



CITY OF NORTH SALT LAKE  
TRAILS & ACTIVE TRANSPORTATION COMMITTEE MEETING  
NOTICE & AGENDA  
NOVEMBER 10, 2025  
6:00 P.M.

Notice is given that the City of North Salt Lake's Trails & Active Transportation Committee will hold a meeting on the above noted date and time at City Hall - Conference Room, 10 East Center Street, North Salt Lake, Utah. Some Commissioners may participate electronically.

The following items of business will be discussed; the order of business may be changed as time permits.

**AGENDA ITEMS**

1. Welcome & Introductions
2. Public Comment
3. Approval of Minutes of October 14, 2025 Meeting
4. Data Privacy Training
5. Action Items
6. Staff Updates
7. City Council Updates
8. Discussion and Recommendation of Trails Master Plan Consultant Selection
9. Drafting of 2025 Annual Report for the City Council
10. Committee Member Discussion Items
11. Discussion on Future Agenda(s)
12. Adjourn

Trails & Active Transportation Committee meetings are open to the public. If you need special accommodation to participate in the meeting, please call (801) 335-8709 with at least 24 hours' notice.

**Notice of Posting:**

I, the duly appointed City Recorder for the City of North Salt Lake, certify that copies of the foregoing agenda were posted on the Utah Public Notice Website: <https://www.utah.gov/pmnl/>, City's Website: <https://www.nslcity.org>, and at City Hall: 10 East Center Street, North Salt Lake.

Date Posted: November 6, 2025

Wendy Page, City Recorder



1 CITY OF NORTH SALT LAKE  
2 TRAILS AND ACTIVE TRANSPORTATION COMMITTEE MEETING  
3 CITY HALL 10 EAST CENTER STREET, NORTH SALT LAKE  
4 OCTOBER 14, 2025

5  
6 **DRAFT**

7  
8 PRESENT: Brent Crowther, Chair  
9 Pedro Huebner  
10 Ryan Oakes, Vice Chair  
11 Peter Wirthlin

12  
13 EXCUSED: Kyle Poulter  
14 Ted Knowlton, City Council

15  
16 STAFF PRESENT: Jon Rueckert, Public Works Director; Ali Avery, Long Range Planner.

17  
18 1. WELCOME & INTRODUCTIONS

19  
20 Ryan Oakes, Vice Chair, called the meeting to order at 6:02 p.m. and indicated that Brent  
21 Crowther would be arriving soon.

22  
23 2. PUBLIC COMMENT

24  
25 There were no comments.

26  
27 3. APPROVAL OF MINUTES OF SEPTEMBER 9, 2025 MEETING

28  
29 The Trails and Active Transportation Committee meeting minutes of September 9, 2025 were  
30 reviewed and approved as drafted.

31  
32 **Committee Member Peter Wirthlin moved to approve the minutes of September 9, 2025.**  
33 **Committee Member Pedro Huebner seconded the motion. The motion was approved by**  
34 **Committee Members Huebner, Oakes, and Wirthlin.** Committee Members Brent Crowther  
35 and Kyle Poulter were excused and not present for the vote.

36  
37 4. ACTION ITEMS

38  
39 The Committee reviewed ongoing action items. Ali Avery reported progress on Notify Me  
40 website integration for sign-ups and reporting concerns; Forest Service reviews for Wild Rose  
41 alignment; curb ramps possible this fall; trails inventory using Trailforks and SharePoint  
42 maintenance list.

43

44 Brent Crowther joined the meeting at 6:07 p.m.

45

46 Brent Crowther suggested State trail crew outreach for 2026 coordination.

47

48 Peter Wirthlin noted Wild Rose drainage complaints but confirmed functionality.

49

50 Ryan Oakes clarified NEPA requirements for the Forest Service portion of the Bonneville  
51 Shoreline Trail after coordination with Davis County.

52

### 53 5. STAFF UPDATES

54

55 Ali Avery announced the Trails Master Plan RFP was due October 20, selection week of October  
56 27 with Brent Crowther, Peter Wirthlin, and Ryan Oakes (alternate) on the selection committee;  
57 South Davis Greenway coordination October 23 and steering committee meeting on November  
58 10; Safe Routes to School RFP in progress; Placer AI and Strava Metro data usage; Wasatch  
59 Front Regional Council bikeways map feedback; Center Street improvements with trees and  
60 lighting. Jon Rueckert presented revised Wild Rose signage with reflective stickers and  
61 standards.

62

### 63 6. CITY COUNCIL UPDATES

64

65 There were no City Council updates. City Councilmember Ted Knowlton was excused.

66

### 67 7. COMMITTEE MEMBER DISCUSSION ITEMS

68

69 Pedro Huebner deferred bike rack recommendations to next meeting.

70

71 Ali Avery offered to have a grant opportunity list at the next meeting.

72

73 Peter Wirthlin proposed bike valet for events using Bike Collective or do it yourself (DIY) racks  
74 and staffing it with the committee members.

75

76 Ryan Oakes suggested trail stewards, Jordan River Commission cleanups, and summer  
77 maintenance planning.

78

### 79 8. REVIEW OF PAST AND UPCOMING EVENTS AND PROGRAMS

80

81 The Committee reviewed the 2025 Get to the River Event (110 participants), Foxboro Wetlands  
82 ribbon-cutting, and Youth City Council cleanup. Peter Wirthlin planned to assist the Events  
83 Committee with the upcoming fun run at the Halloween Spooktacular event.

84

85

86 9. DRAFTING OF 2025 ANNUAL REPORT FOR THE CITY COUNCIL

87

88 The Committee agreed to contribute content via SharePoint for January 20, 2026 City Council  
89 presentation, highlighting accomplishments, hours, and Trails Master Plan progress.

90

91 10. DISCUSSION ON FUTURE AGENDA(S)

92

93 The Committee assigned Ryan Oakes to October 23 South Davis Greenway coordination and  
94 Peter Wirthlin to November 10 steering committee. The Committee planned to coordinate the  
95 next meeting date via email since Veterans Day is on November 11<sup>th</sup>.

96

97 11. ADJOURN

98

99 The meeting was adjourned at 7:19 p.m.

100

101 *The foregoing was approved by the Trails and Active Transportation Committee of the City of*  
102 *North Salt Lake on November 10, 2025 by unanimous vote of all members present.*

103

104

105

106 \_\_\_\_\_  
*Brent Crowther, Chair*

107 \_\_\_\_\_  
*Wendy Page, City Recorder*

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## MEMORANDUM

**TO:** Trails and Active Transportation Committee

**FROM:** Ali Avery, Long Range Planner

**DATE:** November 10, 2025

**SUBJECT:** Trails Master Plan Consultant Selection

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### **RECOMMENDATION**

The Trails Master Plan Consultant Selection Committee recommends SE Group as the consultant for the project.

### **BACKGROUND**

In early 2025, the City was awarded a grant from the Utah Division of Outdoor Recreation to hire a consultant to complete a Trails Master Plan. The City was awarded \$37,500 from the state with a \$12,500 match from the City for a total budget of \$50,000.

A Request for Proposals was advertised on September 30<sup>th</sup> and all proposals were due by October 20<sup>th</sup>. The City received five proposals from consultants: Avid Trail, Bike Utah, Blu Line, SE Group, and Teton Geo. A Selection Committee was formed with Jon Rueckert, Ali Avery, Peter Wirthlin, and Brent Crowther. The Committee was tasked with ranking the proposals on a 5-point scale for each criteria below and then weighted as noted:

Overall Project Approach and Proposal Quality	25%
Stakeholder Coordination Strategy	20%
Demonstrated Experience/Quality of Past Work	25%
Firm's Project Team	20%
Proposed Project Budget	10%

The Selection Committee met on October 28<sup>th</sup> to discuss and compile scores and rank the consultants. References were called for the top two consultants (SE Group and Bike Utah) after which the Committee met again on October 30<sup>th</sup> when SE Group was selected as the recommended consultant for the project.

The Committee was impressed with the quality of work from SE Group in addition to the expertise of their team. They have two former U.S. Forest Service (USFS) employees on staff that could assist us in having our projects be ready to move forward on federal lands. They are partnering with the Utah Conservation Corps on the project for the on-the-ground work, which the Committee found to be a creative and economical solution. SE Group had excellent references, and recent experience working on the SLC Foothill Trails Master Plan project. Their proposal came in at \$10,000 over budget with an explanation as to why, and the Committee still recommended them as the preferred consultant due to the higher quality product they have committed to in the proposal.

City Staff met with SE Group on November 5<sup>th</sup> to discuss the budget concerns further, and they emphasized that their budget reflects a realistic and honest approach to the project. They proposed some optional services including further stakeholder engagement, another public engagement event, and an “enhanced trails master plan”. The enhanced trails master plan would make the proposed trails more implementation ready. It would get the City from ballpark cost estimates to more shovel-ready projects that would be ready to deliver to the USFS for permitting and environmental work. City Staff finds that it is in the best interest of the Committee to recommend that the City Council increase the budget for the project from \$50,000 to \$65,000 in order to receive a more usable product that will be a more efficient use of funds long-term by resolving issues up-front rather than having to hire another consultant in the future to do further work before permitting.

### **PROPOSED MOTION**

I move that the Trails and Active Transportation Committee recommend approval to the City Council of selecting SE Group as the consultant for the Trails Master Plan project and increasing the budget for the project to \$65,000.

Attachments:

- 1) SE Group Trails Master Plan Proposal
- 2) SE Group Trails Master Plan Budget

PROPOSAL FOR PROFESSIONAL SERVICES

# NORTH SALT LAKE TRAILS MASTER PLAN



**PRIMARY CONTACT:**

Zach Poff  
Senior Strategist, Public Lands  
zpoff@segroup.com  
208.867.1922

**CORPORATE ADDRESS:**

2180 South 1300 East, Suite 430  
Salt Lake City, UT 84106

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ATTACHMENT: BUDGET	

"SE Group demonstrated an authentic passion for our unique open-space recreation area, reflecting a deep understanding of our unique needs and the community's vision for this area. This resulted in a thoughtful and thorough land use plan and engineering documents for the first phase of our project that supported our efforts to secure legal agreements with several government agencies who own land within our property boundaries. We credit SE Group with the success of these critical milestones."

*Sarah Brown Matthews  
Executive Director, Pilot Hill Project*

October 20, 2025



City of North Salt Lake  
Attn: Ali Avery, Long Range Planner  
10 East Center Street  
North Salt Lake UT 84054  
via email: AliA@nslcity.gov

Re: Proposal – Trails Master Plan

Dear Ali & North Salt Lake City Selection Committee,

North Salt Lake's hillside trails are one of the community's most cherished assets. They connect neighborhoods to nature, offer access to the Bonneville Shoreline Trail, and serve as a gateway to surrounding public lands. With increasing use, a growing network of informal routes, and the pressures of regional growth, this Trails Master Plan represents an exciting opportunity to shape a system that reflects community priorities, strengthens partnerships, and supports long-term sustainability.

### ***A Team Built for This Plan***

SE Group is excited to support this important project. Our team includes public lands planners, trail design and construction experts, and community engagement specialists. We know that a great plan starts with a strong process. That is why we have designed our scope to emphasize meaningful engagement, actionable recommendations, and a clear path to implementation.

### ***Trail Planning Expertise at Every Level***

Our team is led by Molly Ryan, a former U.S. Forest Service recreation planner with extensive trail and Federal Land experience. She is joined by Dayton Crites, AICP, the former Cache County Trails Planner, and Zach Poff, a Salt Lake-based senior advisor who previously managed trails and recreation partnerships for the Forest Service. Our field inventory will be conducted by Utah Conservation Corps (UCC) leadership, who have designed and overseen trail construction and restoration efforts across Utah. This combination of federal land expertise, local planning knowledge, and hands-on trail experience ensures that all aspects of the plan are grounded, feasible, and built for long-term success.

### ***Agency Coordination and Public Lands Planning***

We understand that interagency and stakeholder coordination will be critical, particularly where planning touches U.S. Forest Service land or private property. Our team is well-equipped to navigate these dynamics and provide a process that strengthens partnerships. As a firm with over 60 staff and a 65-year history of recreation and public lands planning, we also have the internal capacity and structure to deliver excellent client service, including active project tracking and quality control systems.

### ***Supporting Economic and Community Outcomes***

We also recognize the unique position North Salt Lake holds as a gateway to regional recreation. Well-planned trail systems can boost local economies, increase access to funding, and position a community as a trailhead to nearby public lands. Our team has worked with similar communities to capture the economic value of trail-based tourism and outdoor access, and we understand how to develop a plan that serves both residents and visitors.

### ***A Flexible, Needs-Based Approach***

Our proposed scope is focused and efficient, ensuring that core deliverables are completed with care and quality. We've also identified optional enhancement opportunities that can be added based on North Salt Lake's evolving needs or priorities. We are happy to discuss these options and refine the final scope to best support your goals.

We look forward to the opportunity to help North Salt Lake build a trail system that reflects community priorities, supports environmental stewardship, and delivers long-term value for residents and visitors alike.

Sincerely,  
SE Group

A handwritten signature in black ink, appearing to read 'Zach Poff'.

Zach Poff  
Senior Strategist, Public Lands  
zpoff@segroup.com  
208.867.1922

A handwritten signature in black ink, appearing to read 'Molly Ryan'.

Molly Ryan  
Associate Recreation Planner, Public Lands  
mryan@segroup.com

# STATEMENT OF STUDY APPROACH

## AN INTEGRATED TEAM FOR AN INTEGRATED PLAN

SE Group brings together a team uniquely suited to help North Salt Lake develop a Trails Master Plan that is grounded in local priorities, implementable across jurisdictions, and aligned with regional trail and recreation goals. Our project team blends public lands expertise, community-based planning, and field-based trail assessment:

### ***Federal Lands Expertise***

Zach Poff and Molly Ryan, both former USFS staff, bring deep knowledge of Forest Service policies, permitting, and planning processes. This expertise is essential for working effectively across land ownership boundaries and coordinating on shared priorities.

### ***Trail System Planning & Active Transportation***

Our Planning Team, including Senior Advisor Dayton Crites, AICP, bring extensive experience in trail planning and active transportation networks across Utah and the Mountain West. Their work is grounded in both technical rigor and practical implementation.

### ***On-the-Ground Trail Assessment***

Utah Conservation Corps (UCC) staff will lead field inventory work, applying on-the-ground knowledge from trail construction and restoration projects across northern Utah to document conditions and support recommendations that are actionable and real.

## PLANNING METHODOLOGY AND PROJECT PHASING

Our approach to this master plan emphasizes technical clarity, interagency coordination, and community responsiveness. The process is structured around 5 key tasks that reflect the City's RFP scope:

### ***Project Management and Study Initiation***

We'll kick off the project with joint coordination between the City, Steering Team, and Trails and Active Transportation Committee. Regular monthly meetings and key milestone check-ins will maintain alignment, ensure transparency, and create a shared sense of progress

### ***Public Outreach & Stakeholder Engagement***

No trail plan is successful without genuine community and agency engagement. The more the community helps shape the process, the more they'll support and steward the outcome. We'll use in-person and online tools aligned with seasonal events to hear from a broad range of trail users, while also facilitating focused, trust-based coordination with the USFS, Salt Lake City, and other key partners.

### ***Existing Conditions Assessment***

With support from UCC, we'll document formal and informal trails, assess condition and design consistency, and create a complete GIS-based inventory. This will directly inform prioritization and ensure recommendations are grounded in real trail conditions.

### ***Recommendations Development***

Recommendations will address safety, alignment, user conflict, and connectivity. We'll incorporate insights from community and stakeholder input and propose new alignments and trailheads, improvements to existing facilities, and signage strategy. All proposed alignments will be delivered in GIS format.

### ***Implementation Plan & Master Plan Development***

The final Trails Master Plan will outline phased priorities, cost estimates, permitting pathways, and funding strategies. It will be built to support future grant applications and help the City take clear next steps toward construction. The plan will also identify additional planning, design, or coordination needs to support long-term implementation.

## FOCUSED TIMELINE, SEASONALLY ALIGNED

We propose a focused six-month timeline beginning January 2026. To maximize engagement and trail inventory efficiency, we'll align key tasks with the spring season. While some planning and coordination can begin in the winter months, our approach avoids the temptation to rush into trail evaluation or public input during times of low participation or poor field conditions. This ensures the project delivers the most value from the time and budget invested.

## OPTIONAL ENHANCEMENTS

We've identified a set of optional add-on services that can be incorporated based on City interest and available budget. These include additional facilitation of an in-person engagement event, additional stakeholder meetings, and enhancements to the final Trail Master Plan. These options are detailed in the cost proposal and can be selected individually to complement the core scope.

In addition, our team can also provide additional services including expanded trail inventory or deeper support for funding and implementation. Let's discuss!



# WHY US?

## UNDERSTANDING THE LANDSCAPE

We bring deep knowledge of the Bonneville Shoreline Trail context and the user-built trail challenges facing North Salt Lake. We know how to evaluate social trails and propose balanced solutions that respect community use, land management policies, and environmental conditions.

## LESSONS FROM THE REGION

Our team led the re-engagement process for Salt Lake City's Foothills Trail Master Plan, helping to clarify implementation pathways and restore community trust. We bring those lessons here, ready to guide a plan that is both strategic and practical.

## SMART TIMING, COMMUNITY FOCUS

Our six-month timeline aligns with spring field conditions and community events like Purge the Spurge and National Trails Day. This timing supports stronger public engagement and a more accurate trail assessment.

## TRAIL EXPERTS IN THE FIELD

We've partnered with Utah Conservation Corps to lead trail inventory. Their hands-on experience with trail construction ensures realistic recommendations grounded in field conditions.

## FEDERAL LAND COORDINATION

Team leads Zach Poff and Molly Ryan bring USFS experience, providing insight into interagency collaboration and permitting strategies that will be essential to this plan's success.

## ACTIVE TRANSPORTATION INTEGRATION

With deep experience in recreation and transportation planning, we will ensure the final plan supports the City's connectivity goals and positions the project for state and regional funding.

# PROPOSED TEAM

Our team brings together public lands specialists, community-focused planners, and on-the-ground trail experts to deliver a comprehensive, well-rounded planning approach. With deep experience in engagement and implementation, we know that lasting success comes from plans rooted in real trail conditions and built through meaningful community buy-in.

## PUBLIC LANDS EXPERIENCE

## UNMATCHED FOREST SERVICE EXPERTISE ON YOUR TEAM

Zach Poff and Molly Ryan bring a powerful combination of on-the-ground knowledge and national-scale recreation planning experience from their time at the U.S. Forest Service. Together, they offer rare insight into interagency coordination, permitting, visitor use management, and trail system development on federal lands, making them uniquely equipped to support North Salt Lake's vision.



**ZACHARY POFF**  
SR. PUBLIC LANDS STRATEGIST  
*22-Year USFS Veteran*

Zach's career spans two decades of leadership in federal land management, including roles as a District Ranger in three locations and a national program manager for Forest Service Trails in Washington, D.C. He has led permitting, planning, and implementation for complex, multi-stakeholder recreation initiatives and played a pivotal role in launching innovative programs like Wood for Life and the nation's first public workforce housing lease on Forest lands. Zach now brings his years of expertise to SE Group's Salt Lake City office. His ability to navigate Forest Service processes, from NEPA to interagency agreements, will be a major asset in overcoming challenges North Salt Lake has identified in working with the USFS.



**MOLLY RYAN**  
PROJECT MANAGER  
*Former PMF, USFS*

With extensive experience in visitor use management, wilderness planning, and stakeholder engagement, Molly brings a modern, science-informed approach to recreation and trail planning. Her work spans national forests and parks from Arizona to Montana to the Pacific Northwest, including her service on the Interagency Visitor Use Management Council. Molly excels at connecting technical land management goals with community-driven recreation outcomes, ensuring plans are both feasible and inspiring.

## WHY THIS MATTERS FOR NORTH SALT LAKE CITY

Planning in and around federally managed lands often requires careful coordination and an understanding of agency frameworks and priorities. With Zach and Molly as part of the team, North Salt Lake will benefit from planners who have worked inside those systems, understand the nuance of federal permitting and policy, and can facilitate effective collaboration between the City and its public lands partners.



**DAYTON CRITES, AICP**  
SENIOR ADVISOR, TRAILS

Dayton is a seasoned trails and recreation planner with extensive experience leading multi-jurisdictional projects across Utah. He has contributed to plans such as the Salt Lake City Foothill Trails Plan, the Bonneville Shoreline Vision, and Cache County's nationally recognized Trails and Active Transportation Master Plan. With roots in Utah and a background in both planning and design, Dayton offers strategic insight on trail connectivity, funding alignment, and agency coordination. He will serve as a senior advisor to guide planning, engagement, and implementation strategies for this project.



**NOELLE GIGNOUX**  
PLANNER & ANALYST

Noelle brings experience in rural planning, community engagement, and interagency coordination from her work in Utah and throughout the Mountain West. As a Utah-based planner, she will support meeting facilitation, stakeholder outreach, and logistics to ensure the planning process is grounded, inclusive, and locally informed.



**TESS TANNER, PLA**  
DESIGN & ENGAGEMENT

Tess brings a combined background in landscape architecture and geoscience, with a focus on context sensitive trail planning in foothill and mountain environments. For the North Salt Lake Trails Master Plan, she supports site analysis, mapping, community engagement, and design strategies that balance access with long-term stewardship. Based in Salt Lake City, Tess has worked on public projects across the state and is skilled at translating technical information into clear and compelling visuals for a range of audiences.



# UTAH CONSERVATION CORPS

## FIELD PARTNERS & TRAIL INVENTORY SPECIALISTS

As a program of Utah State University's Center for Community Engagement, the Utah Conservation Corps (UCC) brings on-the-ground expertise in trail construction, restoration, and field-based resource planning. UCC will support this project by leading trail inventory and assessment efforts, drawing from their extensive experience working across Utah's public lands. The following team members will serve as key field leaders:

### RYLAND BATES

#### FIELD PLANNING & TRAIL INVENTORY

Ryland Bates serves as the Projects and Partners Coordinator for Utah Conservation Corps, overseeing planning, logistics, and quality assurance for trail and conservation crews across the state. Grounded in field leadership, Ryland brings hands-on experience coordinating more than 400 crew weeks of service in Utah's public lands, including trail construction, design implementation, riparian restoration, and fuels mitigation.

### BEN BORGMANN-WINTER

#### FIELD PLANNING & TRAIL INVENTORY

As the Northern Regional Coordinator for Utah Conservation Corps, Ben Borgmann-Winter brings deep field and operational experience to the Rich County Trails Master Plan. Based in Logan, Ben oversees dozens of trail, restoration, and fuels reduction projects annually, managing logistics, interagency coordination, and crew performance across public lands in northern Utah. He has designed and supervised trail and conservation projects in collaboration with the U.S. Forest Service, BLM, NPS, state agencies, municipalities, and tribal partners.

# PROJECT TEAM TASK HOURS

The following table outlines the anticipated level of effort by SE Group and Utah Conservation Corps (UCC) team members across each task in the scope of work. Hours are shown per task for all key personnel.

This breakdown reflects our commitment to a focused, efficient planning process, and ensures that the appropriate expertise is applied at each stage of the project. UCC is included as a subcontractor, with their hours dedicated primarily to on-the-ground trail inventory and assessment.

			Project Tasks				
			Project Management/Study Initiation	Public Outreach	Existing Conditions Inventory & Assessment	Recommendations	Implementation Plan and Trails Master Plan
Team Member	Project Role	Home Office	1	2	3	4	5
Molly Ryan Associate Planner	Project Manager	Golden, CO	28	25	13	13	24
Zach Poff Senior Strategist	Senior Advisor, Federal Lands	Salt Lake City, UT	3	5	-	2	3
Dayton Crites, AICP Senior Associate	Senior Advisor, Trails	Burlington, VT	3	-	2	3	5
Tess Tanner, PLA Landscape Designer	Design & Engagement	Salt Lake City, UT	26	59	22	19	44
Noelle Gignoux Community Planner	Planner & Analyst	Salt Lake City, UT (remote in Moab)	11	16	5	20	22
Ben Borgmann-Winter, UCC	Trail Inventory & Assessment	Logan, UT	-	-	30	10	-
Ryland Bates, UCC	Trail Inventory & Assessment	Logan, UT	-	-	30	10	-

# CURRENT COMMITMENTS AND AVAILABILITY

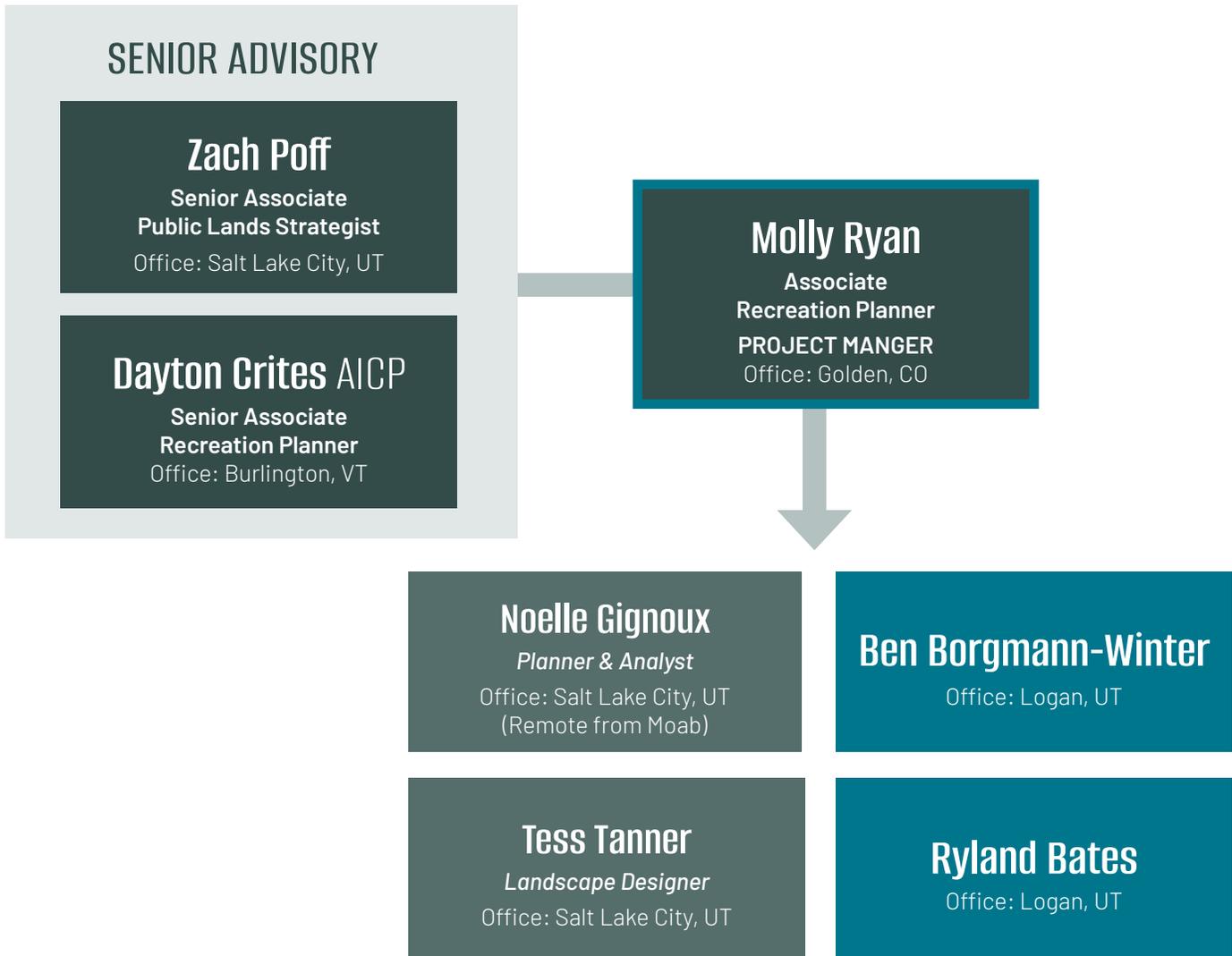
All proposed team members have been scheduled to support the North Salt Lake Trails Master Plan and are available to meet the project’s proposed timeline. While SE Group staff are actively engaged in other projects, those efforts are strategically phased to maintain clear capacity for this work. Key personnel, including the Project Manager, Forest Service Liaison, and Engagement Lead, have set aside dedicated time in their work plans for this project, and no scheduling conflicts are anticipated.

We use Asana, an internal project management tool, to actively track time and task progress across all team members. This ensures that our team stays on schedule and that each project receives the level of service and responsiveness it requires.

In addition to the staff listed in this proposal, SE Group is a 60-plus person firm with a range of specialized expertise. Should the need arise, we have additional internal resources available to support key milestones, bring in subject matter expertise, or assist with time-sensitive deliverables.

Team Member	Project Role	Current Commitments	Availability for NSL Plan
Molly Ryan Associate Planner	Project Manager	<ul style="list-style-type: none"> <li>Town of Virgin UT PROST</li> <li>Sweetwater State Park EIS</li> </ul>	All proposed hours are available and reserved for North Salt Lake Trails Master Plan project.
Zach Poff Senior Strategist	Senior Advisor, Federal & Public Lands	<ul style="list-style-type: none"> <li>North Fork Corridor Comprehensive Recreation Plan</li> <li>Central Utah Regional Recreation Plan</li> <li>MSE Pualina Peak Powerline NEPA</li> </ul>	All proposed hours are available and reserved for North Salt Lake Trails Master Plan project.
Dayton Crites, AICP Senior Associate	Senior Advisor, Trails	<ul style="list-style-type: none"> <li>Central Utah Regional Recreation Plan</li> <li>Crested Butte CO PROST</li> <li>Town of Virgin UT PROST</li> </ul>	All proposed hours are available and reserved for North Salt Lake Trails Master Plan project.
Noelle Gignoux Community Planner	Planner & Analyst	<ul style="list-style-type: none"> <li>Town of Virgin UT PROST</li> <li>Crested Butte CO PROST</li> </ul>	All proposed hours are available and reserved for North Salt Lake Trails Master Plan project.
Tess Tanner, PLA Landscape Designer	Design & Engagement	<ul style="list-style-type: none"> <li>Crested Butte CO PROST</li> <li>Park City Winter Olympic Games Venue Planning</li> </ul>	All proposed hours are available and reserved for North Salt Lake Trails Master Plan project.
Ben Borgmann- Winter, UCC	Trail Inventory & Assessment		All proposed hours are available and reserved for North Salt Lake Trails Master Plan project.
Ryland Bates, UCC	Trail Inventory & Assessment		All proposed hours are available and reserved for North Salt Lake Trails Master Plan project.

# PROJECT MANAGEMENT



## Award-Winning Project Management & Permitting Leadership

SE Group is nationally recognized for our ability to manage complex, multi-agency projects with precision, clarity, and efficiency. In 2019, we received the USDA Forest Service Chief’s Award for Environmental Analysis and Decision Making, honoring our leadership in improving project delivery while maintaining high standards for technical documentation and regulatory compliance.

We bring this same level of commitment and coordination to all our public lands work. Our team ensures that permitting, agency communication, and implementation planning are streamlined, well-documented, and fully aligned with the goals of our clients.



### Excellence in Client Experience

We are proud recipients of the Premier Award for Client Satisfaction from PSMJ Resources, Inc., recognizing firms in the planning, design, and environmental industries that consistently deliver outstanding service, responsiveness, and results.

# SUMMARY OF KEY PERSONNEL'S SHARED PROJECT EXPERIENCE

The SE Group team brings extensive and complementary experience across trail planning, public lands management, community engagement, and environmental design. Several team members have collaborated on past trail and recreation planning efforts in Utah and throughout the Mountain West.

- **Project Manager Molly Ryan and Senior Federal Lands Advisor Zach Poff** both bring significant U.S. Forest Service experience and have collaborated on strategic planning for public lands and recreation access, providing a deep understanding of interagency coordination and federal permitting.
- **Senior Trail Advisor Dayton Crites, Designer Tess Tanner, and Planner Noelle Gignoux** have all contributed to trail and active transportation planning projects that integrate public engagement, environmental sensitivity, and implementable design, including efforts like the Salt Lake City Foothills Trail Plan and Cache County Trails Plan.
- **Tess Tanner and Noelle Gignoux** frequently partner on planning projects where visual storytelling and community engagement are central to success. Their recent work includes comprehensive plans and trail-related outreach in Utah and Colorado.
- **Ben Borgmann-Winter and Ryland Bates** bring extensive field-based trail expertise through their work with the Utah Conservation Corps. Their hands-on knowledge of trail construction, maintenance, and assessment across northern Utah adds valuable capacity for inventory and analysis efforts, ensuring trail recommendations are grounded in real-world conditions.

Together, the team blends on-the-ground trail building expertise with policy and planning insight, forming a cohesive unit well-prepared to deliver a context-sensitive, implementable Trails Master Plan for North Salt Lake.

## Why This Team Works

- *Extensive USFS and federal agency experience*
- *Proven collaboration on trail and recreation planning in Utah*
- *Strong balance of planning, design, and field-based skills*
- *Cross-discipline alignment for public engagement and implementation*
- *Shared experience on trail and planning projects across Utah*

## All in on Utah Trails

The love of Utah trails is embedded in our company culture. For our company volunteer day, the Salt Lake team teamed up with Utah Open Lands to help restore Bonanza Flats. We spent the day digging, planting, and pitching in to protect one of our favorite outdoor playgrounds.



# KEY TEAM MEMBER

## PREVIOUS PROJECT EXPERIENCE

Below is a summary of relevant project experience from key team members; due to the page limit outlined in the RFP, full resumes are not included here but are available upon request.

### MOLLY RYAN

#### PROJECT MANAGER

Molly is a skilled recreation and public lands planner with eight years of experience, including roles at the U.S. Forest Service where she served on the Interagency Visitor Use Management Council. Her work is grounded in balancing access with stewardship and collaborating across agencies and communities. She brings strong leadership in visitor use management, stakeholder facilitation, and public engagement – all critical to North Salt Lake’s goals of building a trail system rooted in community priorities and interagency alignment.

#### *Flathead National Forest 5-Year Strategic Recreation Plan*

Multi-jurisdictional coordination, actionable recommendations, visitor use strategies

#### *Wheeler Peak Wilderness Visitor Use Plan (Carson NF)*

Sustainable visitor use framework, stakeholder engagement, trail use analysis

#### *Red Rock Ranger District Visitor Use Plan (Coconino NF)*

Managed user conflict and resource impacts through adaptive trail planning

### ZACH POFF

#### SENIOR ADVISOR, FEDERAL LANDS

Zach brings over two decades of U.S. Forest Service experience, including national-level leadership on trail systems, permitting, and public-private initiatives. His familiarity with USFS policy, interagency coordination, and NEPA review uniquely positions him to support North Salt Lake in navigating Forest Service relationships and approvals, especially where social trails interface with federal lands.

#### *Wood For Life Program (USFS-Tribal Collaboration)*

Coordinated across tribal, federal, and nonprofit partners for resource stewardship

#### *Sawtooth National Forest Trail Network Oversight*

District-level management of trail planning, maintenance, and permitting

#### *National Trails Program Lead (Washington Office, USFS)*

Developed policy and funding pathways for sustainable trail planning

### DAYTON CRITES AICP

#### SENIOR ADVISOR, TRAILS

Dayton is a certified planner with extensive experience designing trail and active transportation plans across Utah. His work focuses on clear, implementation-ready plans that reflect local needs and unlock funding. Dayton’s strategic thinking and deep ties to northern Utah bring insight to regional connectivity, especially around the Bonneville Shoreline Trail.

#### *Salt Lake City Foothills Trail Plan Evaluation*

Realigned planning approach to address implementation and community input

#### *Cache County Trails & Active Transportation Plan*

Award-winning plan with detailed GIS, cost modeling, and phasing

#### *Bonneville Shoreline Vision Plan*

Regional coordination and prioritization of BST access improvements

## **NOELLE GIGNOUX** **PLANNER & ANALYST**

Noelle brings experience in recreation planning and environmental analysis, with a talent for synthesizing data and public input into actionable insights. She supports multi-agency trail planning across the Intermountain West and will lead technical analysis and plan development.

### ***Utah Central Region Recreation Plan***

Recreation planning, analysis & engagement support

### ***Crested Butte PROST***

Recreation planning, analysis & engagement support

### ***Southwest Colorado All Lands Outdoor Recreation Strategy***

Recreation planning, analysis & engagement support

## **TESS TANNER** **DESIGN & ENGAGEMENT**

Tess is a landscape designer with expertise in mountain landscapes, visual communication, and sustainable design. She leads visual storytelling and engagement tools for recreation and conservation plans. Her work helps communities understand trade-offs and make informed decisions.

### ***Crested Butte PROST Plan (CO)***

Created maps and materials for public input, trail system design

### ***Philmont Ranch Master Plan (NM)***

Design plans, maps and graphics for analysis, presentation and project documentation materials

### ***Snowbird Center Expansion Feasibility Study***

Design plans and graphics for analysis, presentation and project documentation materials

## **BEN BORGMANN-WINTER & RYLAND BATES** **TRAIL INVENTORY & ASSESSMENT**

Ben and Ryland are experienced trail professionals from the Utah Conservation Corps. They have worked throughout northern Utah conducting trail construction, assessment, and restoration. Their field-based perspective ensures that recommendations are grounded in actual site conditions.

### ***Uinta-Wasatch-Cache National Forest Trail Restoration***

UCC led multi-site trail restoration including corridor clearing, tread restoration, drainage improvements, and signage installation across several districts on the Uinta-Wasatch-Cache NF.

### ***Duchesne Ranger District Trail Rehabilitation***

UCC crews completed over 12 miles of trail maintenance and improvements, including trail brushing, erosion control, sign replacement, and corridor clearing in the Ashley National Forest.

# PROJECT EXPERIENCE & REFERENCES

The following table presents four reference projects from SE Group and the Utah Conservation Corps that share important similarities with the North Salt Lake Trails Master Plan. These projects are followed by full project descriptions and illustrate our team's expertise in trail planning, public engagement, and implementation strategy. The table highlights how each project aligns with key features of this planning effort, with additional relevant experience included in the table alongside the primary references.

Relevant Project Features						
Trails Planning Project	Multi Jurisdictional Coordination	Multi -Use & Adaptive Trails	Trailhead, Park & Wayfinding Design	GIS/Mapping	Implementation Plan/Priorities Roadmap	Community & Stakeholder Engagement

## Reference Trail Projects

Salt Lake City Foothills Trail System Evaluation, UT	●		●	●	●	●	●
Crested Butte PROST Master Plan, CO	●		●	●	●	●	●
Frisco Connectivity & Trails Master Plan, CO	●	●	●	●	●	●	●
Uinta Wasatch Cache National Forest Trail Restoration, UT <i>Utah Conservation Corps Project</i>	●	●	●		●		

## Additional Relevant Trail Projects

Trails at Mena Master Plan & NEPA, AR	●	●	●	●	●	●	●
Cache County Active Transportation & Trails Plan, UT*	●	●	●	●	●	●	●
Basin Recreation District Trails Plan, Park City UT	●	●	●	●	●	●	●
Pilot Hill Land Use Plan, WY	●	●	●	●	●	●	●
Duchesne Ranger District Trails Rehabilitation, UT	●		●		●		
Velomont Trail Master Plan, VT	●	●	●		●	●	●
Minnesota OHV & ATV Master Plans, MN	●	●		●	●	●	●
Central Utah Region Outdoor Recreation Master Plan, UT		●			●	●	●
Grant County NM Trails & Outdoor Recreation Master Plan, NM	●	●	●	●	●	●	●

# SALT LAKE CITY FOOTHILLS TRAIL SYSTEM EVALUATION

Salt Lake City, Utah

## *Beloved Resource, Growing Challenges*

Salt Lake City's Foothills Trail System is one of the region's most beloved outdoor assets, offering access to nature and recreation within minutes of urban neighborhoods. However, as implementation of the City's Foothills Trail Master Plan progressed, challenges emerged regarding alignment with community expectations, environmental review processes, and interagency coordination.

## *A Trusted Advisor for a Path Forward*

Salt Lake City Department of Public Lands engaged SE Group to evaluate the existing plan and identify opportunities to move forward in a way that restored public trust, integrated environmental best practices, and established a process for phased, community-supported implementation.

## *Strategic Evaluation and Engagement*

SE Group led a focused evaluation process that included public engagement, agency coordination, and detailed recommendations for improved process alignment. Drawing from our expertise in public lands planning, community engagement, and trails implementation, we helped the City define a clearer path forward that honored the original vision while responding to the realities of construction, permitting, and community concerns.

## *Outcome: Clarity, Trust, and Momentum*

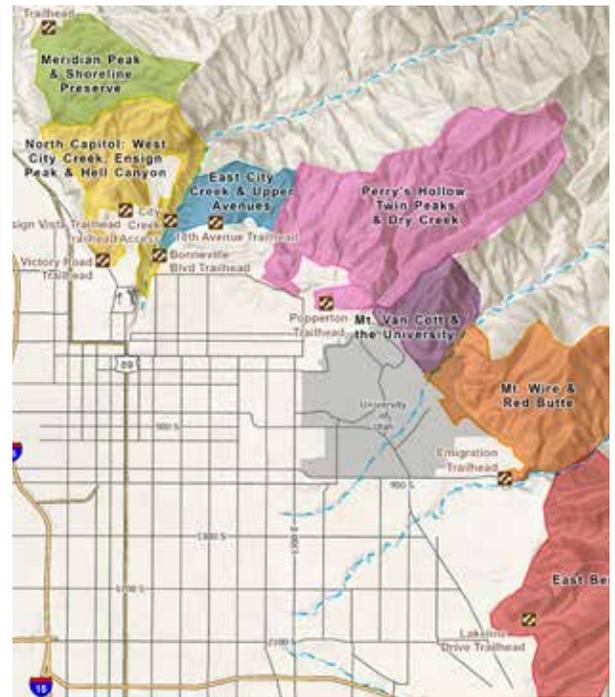
The outcome was a practical, actionable set of recommendations that provided a strategic framework for implementation, clarified the role of environmental review, and aligned internal City processes and external partnerships.

## KEY SCOPE ITEMS

- Evaluation of existing trail master plan implementation
- Public engagement to rebuild trust and clarify priorities
- Evaluated and recommended closure or adoption of unsanctioned/social trails
- Developed strategies to reduce trail user conflicts and improve shared use
- Interagency coordination across city and federal partners
- Strategy development for phased, community-supported implementation

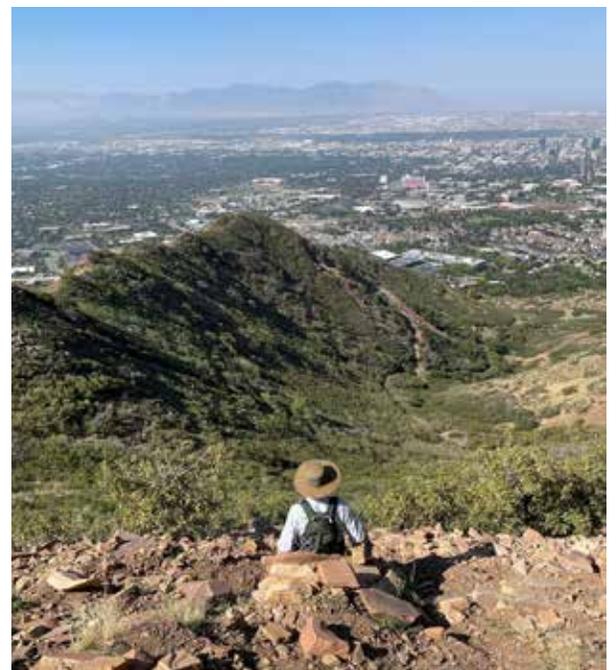
### **Contact:**

Tyler Fonarow | Trails & Natural Lands Division Director, Salt Lake City Corporation  
801.347.8663 tyler.fonarow@slcgov.com



## RELEVANCE TO NORTH SALT LAKE

This project demonstrates our ability to work through complex trail planning challenges in the region, helping a neighboring community adjust and improve a large-scale trail system plan through strategic guidance, stakeholder alignment, and public engagement that builds trust and momentum.



# CRESTED BUTTE PROST MASTER PLAN

Crested Butte, Colorado

## ***A Community Committed to the Outdoors***

Crested Butte, a community renowned for its outdoor recreation and access to public lands, is undertaking a major update to its Parks, Recreation, Open Space, and Trails (PROST) Plan to shape the future of its outdoor amenities. The Town sought a planning partner who could help assess current conditions, engage a highly active public, and deliver an implementable roadmap for investment in outdoor infrastructure.

## ***A Need for Alignment & Implementation***

SE Group was selected to lead the effort, bringing expertise in integrated recreation and public lands planning. The project is focused on building alignment between town-managed facilities and the adjacent National Forest lands that provide a gateway to expansive backcountry experiences. With a public deeply invested in the outdoors, this plan must reflect both neighborhood-scale needs and the pressures of destination use.

## ***A Collaborative & Technical Approach***

Our team is guiding a collaborative process that includes technical assessment of assets and gaps, robust stakeholder and community engagement, and coordinated planning across agencies. Special emphasis is being placed on trail system connectivity, open space preservation, and the community's values around access and sustainability.

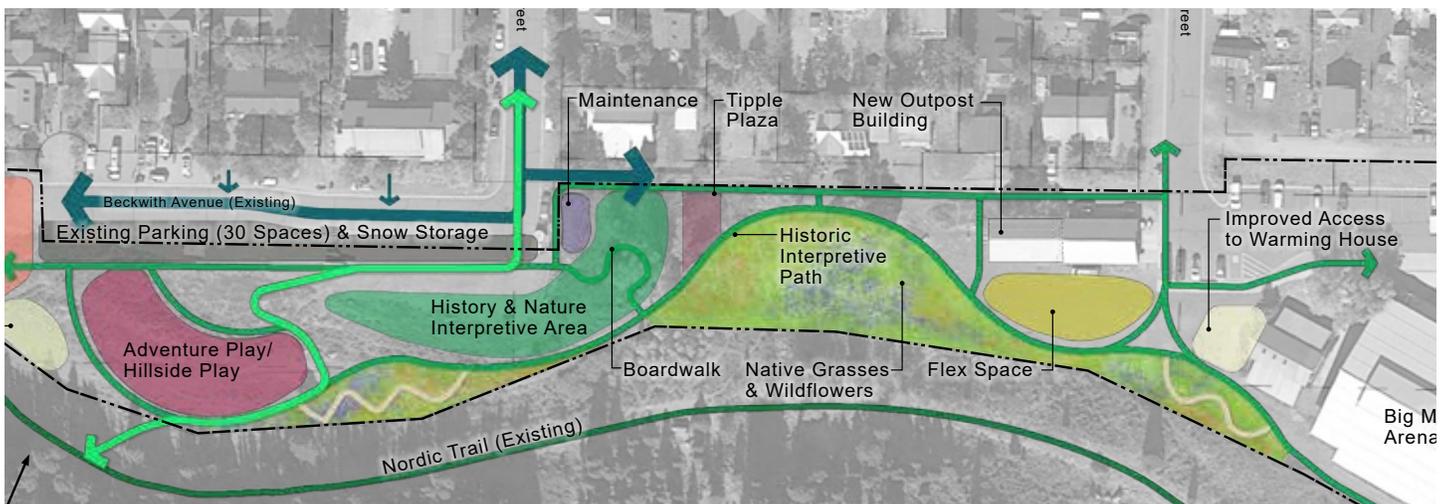


## KEY SCOPE ITEMS

- Trail connectivity and network gap assessment
- Includes planned evaluation of informal trails and management of high-use areas to reduce conflict and impact
- Multi-channel public and stakeholder engagement
- Interagency coordination with USFS and regional partners
- Implementation plan with costs, phasing, and funding

## RELEVANCE TO NORTH SALT LAKE

This project demonstrates our ability to lead integrated planning efforts that balance neighborhood needs with regional access, and to coordinate across municipal and federal land interfaces to support sustainable trail system growth and community-backed investment.



## **Contact:**

Janna Hansen | Director of Parks, Recreation, Open Space & Trails  
970.349.5338 | [jhansen@crestedbutte-co.gov](mailto:jhansen@crestedbutte-co.gov)

# FRISCO CONNECTIVITY & TRAILS MASTER PLAN UPDATE

Frisco, Colorado

## *Trail System at the Heart of the Community*

Frisco's trail system plays a central role in the community's quality of life and outdoor identity. With rapid growth, increasing trail use, and evolving user needs, the Town recognized the need to update its Trails Master Plan to guide future investments and preserve what makes the system special.

## *Comprehensive Planning for Connectivity and Growth*

SE Group worked closely with the Town of Frisco to develop a comprehensive update that would support both day-to-day recreation and long-term connectivity goals. The planning process included GIS-based inventory and mapping, community and stakeholder engagement, and detailed alignment and improvement recommendations for both in-town and backcountry trail systems.

## *Delivering a Strategic, Phased Approach*

Key outcomes included a refreshed trail vision, identification of key connections and trailheads, and a phased implementation plan that addressed both infrastructure and stewardship. The plan is designed to guide capital investments and support funding pursuits, including grants.

## KEY SCOPE ITEMS

- GIS-based inventory and mapping of formal and informal trails
- Community engagement to identify priority connections and issues
- Trail gap and alignment analysis with interagency coordination
- Designed multi-use trail strategies to reduce conflicts between user groups
- Recommendations for signage, trailheads, and infrastructure improvements
- Phased implementation and funding strategy to guide investment

### **Contact:**

Susan Lee | Town Planner (former, now at Summit County)  
970.668.4181 [susan.lee@summitcountycolorado.gov](mailto:susan.lee@summitcountycolorado.gov)



## RELEVANCE TO NORTH SALT LAKE

This project demonstrates our ability to work with mountain towns and land managers to align trail systems with community values, user needs, and long-term sustainability goals.



# UINTA WASATCH CACHE NATIONAL FOREST TRAIL RESTORATION

Uinta Wasatch Case National Forest, Utah - Utah Conservation Corps Project



This large-scale restoration effort aimed to improve some of the most heavily used trails across the Uinta-Wasatch-Cache National Forest, which spans iconic destinations such as King's Peak, Lone Peak Wilderness, Logan Canyon, and other high-use recreation corridors. Over the course of 35 weeks in 2022, the Utah Conservation Corps deployed trail crews from both its Logan and Moab offices to deliver critical trail repairs, new infrastructure, and high-volume maintenance. More than 50 AmeriCorps members contributed to this intensive trail work, many of whom were early-career professionals entering the conservation field.

The project supported the U.S. Forest Service's ongoing efforts to manage growing trail use while protecting sensitive resources, providing safe access to popular backcountry and front-country destinations, and investing in the long-term sustainability of Utah's public lands.

## KEY SCOPE ITEMS

- Trail restoration on over 34 miles across six ranger districts
- New trail construction totaling nearly one mile
- Construction of drainage structures, rock steps, and retaining walls
- Installation of native log bridges, kiosks, trail signage, and counters
- Logistical coordination and multi-week backcountry deployments

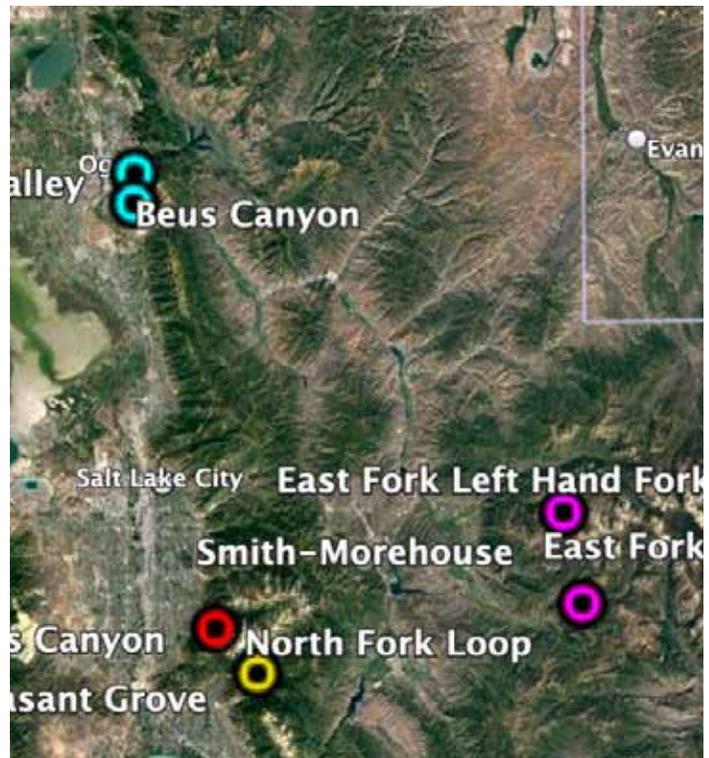
## RELEVANCE TO NORTH SALT LAKE

This project demonstrates UCC's ability to assess and improve high-use trail systems across complex terrain, directly aligning with North Salt Lake's goals to evaluate trail conditions, prioritize maintenance, and ensure sustainable access on and near federal lands.



Contact:

Erik Skabelund | Recreation Specialist, Logan-Ogden Ranger District, Uinta-Wasatch-Cache National Forest  
435.799.4414 Erik.skabelund@usda.gov



# PROJECT SCHEDULE

	Project Phase/ Task	2026					
		JAN	FEB	MAR	APR	MAY	JUN
<b>1</b>	<b>Project Management/ Study Initiation</b>						
	Kickoff Meeting	*					
	Monthly Check-ins						
	Status Update Meetings with TAT Committee			*		*	
	On-Going Project Administration and Coordination						
<b>2</b>	<b>Public Outreach</b>						
	Part 1: Materials & In Person Engagement			1	*		
	Part 2: Develop Draft Recommendation Materials					2	*
	Stakeholder strategic planning						
	Stakeholder engagement kickoff meeting	*					
	Stakeholder update and coordination meetings		*		*	*	
<b>3</b>	<b>Existing Conditions Inventory and Assessment</b>						
	Develop Trail Design Criteria Matrix						
	Desktop Inventory of Existing & Proposed Trails						
	On-the-Ground Trail Assessment & Draft Summary				*		
	Summary Report & Finalization					3	
<b>4</b>	<b>Recommendations</b>						
	Develop Draft Recommendations and Maps						
	Integrate Feedback and Finalize Recommendations						4
<b>5</b>	<b>Implementation Plan and Trails Master Plan</b>						
	Draft Implementation Plan						5
	Develop and Finalize Trails Master Plan						6 7
	Present Final Trails Master Plan in Public Meeting						8

## KEY DELIVERABLES &/OR MILESTONES

- 1 Engagement Toolkit
- 6 Draft Trails Plan
- 2 Engagement Toolkit Update
- 7 Final Plan
- 3 Existing Conditions Summary
- 8 Plan Adoption
- 4 Finalized Recommendations
- 5 Draft Implementation Plan

 On Site Event

 Project Meeting

 Enhanced Engagement Opportunity

# PROPOSED PLAN OF TASKS

## SCOPE OVERVIEW

The following scope of work reflects our team’s experience delivering efficient, community-informed trail planning projects for municipalities like North Salt Lake. We’ve aligned the structure with the RFP’s outline to clearly demonstrate responsiveness and ensure clarity around tasks, deliverables, and milestones.

To maximize the value of our work within the focused budget outlined in the RFP, we have formulated a scope that emphasizes areas of critical importance while providing some flexibility to accommodate additional needs as they might arise.

- The City of North Salt Lake will appoint and coordinate the Steering Team members.
- All deliverables are scoped to include up to two rounds of consolidated review to support efficient progress and budget alignment.
- Meetings are assumed to be held virtually unless otherwise specified, to streamline coordination and reduce cost.
- Where enhanced engagement or support may be beneficial, we have identified optional add-on services that can be incorporated as budget and priorities allow.

This structure is intended to provide a clear, actionable path forward, one that reflects North Salt Lake’s goals while remaining adaptable to evolving needs throughout the planning process.

## TASK 1: PROJECT MANAGEMENT & STUDY INITIATION

### 1A. Steering Team Coordination & City Alignment

Consistent communication and shared decision-making will be key to delivering a master plan that reflects North Salt Lake’s goals and can be implemented across jurisdictions.

#### *Kick off Meeting*

A kickoff meeting will serve as the initial meeting between the Steering Team, the Trails and Active Transportation Committee, and SE Group in which we will review schedule, scope, and discuss project management expectations.

#### *Monthly Steering Team Meetings*

SE Group will maintain a monthly meeting rhythm with the Steering Team to guide progress, make decisions, and respond to evolving priorities. Close coordination with City Staff will help keep the project moving efficiently between meetings and ensure internal alignment.

- Transportation Committee Updates

We recognize that the Trails and Active Transportation Committee plays a key role in guiding trail-related priorities, reflecting community input, and ensuring continuity with prior planning. SE Group will provide updates at three critical points in the project – kickoff, mid-project, and draft recommendations – to maintain transparency and build support for final recommendations. The kickoff meeting will be a joint session with the Steering Team and Committee, fulfilling the initiation update required in the RFP.

#### Meetings & Milestones

- Kickoff meeting w/ Steering Team and Trails & Active Transportation Committee
- Monthly Steering Team Meetings (5)
- Mid-project review with TATC
- Draft recommendations review with TATC

#### Deliverables

- Meeting agendas and summary notes
- Monthly Steering Team Presentation materials
- Draft Recommendations Presentation Materials

# TASK 2: PUBLIC OUTREACH

## 2A. Community Input Process

Proposed changes and updates to trail networks will only be successful and sustainable if they are grounded in community needs and desires. Our public outreach will ensure that we center North Salt Lake perspectives in the trail planning and decision-making process. Through a combination of in-person and virtual opportunities for engagement, we will meet community members where they are.

### **Public Outreach Part 1: Priority & Vision**

The first round of engagement will take place in early spring, aligning with seasonal energy and outdoor use. SE Group will lead and facilitate one in-person open house to understand community issues, dreams, and project priorities. Materials from this effort will also support City-led engagement at broader events such as Purge the Spurge, Golden Spoke rides, or National Trails Day.

### **Public Outreach Part 2: Draft Recommendation Engagement**

For Part 2 of the public outreach task, SE Group will develop engagement materials that will support community input on the Draft Recommendations for trail closures, realignments, or additions developed in Task 4. To support a focused and efficient budget, our current scope assumes local facilitation by North Salt Lake staff. However, we are enthusiastic about participating directly and can attend and lead the event as an add-on service if preferred.

## 2B. Engagement Activities

SE Group will provide flexible materials that support engagement at both structured events and informal community touchpoints. For both public outreach phases, our engagement materials will include both physical print outs / boards and maps to support in-person engagement, as well as online surveys or similar tools to support asynchronous engagement efforts. We will rely on North Salt Lake and partners to communicate engagement opportunities and will coordinate closely with City staff to support broad promotion through social media, local networks, and community partners.

### **Meetings & Milestones**

- **Spring in-person open house led by SE Group**
- **City-led community outreach at public events**
- **Draft Recommendation feedback effort led by City staff**

### **Deliverables**

- **Community engagement toolkits: posters, maps, surveys, digital tools**
- **Event-ready visuals and summaries**
- **Online survey and map-based engagement tools**
- **Final synthesis of public input and key themes**

### **OPPORTUNITY! OPTIONAL SERVICE**

- **SE Group Meeting Facilitation of Second Event**  
This event is planned for local facilitation to make the most of the project budget. That said, SE Group is ready and excited to step in and lead the session as an optional service, if desired.



## 2C. Stakeholder Agency Engagement Plan

Collaboration with federal and regional stakeholders will be critical to achieving a plan that is both visionary and implementable. Our team brings direct experience working with the U.S. Forest Service and understands the challenges and opportunities of multi-jurisdictional trail planning. We will coordinate closely with North Salt Lake to ensure that outreach efforts reflect political realities, technical requirements, and relationship dynamics.

SE Group will develop a stakeholder engagement strategy in partnership with the City, identifying roles, communication needs, and timing. We anticipate early coordination with USFS, Salt Lake City, and other key stakeholders and municipalities to support plan alignment and barrier identification.

### Deliverables

- Stakeholder engagement strategy

## 2D. Stakeholder Coordination

North Salt Lake's trails are part of a broader network of connections between Salt Lake City, Bountiful, and the region's foothill communities. Coordinating with nearby jurisdictions will allow the City to ensure seamless connectivity and improve long-term implementation potential. SE Group's experience with the Foothills Trail evaluation and broader experience in Utah's recreation landscape equips us to support these conversations with awareness of both past planning and current momentum.

To strengthen coordination and trust, one stakeholder meeting will be held in person, providing space for real-time discussion and relationship-building among agency partners.

### Meetings & Milestones

- Kickoff meeting with stakeholders (virtual)
- Mid-project update meeting and draft recommendations review meeting (1 virtual and 1 in-person)

### Deliverables

- Meeting agendas, facilitation, and summary notes

### OPPORTUNITY! OPTIONAL SERVICE

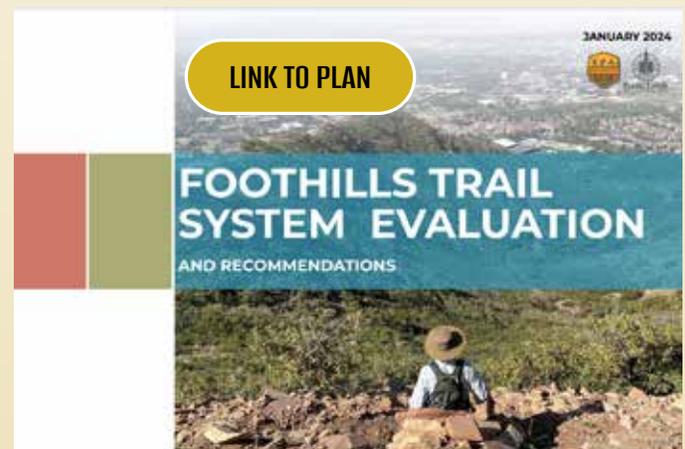
- Up to 2 additional virtual meetings / opportunities to review

# Lessons from the Salt Lake Foothills Trail System

**A plan is only as strong as its community support.**

When Salt Lake City faced challenges implementing its Foothills Trail Master Plan, SE Group was brought in to identify the root causes. Despite a solid technical foundation, the plan struggled with public buy-in, unclear environmental processes, and misalignment between agencies.

Our work helped re-establish trust, clarify next steps, and create a more community-responsive framework for implementation.



This experience directly informs our approach in North Salt Lake. Engagement is not just a checkbox, it's the foundation of an implementable plan. That's why our proposed scope emphasizes meaningful public and stakeholder involvement throughout, allowing the final plan to reflect shared priorities and be ready for action.

## TASK 3: EXISTING CONDITIONS INVENTORY AND ASSESSMENT

Understanding the current trail system is foundational to building a plan that is grounded, realistic, and ready for action. Our approach combines GIS-based mapping, on-the-ground assessment, and regional coordination to ensure the plan reflects both current conditions and opportunities for future connection. By including both formal and informal trails, this process will help the City identify gaps, assess problem areas, and build a shared understanding of the trail network's current state.

### 3A. Trail Design Criteria

Establishing appropriate trail standards from the outset is essential to evaluating the existing network and guiding future improvements. SE Group will develop a matrix of trail design criteria drawn from best practices, including USFS, IMBA, and sustainable design standards. These criteria will inform trail assessment, realignment decisions, and signage strategies later in the plan.

#### Deliverables

- Trail design criteria matrix with references to best practice standards

### 3B. Review of Planned Trail Network

We will conduct a desktop review of trail plans in adjacent areas to understand regional linkages. This will help identify priority connections, such as BST access points or extensions between Tunnel Springs and Wild Rose.

#### Deliverables

- Regional context summary
- Opportunities and considerations for improved trail connectivity

### 3C. Trail inventory

A comprehensive inventory will capture both formal and informal trails in North Salt Lake and adjacent USFS lands. This work will include desktop mapping, field-based documentation by UCC crews, and identification of redundant or unsafe trails. Trails will be categorized by type, condition, and conformity to design standards.

#### Meetings & Milestones

- Trail inventory kickoff site visit with Steering Team
- Completion of GIS-based inventory

#### Deliverables

- GIS shapefiles of formal and user trails
- Categorization of trail types and characteristics

### 3D. Trail Condition Assessment

Using the criteria matrix from Task 3A, we will assess each trail segment for grade, drainage, visibility, and maintenance concerns. This will help identify key problem areas, justify proposed closures or realignments, and support development of a maintenance plan in Task 4.

#### Deliverables

- Trail condition assessment shapefiles and photos
- Prioritized list of maintenance or redesign needs

### 3E. Summary Report

Findings from Tasks 3A through 3D will be compiled into a clear, graphic-rich summary report that communicates key trail issues and opportunities. This report will guide public engagement, stakeholder coordination, and eventual recommendations.

#### Deliverables

- Existing conditions summary report with maps and images
- Updated inventory included as PDF and GIS

# Understanding Use, Value, and Opportunity

Our approach to trail inventory and assessment goes beyond mapping what exists on the ground. We seek to understand what is working well, which trail segments people love and rely on, and where current conditions fall short of community expectations or best practices. Through field assessment, manager input, and public engagement, we will define a more clear strategic direction for the trail system and identify the gaps that need to be addressed to reach it.



## TASK 4: DEVELOP RECOMMENDATIONS

SE Group will develop a high-level set of recommendations grounded in public input, agency coordination, and field-based assessment. The focus will be on identifying clear priorities that balance access, sustainability, and feasibility. These recommendations will guide future decision-making, provide structure for implementation, and support grant readiness. This is a planning-level framework that outlines the City's most important next steps. The Steering Team will help shape and validate priorities to ensure they are realistic, scalable, and supported by the community.

As outlined in the RFP, recommendations will address:

### A. Trail Closures or Realignments

Identify trails that are unsustainable, unsafe, or redundant, and propose targeted closures or reroutes.

### B. New Trail Systems and Improvements

Recommend generalized alignments and enhancements to expand recreational opportunities and improve user experience.

### C. Conflict Reduction Through Realignment or Repurposing

Propose strategies to minimize conflict between hikers, bikers, and other users.

### D. New High-Quality Alignments to BST

Identify potential for new trail connections that provide safe and enjoyable access to the Bonneville Shoreline Trail.

### E. Connections Between Wild Rose & Tunnel Springs

Recommend generalized alignments between these key trailheads, identifying need for collaboration with Salt Lake City if needed to support implementation outside NSL boundaries

### F. Trailhead Recommendations

Evaluate the current network and propose new conceptual trailheads or potential closures to better serve users and reduce congestion.

### G. Maintenance Planning

Establish a long-term maintenance plan aligned with City capacity and typical trail degradation cycles.

### H. Signage Plan

Provide a high-level outline of signage and wayfinding strategies to support future trail implementation efforts.

### I. GIS Delivery

All alignment recommendations will be provided in GIS and GPS-compatible formats for City use.

#### Milestones

- Draft recommendations shared with Steering Team and Committee
- Final recommendations reviewed and approved

#### Deliverables

- Draft recommendations report (PDF with maps and rationale)
- Final recommendations report (integrating community and Steering Team feedback)
- GIS files of proposed alignments, trailheads, closures, and signage locations

## TASK 5: IMPLEMENTATION PLAN AND TRAILS MASTER PLAN

The Implementation Plan will outline phased and prioritized strategies to help the City advance the recommendations developed in Task 4. This will be a high-level tool that supports informed decision-making, define key actions, anticipated costs, and coordination needs to support real progress on trail system improvements.

The final Trails Master Plan will bring together the work completed across all tasks into a single, cohesive document. It will reflect community priorities, interagency coordination, and technical findings, and provide clear guidance for implementation, funding, and future planning efforts.

The North Salt Lake Trails Master Plan will provide the following as outlined in the RFP:

### A. Cost estimates

Generalized cost (ranges) for all proposed trail alignments, trailheads, closures, maintenance, and signage.

### B. Phasing strategy

Prioritize recommended actions by zone and need to support incremental implementation.

### C. Trail improvement budget

Provide strategic guidance on appropriate capital budgeting for development of the trail system.

### D. Trail maintenance budget

Estimate recurring costs and provide guidance and generalized expectations for yearly operations and maintenance budget.

### E. Permitting requirements

Identify permitting needs associated with implementation, particularly with the USFS, Davis County, and Salt Lake City.

### F. Funding sources

Recommend applicable funding sources, including local, state, federal, and grant opportunities.

#### Milestones

- Draft implementation strategy
- Final implementation plan integrated into full Trails Master Plan
- Presentation to Planning Commission and City Council

#### Deliverables

- Draft Implementation Plan (PDF)
- Final Trails Master Plan (PDF and editable Word format)
- GIS and CAD files
- Final presentation slides (PowerPoint)

#### OPPORTUNITY! OPTIONAL SERVICE

##### Trail Plan Enhancement

For an additional fee, SE Group can enhance the trail plan components by providing additional detail on phasing strategies. Implementation steps and long-term management/maintenance. These will build off the generalized efforts completed under the base contract.

This element will also provide a more detailed roadmap and cost estimate for continued planning, design and implementation activities for highest priority trails or zones.

## Planning That Unlocks Future Investment

We recognize that great plans do more than guide: they open doors. Our team delivers work that positions communities for future grant success, providing clear priorities, actionable strategies, and GIS-based tools that strengthen competitive applications. By aligning local goals with funder expectations, we help communities move from vision to implementation.



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**OUTSIDE IS  
WHERE WE  
THRIVE.**

**SEGROUP.COM**

# BUDGET

SE Group is pleased to submit the following cost proposal for the North Salt Lake Trails Master Plan. Our budget is built around a focused six-month work plan designed to deliver actionable, community-informed outcomes aligned with the City's goals.

## PROPOSED FEE AND RATIONALE

We understand the RFP outlines a not-to-exceed budget of \$50,000. After carefully assessing the scope of work and the resources required to meet project objectives with the quality we stand behind, our proposed fee is \$60,000.

This budget reflects a streamlined scope and efficient team structure that prioritizes value, responsiveness, and professional delivery while still meeting the project's intent.

## WHY THIS BUDGET REFLECTS TRUE PROJECT NEEDS

We are genuinely excited about the opportunity to support North Salt Lake in developing a high-impact, community-responsive Trails Master Plan. Our proposed budget reflects the resources and team time required to deliver the quality of work this project deserves.

This is not an inflated estimate. It is a focused, efficient scope that has been carefully trimmed where possible, without compromising the essential elements needed for a successful outcome. We've structured the budget to ensure we can break even while still delivering the kind of value we stand behind as a firm.

The budget supports a process and final product the City can:

- Implement with confidence
- Use to pursue future funding
- Share as a clear and inclusive vision for the community

We believe this approach balances fiscal responsibility with the importance of doing the job well.

## OPTIONAL ENHANCEMENTS AND FLEXIBILITY

We have outlined optional add-on services that may be included if additional resources or in-kind support become available. These enhancements are clearly delineated and can be scaled in or out based on City priorities.

We also remain open to exploring phasing options or minor scope adjustments to better align with available funding, should that be helpful to the City.

Project Phase/ Task		\$
1	Project Management & Study Initiation	\$10,737
2	Public Outreach	\$15,247
3	Existing Conditions Inventory & Assessment	\$9,380
4	Recommendations	\$9,446
5	Implementation Plan & Trails Master Plan	\$14,324
Expenses		\$866
<b>PROJECT TOTAL without Optional Services</b>		<b>\$60,000</b>
	Optional Service: Outreach Part 2 : In-Person Facilitation	\$2,500
	Optional Service: Additional Stakeholder Meetings (2)	\$2,000
	Optional Service: Enhanced Trails Master Plan	\$5,000

# **Trails and Active Transportation Committee – 2025 Annual Report to the City Council**

## **North Salt Lake City, Utah**

### **1. Executive Summary**

- a. Committee Overview
  - i. Formed in March 2025
  - ii. Committee and City Staff Members
  - iii. New Logo
- b. Mission Statement
- c. Community Impact (Stats / Numbers)

### **2. Stated Goals and Objectives for the Committee**

- a.

### **3. Accomplishments for 2025**

- a. Trails Master Plan Kickoff
- b. Davis County Greenway Project Support
- c. Monthly Trail Work and Cleanup Review and Pictures
  - i. Tools Purchased
- d. Community Activities Supported
  - i. Golden Spike Ride
  - ii. NSL Youth Council Cleanup Activity
  - iii. Purge the Spurge
  - iv. National Trails Day

### **4. Signage and Access**

### **5. Challenges and Lessons Learned in 2025**

- a. BST Connector from Wild Rose

### **6. What Support the TAT Committee Needs for a Successful 2026**

- a. Get more people involved

### **7. Appendix**

- a. Visuals, Maps, and Pictures
- b. Budget Review
- c. Committee and City Staff Members
- d. Estimated Volunteer Hours
- e. List of Grants applied for or awarded