dissemination of any reports, including the final plan and recommendations due to the Legislature, Governor and affected agencies by November 30, 2016.
 - a. The final strategic plan will be delivered in an editable Word document and a PDF document for dissemination
 - b. Written reports submitted to Governor, General Assembly, DOLA, HCPF, CDHS and any other affected state agency
 - c. Presentation to the Joint Budget Committee 2016 and 2017 legislative sessions
 - d. Other printed materials for public dissemination to be determined by Planning Group
Stephanie O'Hara and Seth Greiner
- 11. Managing public relations, a Planning Group website, and the external distribution of information.
 - a. Draft documents and recommendations which will be posted on the website for public comment
 - b. The final plan will be posted on the Planning Group website for download in PDF format
 - c. Other printed materials for public dissemination to be determined by Planning Group
 - d. Engage state and local media via press releases, public notices and other appropriate means as directed by the Planning Group
Stephanie O'Hara and Will Kerns
- 12. Working with Planning Group members to secure additional funding for its work beyond that provided by the State of Colorado
 - a. Perform a detailed grant search for grants specific to human services and community development for state government

- i. Search www.grants.gov, www.fundsnetservices.com and other funding websites
- ii. Discuss possible funding options with the State using CDBG grant funds
- iii. Discuss possible funding options with “entitlement communities” to support their local planning effort using CDBG

Stephanie O’Hara and Will Kerns

- 13. Ensuring compliance with all provisions of HB15-1033 as well as any other applicable federal, state and local laws and regulations

Seth Greiner

- 14. Submitting monthly progress reports to the Executive Committee of the Planning Group

- a. Progress Reports will be submitted to the Executive Committee as directed by the Planning Group

Stephanie O’Hara and Will Kerns

- 15. Project Manager, Assistant and ancillary staff will endeavor to ensure the success of the Task Force and bill objectives

- a. Maintain close and persistent contact with Task Force members to ensure adherence to the project timeline

Stephanie O’Hara and Will Kerns

Task	Start	End	Work Days												
				2015 Nov	2015 Dec	2016 Jan	2016 Feb	2016 Mar	2016 Apr	2016 May	2016 Jun	2016 Jul	2016 Aug	2016 Sep	2016 Oct
1 Working with Planning Group, Executive Committee and Subcommittees			290												
1.1 Coordination with Planning Group Chair and Executive Committee Members	Mon 11/02/15	Tue 12/27/16	260												
1.2 Organizaing, Coordinating and Attending Meetings	Mon 11/02/15	Mon 11/14/16	260												
1.3 Minutes and Records	Mon 11/02/15	Mon 11/14/16	260												
1.4 Subcommittee and Advisory Group coordination	Tue 12/01/15	Thu 10/20/16	225												
1.5 Ensure Compliance with HB15-1033	Mon 11/02/15	Tue 12/27/16	290												
2 Data Collection and Analysis and Documentation			257												
2.1 Collection, analysis and documentation of completed reports	Mon 11/02/15	Tue 11/08/16	90												
2.2 Analyze data and information with the Planning Group	Mon 11/02/15	Mon 5/23/16	140												
2.3 Draft Action Plan and Reports	Fri 7/01/16	Tue 11/08/16	90												
3 Managing and Coordinating Misc.			294												
3.1 Manage Business and Financial Compliance	Sun 11/01/15	Mon 1/02/17	290												
3.2 Managing and Coordinating Contractors	Tue 12/01/15	Mon 11/28/16	250												
3.3 Public input	Wed 6/01/16	Wed 8/03/16	45												
3.4 Coordination with other agencies and organizations	Sun 5/01/16	Tue 8/02/16	65												
3.5 Planning Group Website and public information dissemination	Sun 11/01/15	Tue 12/06/16	275												
3.6 Secure Additional Funding	Tue 12/01/15	Mon 1/02/17	275												
4 Deliverables			30												
4.1 Strategic Action Plan	Tue 11/01/16	Wed 12/14/16	1												
4.2 Oral Report to the Joint Budget Committee	Wed 11/30/16	Wed 12/14/16	30												
	Tue 11/01/16	Wed 12/14/16	30												

PROJECT MANAGEMENT AND COORDINATION

The Project Administration Team will include Stephanie O'Hara of HAC Planning Group, LLC, Will Kerns of Open Plan Consultants, LLC and freelance Consultant Seth Greiner. The Team has experience working with large committees as well as small groups. We have experience taking direction from groups and coordinating work between many stakeholders. Our approach is to build a trusting relationship with each of the group members and gain an understanding of their particular views and how it may fit in the planning effort.

HAC Planning Group, LLC was founded by Stephanie O'Hara. HAC Planning Group focuses on planning for housing and community development with an emphasis on affordable housing and special needs populations, including aging populations. HAC Planning Group creates action plans, needs assessments, comprehensive plans and data analyses for local jurisdictions and private businesses.



Stephanie has experience forming large committees and facilitating meetings to develop strategic action plans for jurisdictions in the Denver area. She has worked with non-profit organizations that serve the aging populations and has created plans that provide goals and strategies that address the needs of the aging populations. She understands the demographics and the future needs that will need to be addressed to ensure that there are support services, transportation and housing options, and short and long-term care options. She has extensive experience in analyzing demographic and socioeconomic data from many different sources. She has the ability to synthesize and understand what the data mean and communicate it in a meaningful way.

Open Plan Consultants, LLC (Open Plan) was founded by Will Kerns, AICP in 2012. Open Plan focuses on Healthy Community Design, stakeholder outreach and Engagement, and multimodal transportation planning with an emphasis on livability, and positive health outcomes. The Open Plan firm includes both a Planner and an Economist.



Will coordinates a number of coalition building projects across the state where he provides facilitation and technical assistance at meetings and work sessions. He is currently managing large community-based coalitions in six selected Colorado towns. Will is a team coach and specializes in building sustainable project based groups of people who are focused on implementing change in their communities. Will is a fun, friendly and positive facilitator who is very approachable, he has the ability to see the

overall long-term vision while also drilling down to the details and policies of the projects he coordinates. Will has a transportation background, however since he founded Open Plan he has shifted his focus to “Healthy Community Design” his term for the nexus of planning, public policy, and public health.



Seth Greiner spent 8+ years in the international English as a second language teaching market before returning to Colorado and earning master’s degree in political science from Colorado State University in 2014. From his former career as an educator, Seth has experience in program management and execution from years in the field managing large-scale summer language programs both domestically and internationally. This work gave him an understanding of how cooperation, collaboration, and management interact in real world settings. Seth believes that project success comes when there is a priority on fostering clear communication channels and a free exchange of ideas. During the 2015 Colorado legislative session Seth, working at the Volunteers of America at the time, became intimately connected with aging policy while researching and advocating on many of the 2015 sessions senior focused legislation. With the boomer generations aging and more choosing to do so in their own homes, issues surrounding transportation, healthcare, in-home services, caregiving, and available state resources are all becoming more pressing. Seth has been closely following the HB15-1033 process from its inception as a member of the board of Colorado Senior Lobby and is thrilled that Colorado is embarking on this process to find workable solutions to the states aging issues.

APPROPRIATE SUBJECT MATTER EXPERIENCE AND EXPERTISE

Stephanie has been working with and advocating for special needs populations for over 10 years. She formed a Steering Committee of key stakeholders in Jefferson County that were tasked to guide the planning process of the 5 year Strategic Plan for Housing and Community Development. The Steering Committee was comprised of 27 members from various organizations and backgrounds representing the interests of low to moderate income and special needs populations and their need for housing and community services.

Stephanie compiled data and presented information to the committee, and facilitated discussions regarding the data. She took minutes and disseminated information to the steering committee for subsequent meetings. Based on comments from meetings, data discussions, focus groups and surveys with the populations she drafted an Action Plan for review by the committee that in turn was publicly announced and made available and also e-mailed to other stakeholders that were not a part of the committee.

She has created a number of documents with similar processes such as the Jefferson County Consolidated Plan and the City of Aurora Consolidated Plan as well as the City of Aurora Analysis of Impediments to Fair Housing Choice and Jefferson County Housing Market Study. Each of these documents have a large data collection component and address specific populations such as the aging population, low to moderate income populations, disabled populations and homeless populations and economic development for a community.

The main components of the plans include:

- Demographic, socioeconomic and housing characteristics of defined areas
- A Strategic Plan with goals and strategies for specific populations for housing and community services; and
- Barriers that may prevent the populations from receiving housing and community services

Stephanie has primarily used census data, Colorado State Demographer data and aggregate data from relevant reports. These data sets are at various levels including state level data all the way down to block level data and provide a good basis for analysis.

Will's experience with underserved, transit dependent and aging populations began in 2003, when early in his career he was tasked to be Jefferson County's representative to the US 36 EIS, RTD West Corridor EIS, and RTD Gold Line EIS processes where he collaborated with RTD staff, consultants, and stakeholders, provided technical assistance as a representative of Jefferson County at working groups and public meetings. Will was able to see the far-reaching effects that

these projects had in providing accessibility, economic prosperity, and livability for aging populations. Will understands the nuances and the sometimes complex political landscape of the planning process. Through his many years of working on projects with DRCOG, RTD, CDOT, Jefferson County and now Open Plan, Will is seen as a technical resource and consensus builder by Colorado communities, he maintains excellent professional relationships.

Will is highly familiar with public outreach and technical writing. He is adept at developing and implementing plans and policies. He has experience in population forecasting, demographic analysis, geographic analysis and integrating public health into the planning process. Will has always developed plans and coalitions with a focus on economic development, air quality, modal choice, fossil fuel independence, and increased sense of community.

Seth has been connected to Colorado aging issues since his time as a public policy advocate for the Volunteers of America during the 2015 Legislative Session. Prior to his political work Seth was a member of several management teams for large-scale English language summer camps both domestically and internationally. In his management capacity at Edinburgh Activity Camps LLC Seth was responsible for personnel management, large scale event planning and execution, and acted as the primary liaison between the various international clientele and their parent companies, domestic service providers, and head management based in the UK. In addition, Seth was the primary budget person for EAC in New York City and Boston, respectively, responsible for a budget of \$50,000. While at the Volunteers of America Seth tracked legislation related to the VOA's clientele and learned a bit about the inner workings at the State Legislature. Seth authored and provided testimony on several senior related bills in the 2015 session including HB15-1100, HB15-1033, HB15-1235 and authored the 2015 VOA-Colorado End of Session Legislative Summary report. At graduate school Seth became acquainted and comfortable with accessing and interpreting aggregate data from the US Census, Colorado State Demographer, and other sources focusing on providing clear, easy to understand information for the public.

BUDGET

Fees for the services described herein will be invoiced by the percentage of the scope phase completed by the end of each calendar month and not to exceed the following:

Scope Fee:

Working with Planning Group, Executive Committee and Subcommittee	\$40,000
Data Collection and Analysis and Documentation	\$20,000
Management and Administration	\$10,000
Deliverables	\$30,000

Cap Total Budget: **\$100,000**

* Per the RFP, final printing and dissemination of Task Force documentation is not included in this budget.

The fees are based on a fixed rate. Hourly rates for services are as follows:

Stephanie O'Hara	\$85/hour
Will Kerns	\$70/hour
Seth Greiner	\$50/hour

REFERENCES for Stephanie O'Hara

Signy Mikita, Community Development Planner

City of Aurora, Community Development Division
9898 E. Colfax Ave.
Aurora, CO 80010
303.739.7938
smikita@auroragov.org

Work Completed:

City of Aurora Analysis of Impediments to Fair Housing Choice

An analysis of the barriers populations face when trying to attain housing in the City of Aurora included but not limited to race and ethnicity, gender, age, disability, marital status etc.

City of Aurora Consolidated Plan

A comprehensive 5-year strategic plan submission to HUD used as an application for applying for federal grant funding for HOME Investments Partnerships Grant and Community Development Block Grant. The plan outlines goals and strategies for housing and services for low-moderate income populations, and special needs populations including the aging population.

Tia Cavender, President

Chase Park Grants, LLC
720.785.4155
P.O. Box 202314
Denver, CO 80220

Work Completed:

Sam Moore Park Redevelopment Plan

A plan for a local park near the Oregon coastline to improve its use for residents. A survey was created to gather comments from residents about what uses they'd like to have in the park etc.

City of Newport, Oregon Public Outreach Plan

A plan for public engagement that used MindMixer (now mySidewalk) as a platform for involvement and comment.

City of Newport, Oregon Outreach Implementation

Created a Mindmixer website, which is a public forum for residents to get updates about projects that the City of Newport is undertaking.

Stapleton Community, Denver, Colorado Active Parks Public Outreach

Created a survey for residents to gather feedback about potential park active park uses.

City of Newport, Oregon, Safe Fish Passage Public Outreach

Created database and information materials for the City Safe Fish Passage Event

Jacqueline Pickett, MBA, CRT

Retired Diversified Funding, Grants & Development Professional

303.618.3016

Work Completed:

Jefferson County Housing Market Study and Needs Assessment

Created and inventory of housing in Jefferson County and demographic and socioeconomic data in order to determine the need for various types of housing for existing and future residents.

Jefferson County Consolidated Plan

A comprehensive 5-year strategic plan submission to HUD used as an application for applying for federal grant funding for HOME Investments Partnerships Grant and Community Development Block Grant. The plan outlines goals and strategies for housing and services for low-moderate income populations, and special needs populations including the aging population.

REFERENCES FOR Will Kerns

Leslie Feuerborn, Safe Routes to School Program Manager

303.757.9088

leslie.feuerborn@state.co.us

Managed large community-based coalitions in five selected Colorado towns for a two year CDOT Safe Routes to School pilot program called the Building Community Coalitions Grant. Served as the Colorado lead in implementing all statewide activities for non-profit Action for Healthy Kids, facilitated communications and coalition meetings, developed community tool kits, directed the competitive seed grant process and activated the SRTS target audiences in each community. Assisted in the development and implementation of community SRTS best practice evaluation strategies that include: coalition development tracking, grant program and project tracking, as well as the monitoring and approval of grant expenditures for each community. Recruitment efforts include the identification of missing stakeholders and the inclusion of outreach and recruitment activities into the community action plan. The community SRTS coalitions are composed of multi-disciplinary stakeholders including teachers, city or county officials, public health representatives, police, local business owners, parents, and school administrators. The project aims to increase the numbers of children walking and biking to school in each of the five selected communities through education and encouragement programs specifically tailored by each community according to their own problems identification and solution prioritization effort.

CDOT Statewide Transit Plan

Beth Vogelsang, Outreach Manager

303.589.5651

beth@ovllc.com

Conducted public engagement for the CDOT Statewide Transit Plan, this plan was used to inform the CDOT Statewide Transportation Plan which identified and evaluated passenger rail and express bus corridors throughout the state. The focus of the Statewide Transit Plan was on linking planned improvements with existing local transit providers. Created an interactive statewide database with over 3000 transit oriented and community contacts. Conducted targeted outreach to local transit providers, area agencies on aging, transit riders, veteran's service agencies, workforce centers, para-transit providers, health care providers, and elected officials. Provided support and coordination of statewide open houses and work sessions for each Transportation Planning Region (TPR) including finding and scheduling meeting locations, creating and distributing flyers to identified contacts, schools, libraries, and transit agencies inside of each TPR. Responsible for preparing meeting materials for each open house and work session including agendas, handouts, posters and graphics. Providing meeting

summaries to the project team. The Statewide Transit Plan aims to create an interconnected and comprehensive transit network across the entire state of Colorado.

Roadway Corridor Revitalization

Dr. Florine Raitano, Project Coach

970.390.0782

fraitano@drcoq.org

Served as a project coach for HUD and the Minnesota Housing Partnership as part of a technical assistance team serving the Louisiana Department of Transportation centered on the Paul Maillard Road corridor in St. Charles Parish, Louisiana. The Paul Maillard Road corridor was traditionally overlooked and had a dangerous pedestrian/auto-traffic and drainage situation. Reviewed project proposals and helped select the finalist local project team as part of this abbreviated project. Facilitated an executive committee composed of corridor stakeholders including corridor residents, business owners, hospital administrators, local industry representatives and local government staff. Set the committee structure, created a vision for the corridor, and helped to set expectations of what the corridor planning process covers. Completed a walking survey of the corridor and surrounding neighborhoods, created a conceptual trails vision for the area and conceptual roadway cross-sectional geometry recommendations for the future corridor build package. The Paul Maillard Corridor Revitalization focused on how the entire community can benefit from having a unified corridor plan, and how safety will increase for all road users after the proposed improvements are implemented.

CONFLICT OF INTEREST

Stephanie O'Hara has no conflicts of interest associated with this project.

Will Kerns has no conflicts of interest associated with this project.

Seth Greiner has a potential conflict of interest associated with this project. Seth is a member of the Board of Directors for Colorado Senior Lobby. Colorado Senior Lobby is a non-profit, non-partisan, all volunteer organization, that speaks with a unified voice for all Coloradoans, particularly those who are 60 years of age and older. The Lobby focuses on issues and promotes beneficial legislation, while remaining strictly non-partisan and not supporting any specific political party or candidate.

Seth M. Greiner

2147 Lafayette St. #3 • Denver, CO 80205 • 720-369-1665 • coloradoseth@gmail.com

Linkedin: www.linkedin.com/pub/seth-greiner

SUMMARY OF QUALIFICATIONS

- Policy professional with bill tracking, legislative testimony, and advocacy experience dedicated to real world solutions, leadership, outreach, and consumer education
- Proven leadership and staff management skills combined with budgeting experience
- Strong research and analytical skills with a focus on clear communication and messaging

EDUCATION

July 2014	M.A. Political Science: Environmental Politics & Policy, Public Policy & Admin. Colorado State University, Fort Collins, Colorado <i>Professional Paper:</i> Implementing an Innovation: The Larimer County, Colorado Rural Land Use Process
May 2003	B.A. History, Political Science Metropolitan State College of Denver, Denver, Colorado

EMPLOYMENT

March 2015- June 2015	Public Policy Advocate (Internship) Volunteers of America – Colorado Branch <ul style="list-style-type: none">• Identification, tracking, and analysis of state and local legislation• Committee testimony and legislative outreach, liaison to Colorado Senior Lobby• Lead monthly outreach meetings with stakeholders and partner organizations	Denver, CO
Sept. 2014- Present	Freelancer Open Plan Consultants LLC & OV Consulting LLC <ul style="list-style-type: none">• Multiple projects regarding transportation, land use, and multimodal development• Data collection, management, and interpretation for the National Western Complex Redevelopment Parking Study	Denver, CO
Aug. 2013- May 2014	Graduate Teaching Assistant (GTA) Colorado State University – Department of Political Science <ul style="list-style-type: none">• Undergraduate courses: American Government and Current World Problems• Management of online gradebooks, research assistance, exam review sessions• Grading of tests, quizzes, and writing assignments	Fort Collins, CO
June-August, 2008, 2009, 2011	Activities Director Edinburgh Activity Camps (EAC) <ul style="list-style-type: none">• Summer English language program for European teenagers in NYC and Boston• Responsible for all planning, coordination, and execution of cultural excursions• Managed 10-15 English as a Foreign Language (EFL) teachers/group leaders, 300+ students, and a budget of \$50,000	New York City, NY; Boston, MA
Sept. 2010- May 2011	History/Political Science/International Relations Tutor Akademeia Tutorial School <ul style="list-style-type: none">• Provided supplementary instruction to exceptional students attending top-tier US & UK institutions for undergraduate and graduate studies• Exam preparation for International Baccalaureate (IB), British A-levels, the International English Language Testing System (IELTS) and Test of English as a Foreign Language (TOEFL)	Warsaw, Poland
Feb. 2009- May 2011	EFL Teacher Profi-Lingua sp.j. & Lingua Nova sp.zo.o. <ul style="list-style-type: none">• Classroom and in-company business centered EFL with emphasis on writing, presentation, cultural, legal, and financial language at leading multinational companies and financial institutions• Cambridge University exam instruction on: First Certificate in English (FCE), Certificate in Advanced English (CAE), Certificate of Proficiency in English (CPE) and Business English Certificate (BEC)	Warsaw, Poland

June-August 2006, 2007	EFL Teacher Camp Eng-Land Hankuk University of Foreign Studies, International Culture Education Institute <ul style="list-style-type: none"> • Summer program for Korean children aged 8-15, class size of 10-40 students • Classes on British and American culture, customs, and language 	<i>Yeoju-gun, Kyunggido, South Korea</i>
Sept. 2004- June 2008	EFL Teacher Kliny English Courses sp. zo.o. <ul style="list-style-type: none"> • Classroom education for adults, teenagers and children • Exam classes on FCE, CAE, and CPE, general English A2-C2 levels using the Common European Framework • Responsible for the education of 80+ students with class size of 6-8 students 	<i>Kraków, Poland</i>

PROFESSIONAL DEVELOPMENT

ASSOCIATIONS & ORGANIZATIONS

2015	Board of Directors – Colorado Senior Lobby
2015	Legislative Committee Member – Colorado Senior Lobby
2015	Organizer, VOA Community Outreach & Advocacy Committee
2014	Colorado State University Alumni Association

CERTIFICATIONS

2014	Microsoft Excel Levels 1 & 2 Fort Collins Digital Workshop, Fort Collins, Colorado
2013	CITI-Collaborative Institutional Training Initiative-Internal Review Board (IRB) Group 2: Social/Humanistic/Behavioral Research Certification

CONFERENCES & EVENTS

May 2015	<i>Public Lands Education Forum-The Question of Colorado's Public Lands Legacy</i> <ul style="list-style-type: none"> • Our Wild America Campaign - Rocky Mtn. Sierra Club and Denver University
Oct. 2014	<i>Carver Colloquium: Fracking Bans and Setbacks?</i> <ul style="list-style-type: none"> • Rocky Mountain Land Use Institute & Denver University Sturm College of Law
Oct. 2012-14	<i>Natural Gas Symposium: Doing Energy Right 2012, 2013, 2014</i> <ul style="list-style-type: none"> • Colorado State University & the Clean Energy Supercluster
March 2014	<i>Moving Beyond Recession: What's Next</i> <ul style="list-style-type: none"> • Rocky Mountain Land Use Institute & Denver University Sturm College of Law
Nov. 2013	<i>A Symposium on Last Mile Connections</i> <ul style="list-style-type: none"> • Mile High Connects and the Denver Regional Council of Governments (DrCOG)
March 2013	<i>Water Tables 2013 Water in the West: Coping with Extremes</i> <ul style="list-style-type: none"> • Water Resources Archive at Morgan Library and Colorado State University
Sept. 2012	<i>The Nation Possessed: The Conflicting Claims of America's Public Lands</i> <ul style="list-style-type: none"> • The Center for the American West and the Public Lands Foundation
Sept. 2011	<i>National Parks Beyond the Nation: A Colloquium</i> <ul style="list-style-type: none"> • Public Lands History Center and CSU History Department

ANALYTICAL & COMPUTER SKILLS

Research: Qualitative and quantitative research methodology and design – CSU, Fort Collins, CO
Regulations: Academic knowledge of NEPA, EIS/EA, CWA, CAA, ESA, & FLPMA. – CSU, Fort Collins, CO
GIS: Intro ArcGIS 10.1 with GPS and RS applications for natural resources – CSU, Fort Collins, CO
Data Analysis: IBM SPSS and MicroCase database and statistical analysis software – CSU, Fort Collins, CO
Grant Writing: Introduction and Makeover Classes – Colorado Grants, Denver, CO
Computing: Constant Contact, Microsoft Office Suite, LexisNexis

SUPPLEMENTARY SKILLS & EXPERIENCE

Polish Language: lower-intermediate level speaking and reading (7 years in-country)
Experienced Traveler: resided in or visited 25+ countries
Experienced River Rafter: private excursions throughout the western United States
Boy Scouts of America: active member 1986-1996, Evergreen, CO
Rocky Mountain Raptor Program: Volunteer (Nov. 2011 – March 2012), Fort Collins, CO
W.O.L.F.: Volunteer (Oct. 2011 – July 2012), Bellvue, CO

REFERENCES: Professional and academic references are furnished upon request

ACADEMIC TRANSCRIPT: Academic transcripts and course list are furnished upon request

WORK EXPERIENCE

Principal Planner and Analyst

HAC Planning Group

September 2015-present

HAC Planning Group, LLC was founded by Stephanie O'Hara. HAC Planning Group focuses on planning for housing and community development with an emphasis on affordable housing and special needs populations, including the aging populations. HAC Planning Group creates action plans, needs assessments, comprehensive plans and data analyses for local jurisdictions and private businesses.

Planner and Analyst

Consultant

September 2007-September 2015

Worked with jurisdictions and private businesses on data and needs assessments, comprehensive and strategic plans for housing and parks and recreation. Facilitate focus groups and public meetings as well as use online tools for public input and feedback. Integrate GIS to analyze data and map spatially for assessments and planning documents. Worked with various non-profit organizations and community groups on plan development.

Projects Completed:

- City of Aurora Analysis of Impediments to Fair Housing Choice
- City of Aurora Consolidated Plan
- Jefferson County Housing Market Study and Needs Assessment
- Sam Moore Park Redevelopment Plan
- City of Newport, Oregon Public Outreach Plan
- City of Newport, Oregon Outreach Implementation
- Stapleton Community, Denver, Colorado Active Parks Public Outreach
- City of Newport, Oregon, Safe Fish Passage Public Outreach

Special Projects Planner

Planning and Zoning Division, Jefferson County, Colorado

September 2005 – September 2007

Managed Zoning Resolution, Land Development Regulation and Standard Operating Procedure document revisions including the Mountain Ground Water Section and Accessory Dwelling Unit additions. Designed a public outreach program for Planning and Zoning. Began work on the Comprehensive Plan with staff and the Planning Commission.

Projects Completed:

- Mountain Groundwater Resource Study Regulation Revisions
- Accessory Dwelling Unit Regulation Revisions

Planner/Analyst

Community Development Department, Jefferson County, Colorado

June 2003 – September 2005

Developed all planning related documents and community outreach for the CDBG and HOME Investment Partnerships programs. The documents include the 5 year Consolidated Plan submission to HUD for federal

grant funding for affordable housing and community development, the 1 year annual Action Plans, and the Consolidated Annual Performance Evaluation Report. Project manager for the HOME Investment Partnerships program and the Community Development Block Grant program.

Provided GIS and demographics support for the Community Development Division and other Human Services Divisions.

Projects Completed:

- Jefferson County Consolidated Plan
- Jefferson County Action Plan

Planner

Planning and Zoning Department-Long Range Planning Section, Jefferson County, Colorado

July 2001 – June 2003

Handled demographic and mapping requests from residents, county departments, and other jurisdictions. Supported the Evergreen Community Plan update by providing GIS analysis and mapping as well as community meeting support. Managed the Historic Preservation Program which included grant and contract administration, grant writing, and establishing a county Landmark Program.

Research Assistant

Center for Geographic Information Systems, Atlanta, Georgia

Drafted a risk mitigation plan and an inventory of essential facilities in the Mid-America Earthquake Zone through the MAE Center. The project was a collaboration between many universities, professors from engineering, architecture, planning and geographic informations systems. The work work was supported primarily by the Earthquake Engineering Research Centers Program of the National Science Foundation.

EDUCATION

Master of City Planning

Georgia Institute of Technology

Bachelor of Science in Environmental Design

University of Oklahoma

William A. Kerns, AICP
Open Plan Consultants, LLC
PO Box 331 Morrison, CO 80465
303.815.4264 – wkerns@openplan.net

Principal Consultant

Project Management – Healthy Community Design - Transportation Planning

Talented, creative, and accomplished transportation professional with extensive background in multimodal transportation planning, project implementation, and urban design. Highly familiar with public outreach, technical writing and GIS mapping. Adept at developing and implementing plans and policies. Experienced in population forecasting, demographic analysis, geographic analysis, and integrating public health into the planning process.

Knowledgeable in formulating new ideas, gaining both internal and public support, funding procurement and implementation. Experienced, big picture visionary that can drill into the details of any given project. Excellent presentation and communication skills across these and other planning competencies:

- | | | |
|---------------------------|--------------------------------------|-------------------------------|
| - Public Speaking | - Team Coaching | - Technical Writing |
| - Project Team Lead | - Project Management | - Public/Environmental Health |
| - Transportation Research | - GIS Mapping and Analysis | - Idea Generation |
| - Cartography | - Inter-jurisdictional Coordination- | - Coalition Building |
| - Bike/Ped Planning | - Transit Planning | - Land Planning/Zoning |

Professional Experience

Open Plan Consultants LLC – Founded in 2012
Principal Consultant – 2012 to Present

Jefferson County, Colorado – Transportation and Engineering Division
Transportation Planner - 2003 to 2012, *Traffic Engineering Technician* - 2001 to 2003

Open Plan Consultants, LLC - Project Experience

CDOT Share The Road Grant-Currently building a local public safety and community health coalition in Pueblo, CO. Developing a focused marketing and education strategy tailored to the unique issues that Pueblo faces with users of the local multimodal transportation system. The Pueblo Share the Road Coalition will reduce the traffic injury rate by changing the local culture of sharing the road in Pueblo. Serving as project manager, meeting facilitator and coach.

Safe Routes to School Building Community Coalitions Grant-Currently managing large community-based coalitions in five selected Colorado towns for a two year CDOT Safe Routes to School pilot program. Serving as the lead in implementing all activities for non-profit Action for Healthy Kids, facilitating communications and coalition meetings, developing community tool kits, directing the competitive seed grant process and activating the SRTS target audiences in each community. Developing community SRTS best practice strategies.

Chair, River North Art District Neighborhood Design Team (RiND)-Leading the Urban Design and Architectural Review Committee for the rapidly developing RiNo Art District, serves as the main neighborhood point of contact for incoming developers, establishes and follows a set of goals when reviewing conceptual site plans for urban design public/private improvements that are tied to the goals of the RiNo art district. Collaborates with the members of the RiND to then make recommendations to developers regarding master site plans, architecture, urban design, and zoning.

Faculty/Team Coach, Leadership in Healthy Community Design-Assisting with the design and development of the master program curriculum for non-profit Regional Institute for Health and Environmental Leadership (RIHEL). Planning the programs and evaluations for the five individual program events. Delivering workshops on various aspects of healthy community design, teamwork, team projects, leadership and communication during the on-site training events. Serves as an adviser for the program participant teams meeting with, supporting, and providing transportation planning assistance to the multidisciplinary teams regarding their team projects.

Corridor Revitalization-Served as a project coach for the Minnesota Housing Partnership as part of a technical assistance team for the Paul Maillard Road corridor in St. Charles Parish, Louisiana. Completed a walking

survey of the corridor and surrounding neighborhoods, created a conceptual trails vision for the area and conceptual roadway cross-sectional geometry recommendations for the future corridor build package. Facilitated an executive committee composed of corridor residents, stakeholders, and local government staff.

NEPA Experience

Key Achievements:

RTD- Assisted RTD with the Gold Line EIS and on the final steps of the West Corridor EIS, collaborated with RTD staff, consultants, and stakeholders, provided technical assistance as a representative of Jefferson County at working groups and public meetings.

US-36- Worked on the US-36 EIS and helped to point the stakeholders toward a more flexible side running BRT system that covers a smaller, less impactful footprint, later adopted as the preferred alternative for the corridor. Currently implementing a network of secure Bus then Bike shelters along the US-36 Corridor.

I-70 PEIS- Helped to develop the I-70 Programmatic EIS through stakeholder participation meetings, the I-70 Coalition, and the I-70 Coalition Technical Committee which was responsible for reading and making comments on the I-70 PEIS document. Performed this duty on behalf of both Jefferson County and the I-70 Coalition. Project has a long range timeline of over 20 years.

Planmaking

Key Achievements:

Evergreen Trails Master Plan- Currently managing planning, mapping, and public involvement for this local planning process. Focusing on connecting the downtown area with surrounding library, schools, parks, and retail areas with a walkable/bikeable trails plan. Conducting outreach to area stakeholders and residents. Plan is currently in draft form to be adopted in 2015.

Conifer Trails Plan- Developed the Conifer Walkability Plan which envisions a network of hard and loose surface trails in the Conifer area. This network connects parks, schools, commercial areas and the RTD Park n Ride with a walkable and bike friendly network. Worked with the Conifer Area Council, a community organization to refine the plan, then conducted public outreach and solicited feedback from the community. Jefferson County has finished two of the initial priority projects with the third now in the design phase.

Bicycle/Pedestrian Plan- Developed the Jefferson County Bicycle and Pedestrian Plan. This plan recommends major changes to the striping template of most major and minor arterial roadways in the County. The plan lays out a system of on-street markings which utilize Kipling Parkway as a north/south backbone to create a far reaching and consistent bicycle network. The plan also focuses on missing connections and upgrading substandard infrastructure to ADA compliance.

I-70 Studies- Served on the I-70 Coalition Technical Committee and helped prepare the I-70 Land Use Study for Transit. Assisted in selecting and guiding the consultant team, which made recommendations for the land uses surrounding potential I-70 rail stations along the corridor. This study looked at potential rail alignments both inside the I-70 highway corridor and off-corridor. Participated in the Rocky Mountain Rail Authority High Speed Rail Feasibility Study by attending steering committee plus occasional executive committee meetings, provided clear and relevant technical expertise. Both of these studies were developed concurrently, and utilized each others findings.

Education and Certification

American Planning Association, American Institute of Certified Planners, February 2007
University of Northern Colorado, Bachelor of Science, Applied Geography, Earth Science Minor, May 2001

Personal Accomplishments

2013 Bonsai Artist of the Year, Membership Chair – Rocky Mountain Bonsai Society
2nd Degree Black Belt – Assistant Instructor, Clear Creek Taekwondo
Eagle Scout – Troop 737 Evergreen, Colorado, Boy Scouts of America