

Historical Architectural Survey Reports

Project Number P25-1013

Town of Erie Historical
Preservation Advisory Board

July 31, 2025



Nationwide
Terracon.com

- Facilities
- Environmental
- Geotechnical
- Materials



Fee Proposal

Terracon submits the following pricing proposal for your consideration based on the defined Scope of Work for the Historic Architectural Survey Reports. The first table presents the not-to-exceed fee for each phase of the project, including a line item for Other Direct Costs (ODCs) such as travel, equipment, and mileage associated with specific tasks. The second table outlines the estimated labor-hour allocation. A current rate sheet with a corresponding hourly rate schedule for each labor category is also provided.

TABLE 1. NOT-TO-EXCEED FEE FOR EACH PHASE OF THE SCOPE OF WORK			
PHASE	HOURS	SUB TASKS HOURS/FEE	TOTAL FEE
PROJECT INITIATION & PUBLIC ENGAGEMENT (Phase 1)	28.5		4,193.22
FIELDWORK & RESEARCH (Phase 2)	36		4,311.40
REPORTING (Phase 3 & 4)	221		28,654.20
Draft Forms & Report (Phase 3)		164 hrs/ 20795.04	
Revisions & Final Deliverables (Phase 4)		57hrs/ 7859.16	
PROJECT CLOSEOUT & PUBLIC MEETING (Phase 5)	9		1401.15
LABOR SUBTOTAL	294.5		38,559.97
ODC & FEE			1,407.03
GRAND TOTAL			39,967.00



TABLE 2. LABOR HOUR ALLOCATION AND HOURLY RATE SCHEDULE	
CATEGORY	HOURS
Valenzuela, Beth (APR)	12
Puckett, Heather (PM)	40
Parish, Cait (Field Lead)	102.5
Ramirez, Katie (Admin Support)	5
Green Clow, Victoria (Project Assistant)	10
Wren, Emily (Field Assistance)	79
Boyle, Nate (Local Team Support)	3
Browning, Meghan (GIS / Field Maps)	12
Scott, Greg (GIS)	19
Guidubaldi, Dina (Tech Editor)	12
Labor Subtotal	294.50

Hourly Fees for Personnel - 2025 Rates

Senior Principal	\$286.00/hr
Principal	\$255.00/hr
Senior Consultant	\$218.00/hr
Senior Scientist.....	\$205.00/hr
Senior Project Manager	\$172.00/hr
Project Scientist	\$145.00/hr
Senior Staff Scientist	\$140.00/hr
Staff Scientist	\$130.00/hr
Field Scientist	\$115.00/hr
CAD Manager	\$172.00/hr
CAD Operator	\$125.00/hr
GIS Analyst	\$140.00/hr
GIS Technician	\$109.00/hr
Technician III	\$114.00/hr
Technician II	\$94.00/hr
Technician I	\$88.00/hr
Clerical/Administrative Staff	\$109.00/hr

* An overtime premium of 1.5 times the hourly rate will apply for services provided Monday through Friday that are in excess of 8 hours per day and for services provided before 7:00 AM and after 6:00 PM, as well as for services provided on Saturday, Sunday and Terracon recognized Holidays.

Reimbursable Expenses: All reimbursable expenses will be billed at cost plus fifteen percent (Cost + 15%) to cover administrative handling.

ASSUMPTIONS

- The delivered documentation will be prepared for the exclusive use and reliance of the Client and reviewing agencies. Reliance by any other party is prohibited without the written authorization of the Client and Terracon in the form of a Reliance Agreement that incorporates the terms and conditions of the original Agreement.
- The fee is valid until December 31, 2025 to accommodate the expected contract award date in December 2025. The fixed fees are based on the assumptions and conditions provided at the time of this proposal.
- This proposal also includes fees for travel, lodging, and per diem. If conditions are encountered that require Scope of Services revisions and/or result in higher fees, we will contact you for approval, prior to initiating services.
- Terracon staff will attend the kick-off meeting virtually and/or in-person. In accordance with the RFP, Terracon will conduct a final presentation at a Town Council meeting, which will be an in-person presentation.
- This pricing assumes one draft and one final survey report.
- Town of Erie will provide access to previously collected survey information, available GIS data, and other relevant information.

- The costs do not include drafting or updating NRHP nominations, agreement documents, or mitigation.
- Terracon is not responsible for delays due to weather or extended client review outside of the agreed schedule.

AUTHORIZATION

If the Scope of Services we have proposed meets with your approval, please reach out to Heather Puckett to initiate contract negotiations. Heather can be reached at Heather.Puckett@terracon.com or (951) 522-7326.

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P (303) 425-4507
[Terracon.com](https://www.terracon.com)

July 30, 2025

Harry Brennan
Town of Erie
645 Holbrook Street
Erie, Colorado 80516

**RE: Proposal for RFP – Historical Architectural Survey Reports Town of Erie
Historical Preservation Advisory Board, Project Number P25-1013, Terracon
Proposal No. P96257397**

Dear Mr. Brennan:

Terracon Consultants, Inc. (Terracon) appreciates the opportunity to submit this proposal in support of the Historical Architectural Survey Reports Town of Erie Historical Preservation Advisory Board. This proposal outlines our qualifications, understanding of the project, and our planned work scope.

Terracon has a strong team of historic preservation professionals with significant expertise and experience working collaboratively on comparable projects. Benefits we will bring to this project include:

- **Team Experience** – As detailed in the enclosed proposal, Terracon’s **key team members have extensive, recent, and direct experience with projects of similar scope** and services to the proposed survey. In addition to our routine work in Colorado, our team possesses in-depth knowledge of applicable local, state, and federal regulations and guidelines. We have worked closely with the Colorado Office of Archaeology and Historic Preservation (History Colorado) on numerous occasions.
- **Qualified, Experienced Staff** – Terracon’s project team includes personnel who meet the Secretary of the Interior’s Professional Qualification Standards (36 CFR Part 61) in architectural history, history, archaeology, and historic architecture. Our project manager, Dr. Heather R. Puckett, RPA, supported by subject matter experts S. Elizabeth Valenzuela, Victoria Clow and Cait Parish, brings over 100 years of combined experience in cultural resources compliance, historic property evaluation, and preservation planning. This core team is further supported by professionals with expertise in architectural history, preservation planning, GIS, and documentation — ensuring comprehensive coverage of the project’s needs.
- **Local Capacity** – Terracon’s architectural historians currently operate at 65% to 70% capacity, allowing flexibility to manage multiple projects simultaneously. With over 175 offices nationwide—including eight in Colorado—**Terracon can quickly**

Explore with us

mobilize resources and respond to the evolving needs and schedule of the Town of Erie.

- **Commitment** – Terracon commits to providing the staff, equipment, and other resources necessary to **successfully complete the scope of this contract within the proposed schedule.** We intend to work with the Town of Erie to develop a plan to help protect, preserve, and interpret Colorado’s historic places.

Terracon is positioned and ready to meet the needs of the Town of Erie Historical Preservation Advisory Board. If you have questions or would like to discuss our qualifications, I can be reached at (951) 522-7326 or via email at heather.puckett@terracon.com. We look forward to the opportunity of working with the Town of Erie, if awarded this project.

Sincerely,

Terracon Consultants, Inc.

A handwritten signature in dark ink that reads 'Heather R. Puckett'.

Heather R. Puckett, PhD, RPA
Senior Architectural Historian
Project Manager

A handwritten signature in dark ink that reads 'S. Elizabeth Valenzuela'.

S. Elizabeth Valenzuela
Department Manager, Environmental Planning
Authorized Project Reviewer

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QUALIFICATIONS

Formal and assumed names used by the business entity:	Terracon Consultants, Inc. (no assumed names)
Structure of business entity:	Corporation (large business) 7,000+ Employees 180+ Locations 100% Employee-Owned
Years in Business:	60
National Headquarters Address and Mailing Address:	10841 South Ridgeview Road, Olathe, Kansas, 66061
Service Lines Provided and Sectors Supported:	Environmental, Facilities, Geotechnical, Materials, and Other Services; and Commercial, Digital Infrastructure, Federal, Healthcare, Industrial & Logistics, Power Generation & Transmission, Transportation & Infrastructure
Physical and Mailing Address for Proposal:	17301 W Colfax Ave, Ste 305, Golden, CO 80401
Proposal Point of Contact:	Heather R. Puckett, PhD, RPA #12438 (951) 522.7326 Heather.Puckett@terracon.com
DUNS Number: 613569961	CAGE Code: 1DJP8
UEI: MG15GZJ9BES5	Colorado Entity Number: 20041031399

FIRM'S CAPABILITY (COMPANY RESOURCES)

Terracon, an employee-owned firm with a long history of providing excellence in engineering consulting services. Founded in 1965, Terracon operates its National Headquarters in Olathe, Kansas, which supports over 180 locations nationwide, including offices in Golden, Fort Collins, Evans, Longmont, Colorado Springs, Eagle, Grand Junction, and Wheat Ridge/Denver,

Colorado. Over the last sixty years, Terracon has grown into a thriving, multi-discipline engineering consulting firm delivering:

- **Facilities** services
- **Environmental** services
- **Geotechnical** services
- **Materials** services

Our more than 7,000 curious minds include engineers, scientists, architects, facilities experts, and field professionals focused on solving engineering and technical challenges. On-time and real-time data-driven insights, provided by our talented employee-owners, create an unmatched client experience that spans the lifecycle of projects from earth to sky. Wherever you are on your project journey, Terracon's employee-owners are ready to meet you where you are and help you reach your goal. From site selection to design and construction to maintaining the structure's life, we'll help you succeed through engineering and scientific expertise, a passion for problem-solving, and a drive to explore.



Commitment To Safety

Safety is one of Terracon's core values, and our commitment to an **Incident and Injury-Free™** (IIF™)¹ philosophy is one of the pillars of our culture, a commitment to our people, and is about **Our Rules to Live By**. These rules give employees straightforward, specific ways to stay safe on the job, covering essential safety aspects, including personal protective

equipment (PPE), equipment and tools, working at heights and depths, motorized vehicle safety, and reporting injuries. Successful execution and delivery include the need to work safely and keep our employees and the public safe every day. Conducting our work safely means performing our work in the only acceptable way. Terracon is very much a safety-oriented company. We have built health and safety into aspects of our business and the thinking of our employees. The commitment continues further in our everyday work culture, with meetings beginning with an IIF moment and safety discussion.

For additional information regarding Terracon's Safety Program, please see:

<https://www.terracon.com/about/safety/>.

¹ Terracon's safety program incorporates the IIF™ Incident and Injury-Free™ approach to safety trademarked and provided by JMJ Associates.



Local Knowledge With National Capability

In October 2024, Metcalf Archaeological Consultants joined the Terracon family. With this partnership, Metcalf clients now have access to expanded resources across the Rocky Mountain and Great Plains regions, as well as nationwide. Together, we'll continue to deliver top-tier solutions for commercial development, energy, government, transportation, telecommunications, and utility sectors.

Terracon's cultural resources professionals have local knowledge and regional experience to help assist municipal, state, and/or federal regulatory agencies in best preservation practices. Long-standing working relationships with these agencies allow us to guide projects efficiently and successfully to completion. Our team has advanced training and degrees in historic preservation, community planning, history, architectural history, and archaeology. In fact, some of our staff have been utilized as subject matter experts (SMEs) for television programming, including the History, Science, and National Geographic Channels.

PROJECT TEAM

The Terracon cultural resources practices possess the in-house capabilities to perform the work tasked under this scope of work. With the addition of Metcalf Archaeology in 2024, we have a locally positioned group of cultural resources management and historic preservation professionals ready to deliver:

- The Architectural Surveys of 25 properties in Old Town Erie in accordance with History Colorado requirements.
- The professional intensive survey using the Colorado Cultural Resource Survey Manual (2007) and the standardized Architectural Inventory Form (Form 1403).
- Production of a final survey report, including a historic context, survey map(s), USGS locations map(s), and other required elements.
- Presentation of the Survey Report to the Erie Town Council.



A complete listing and description of the qualifications of staff assigned to this project can be found in the Experience Section of this proposal.

LETTER FROM PRINCIPAL

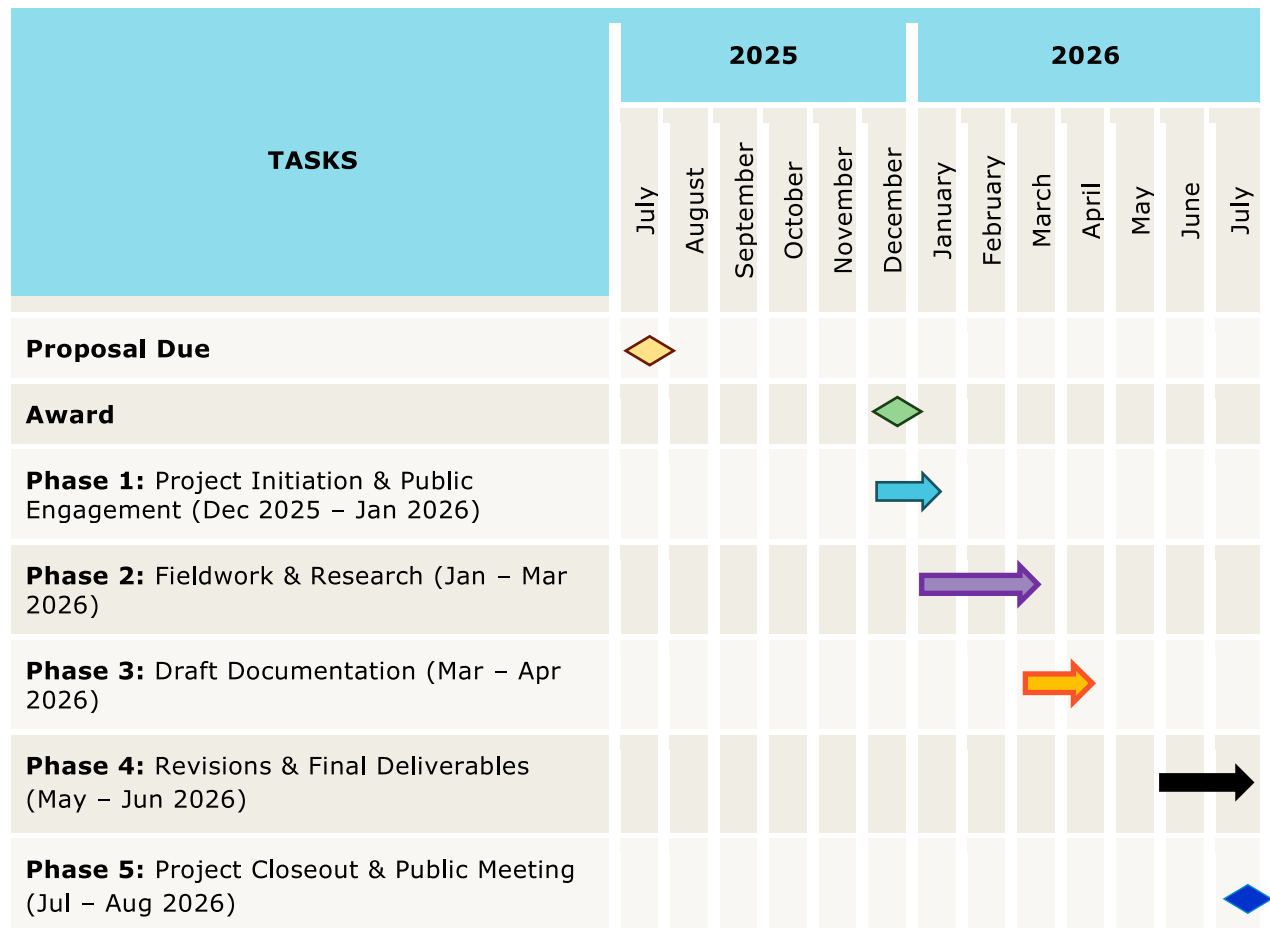
The letter from our principal is found in **Appendix A**.

ABILITY TO COMPLETE PROJECT WITHIN TIMEFRAME

Terracon understands that the grant award notification is expected by December 15, 2025, and the project is scheduled for completion by August 31, 2026. With an 8.5-month timeline, Terracon is confident in its ability to complete all tasks within the designated period. This schedule includes an internal kickoff meeting with Town staff, the State Historical Fund (SHF), and the Erie Historic Preservation Advisory Board (EHPAB). A public kickoff meeting also will be held in collaboration with EHPAB. These meetings are expected to occur in December 2025 or January 2026, pending date of contract award.

Fieldwork and research activities are planned to begin in early 2026. Monthly progress reports will be submitted in accordance with the deliverables and the schedule outlined in the request for proposal (RFP). Draft and final reports are anticipated to be submitted in late April and late June 2026, respectively. The project will be completed by August 31, 2026.

The following timeline reflects this proposed schedule.



Assumptions

- The fee is valid **until December 31, 2025** to accommodate the expected contract award date in December 2025. The fixed fees are based on the assumptions and conditions provided at the time of this proposal. This proposal also includes fees for travel, lodging, and per diem. If conditions are encountered that require Scope of Services revisions and/or result in higher fees, we will contact you for approval, prior to initiating services.
- Terracon proposes a schedule for completion within a 7-month period. The project will not exceed 8 months and two weeks, in accordance with the RFP.
- Terracon staff will attend the kick-off meeting virtually and/or in-person. Town staff anticipate the kick-off meeting could be part of a regularly scheduled Erie Historic Preservation Advisory Board (HPAB) meeting which generally occurs on the 4th Monday of the month at 6:30pm MST. In accordance with the RFP, Terracon will conduct a final presentation at a Town Council meeting, which will be an in-person presentation.
- This schedule assumes one draft and one final survey report.
- Town of Erie will provide access to previously collected survey information, available GIS data, and other relevant information.
- The costs do not include drafting or updating NRHP nominations, agreement documents, or mitigation.
- The delivered documentation will be prepared for the exclusive use and reliance of the Client. Reliance by other parties is prohibited without the written authorization of the Client and Terracon in the form of a Reliance Agreement that incorporates the terms and conditions of the original Agreement.
- Terracon is not responsible for delays due to weather or extended client review outside of the agreed schedule.

WORK LOCATION

Terracon anticipates that work will occur using staff from our Golden, Colorado, Jacksonville, Florida, and our Dallas and Austin, Texas offices. These offices have staff who meet the SOI professional qualification standards, and have completed work in Colorado in the past, including projects of similar scope.

One defining element that helps our collaboration with our team is our use of COMPASS – a client dashboard that differentiates Terracon from our competition and demonstrates how we **lead with innovation**. An online collaboration platform that lets you easily view project data, documents, and reports, and interact with your team in one place, COMPASS offers the Town of Erie automated real-time digital access to project information as it becomes available. Our team uses mobile technology to capture and transmit data from the field as it's collected. Using secured login credentials, you don't have to wait for the final report to make critical decisions to keep your project on schedule.

EXPERIENCE

ARCHITECTURAL HISTORY

Terracon's architectural history team is widely recognized and respected in the field, having successfully collaborated with our clients to meet a range of historic preservation goals. We apply our experience and technical knowledge to our projects, producing thoroughly researched, detailed, and thoughtful deliverables. Among our services are:

- Preservation Planning, Land Use Planning, and Urban Planning
- Historic Architectural Surveys
- Historic Context Preparation
- Community Engagement and Public Outreach
- State Historic Preservation Office (SHPO) and Tribal Historic Preservation Office (THPO) consultation
- Assisting Governmental Agencies and Private Owners with cultural resources management needs
- Design Standards
- Tax Credits and Grant Projects
- Section 106 of the National Historic Preservation Act (NHPA) agreement documents
- Historic American Buildings Survey (HABS), Historic American Engineering Record (HAER), and Historic American Landscape Survey (HALS) documentation
- Cultural landscape surveys, inventories, and reports
- Archival, historical, and genealogical research, and literature review
- Evaluations of National Register of Historic Places (NRHP) eligibility and nominations
- Digital Management, such as Geographic Information Systems (GIS) support, development of Story Maps, and Website development
- Cemetery Surveys
- Ethnographic Studies
- Mitigation Plans
- Historic Bridge management and rehabilitation plans
- Determination of Effects assessments
- Interpretive planning, such as Wayside exhibit panels
- Building Condition and Salvage Assessments and recommendations
- Rehabilitation Plans for Buildings
- Disaster and Emergency Management Assistance



Terracon Historians, like Jonathan Moseley, routinely conduct archival research to develop rich historic contexts in support of various projects.



Terracon projects take us to a myriad of project locations and historic resources. Terracon truck in front of an African Methodist Episcopal Church in rural Iowa.

RECENT PROJECTS

Terracon has a significant record of previous experience, applicable to the Town of Erie's proposed scope of work. This section provides an overview of Terracon's services for similar customers of similar sizes, dates of performance and/or completion, team member matrix, and contact information.

Terracon's SOI-qualified professionals have experience working directly with Certified Local Governments (CLGs), developing design guidance, conducting historic resources surveys, and documenting neighborhood contexts. Thus, our team brings unique experiences to our clients, reflecting our approaches from individual resources to historic districts. Through our **values and vision**,

Terracon's team focuses on decision-making, and long-term goals, which means on time report delivery and open communication with our clients. We also have extensive experience coordinating with various SHPO and agencies on routine projects, including the Colorado Office of Archaeology and Historic Preservation (CO OAHP). As we know, these interactions can be strained or heartwarming and involve a variety of personalities. Our seasoned professionals are postured to best represent our client's wishes and designs, following the statement of work provided, and direction obtained through the kickoff and subsequent communication. The matrix exhibits how successful Terracon is with incorporating coordination with the SHPO, municipalities, and lead agencies.

We have provided a selection of Project capsules in **Appendix C**. Should you have additional questions about our projects or experience, please do not hesitate to contact us.

Relevant Project Team Experience	Meetings and Public Involvement	Cultural Resources Inventory & Documentation	Coordination with SHPO/Agency
Historic Resources Survey Report (HRSR): Arizona Biltmore, Phoenix, Arizona	X	X	X
HRSR: Coconino County Courthouse (Brownfield Grant)		X	X
HRSR: Mountain View Flats Phase II Renovation Plans, 14825 West Colfax, Lakewood, Colorado		X	X

Relevant Project Team Experience	Meetings and Public Involvement	Cultural Resources Inventory & Documentation	Coordination with SHPO/Agency
HRSR: Williams Point, 1515 Whippoorwill Drive, Lakewood, Colorado		X	X
HRSR: Cleo Parker Robinson Dance Academy, Denver, Colorado		X	X
HABS / HALS Level I Recordation and Trifold Brochure, Falcon Stadium, U.S. Air Force Academy, Colorado	X	X	X
HABS Level I Recordation of the Rose House, Garage, and Farrish House, U.S. Air Force Academy, Colorado		X	X
Agreement/Consultation: Common Ground Capital for NHPA and ESA Permits on the Lesser Prairie Chicken	X		X
HRSR: Kuner Empson Cannery for High Plains (developers), Greeley, Colorado		X	X
HRSR, Agreement/Consultation, Mitigation: 1765/1767 and 1777 Franklin Street, Chrysalis Apartments, Denver, Colorado		X	X
Historic Preservation Architectural Design Guidelines & Neighborhood Context Studies, Golden Colorado	X		
Camp Bowie Revitalization Code Comprehensive Update*	X		
Goodnight Ranch SHS (Interpretation Plan)	X	X	X
Agreement/Consultation: Alazan-Apache Courts, San Antonio	X	X	X
Stockyards Form-Based Code & Design Guidelines*	X	X	
Panther Island Strategic Vision 2.0*	X		
Update of the City of Fort Worth's Historic Resource Survey and Context*	X	X	X

TERRACON'S PROJECT TEAM

Terracon has a project team composed of professional staff across the United States which offers an exceptional level of technical experience in projects of varying size and complexity. Many of our team members meet or exceed the *Secretary of Interior Standards for Professional Qualifications (SOI Standards)*. Several of our team members are published and have presented at professional conferences and workshops. A matrix of **key team members** available to support the Town of Erie's project is provided below, including brief descriptions of their years of experience. Copies of **resumes** and an **organizational chart** for this project are provided in **Appendix B**.

Key Team Member	Project Role	SOI Qualifications				Community Engagement
		History	Architectural History	Historic Architecture	Archaeology	
S. Elizabeth Valenzuela	APR	X	X	X		X
Heather R. Puckett, PhD, RPA	PM	X	X		X	X
Victoria Clow	Project Assistant	X	X		X	X
Cait Parish	Subject Matter Expert	X				
Nate Boyless	President, Metcalf Team Member				X	X
Emily Wren	Metcalf AH Team Member		X			

S. Elizabeth Valenzuela; Senior Associate, Department Manager, Environmental Planning. With over 27 years of experience in the field of architectural history, history, architecture, and historic architecture, Ms. Valenzuela has served as a City of Austin Historic Landmark Commissioner and chair of the Preservation Plan Committee (2015–2023). During her tenure on the commission, she participated in the development of city-wide Historic Design Standards and Preservation Plans. Ms. Valenzuela will perform quality assurance for project deliverables as the Authorized Project Reviewer (APR). The APR is responsible for confirming that the proper expertise is provided for the project from the proposal stage and that the deliverables meet Terracon's standards as well as your expectations. Project managers and APRs, together with the necessary project management and technical

expertise, collaborate to achieve quality objectives at critical project junctures. As the APR, Ms. Valenzuela will review all deliverables.

Heather R. Puckett, PhD, RPA; Senior Architectural Historian. Dr. Puckett offers 30 years in the historic preservation career field with extensive experience in cultural resources management, Tribal consultation, archival research, genealogy, and archaeology. As Project Manager (PM), Dr. Puckett will oversee the main tasks of the project, including archival research, meetings, fieldwork, and reporting.

Victoria Clow, Senior Architectural Historian. Ms. Clow offers expertise in *History, Archaeology, and Architectural History*, with over 30 years of experience. She has served the historic preservation needs of federal, state, and local agencies, bringing deep expertise in cultural resources compliance, National Register of Historic Places surveys and nominations, and interdisciplinary collaboration. She is new to Terracon, having most recently served as a regional federal agency historic preservation officer. Ms. Clow will assist where needed to ensure that there is sufficient project support.

Cait Parish, Architectural Historian. With more than four years of experience, Ms. Parish will serve as a Subject Matter Expert (SME). For the last two years, Ms. Parish has been conducting historic resources surveys, authoring reports, and working as a PM with Terracon. She will support the Metcalf Team with archival research, fieldwork, and reporting.

Nate Boyless, Senior Archaeologist. Mr. Boyless has more than 20 years of cultural resources experience. He will serve as a Metcalf Team Member attending in-person meetings and providing local input.

Emily Wren, Architectural Historian. Ms. Wren, a recent graduate from Colorado State University, will serve as an Architectural History Team Member and will assist with archival research, fieldwork, and reporting.

REFERENCES

The following provides a list of references for projects performed by key team members, along with contact information for the Clients.

Project Name	Client Contact Information	Key Team Member
<i>Historic Resources Survey Report, Chrysalis Apartments at 1765, 1767, and 1777 N Franklin Street, Denver, Denver County, Colorado</i>	Kenneth Hoagland The Empowerment Program 1600 York Street Denver, CO 80206 303.808.8771 Kenneth.hoagland@gmail.com	Heather R. Puckett, PhD S. Elizabeth Valenzuela
<i>HABS Level I Recordation and Trifold Brochure, Falcon Stadium, U.S. Air Force Academy, Colorado</i>	Bernard Schriever Kira-Cultural Resources Planner 10CES/CENPP Kira Facility Services 8120 Edgerton Dr USAF Academy, CO 80840 719-333-8375 Bernard.schriever.ctr@us.af.mil	S. Elizabeth Valenzuela Heather R. Puckett, PhD
<i>Historic Resources Survey Report, Intensive Survey, North Houston Highway Improvement Project (CSJ 1392-01-048)</i> 3921 Almeda Road, Houston, Texas	Texas Department of Transportation, Renee Benn-Lee 512-416-2611 Renee.Benn@txdot.gov	S. Elizabeth Valenzuela Heather R. Puckett, PhD
<i>Charles and Mary Ann Goodnight Ranch State Historic Site Interpretive Master Plan</i>	Susan A. Hanson, Principal History Behind the Scenes 26 College Hill Road Somerville, MA 02144 shanson@historybehindthescenes.com	S. Elizabeth Valenzuela

PROJECT GOALS, CONCEPT & CRITICAL ISSUES

UNDERSTANDING OF THE PROJECT

Terracon understands that the following tasks and deliverables fall within the Scope of Work. These work items will be directed by Heather Puckett, the project manager, and the primary point of contact for the Town of Erie. An organizational chart identifying assigned staff is in **Appendix C**.

Phase	Milestones
Phase 1: Project Initiation & Public Engagement (Dec 2025 – Jan 2026)	<p>Work Items:</p> <ul style="list-style-type: none"> Attend internal kickoff meeting with Town Staff, SHF, and EHPAB Conduct public kickoff meeting with EHPAB Notify property owners of upcoming survey work Finalize survey logistics and fieldwork schedule <p>Deliverables:</p> <ul style="list-style-type: none"> Meeting agendas and notes Public outreach materials Property owner notification letters
Phase 2: Fieldwork & Research (Jan – Mar 2026)	<p>Work Items:</p> <ul style="list-style-type: none"> Request OAHP file search Prepare Safety Plan Conduct field surveys of 25 resources (Carbon: 1, Evans: 1, High: 2, Main: 7, Moffat: 2, Pierce: 11, E. County Line Rd: 1) Capture photographs of resources Prepare site sketches and USGS 7.5' topographic maps Conduct archival, deed, and online research <p>Deliverables:</p> <ul style="list-style-type: none"> Field notes and photographs Site sketches and maps Research documentation
Phase 3: Draft Documentation (Mar – Apr 2026)	<p>Work Items:</p> <ul style="list-style-type: none"> Prepare draft Architectural Inventory Forms (Form 1403) for the resources Prepare draft survey report including historic context and survey area map Submit drafts to Town, EHPAB, and SHPO for review <p>Deliverables:</p> <ul style="list-style-type: none"> 25 draft Form 1403s Draft survey report (PDF format)

Phase 4: Revisions & Final Deliverables (May – Jun 2026)

Work Items:

- *Incorporate feedback from reviewers*
- *Finalize Form 1403s and Form 1417s*
- *Finalize survey report with required elements*

Deliverables:

- *Final Form 1403s and 1417s (PDF)*
- *Final survey report (PDF)*
- *Digitized documentation package*

Phase 5: Project Closeout & Public Meeting (Jul – Aug 2026)

Work Items:

- *Conduct final public meeting to present findings*
- *Submit final deliverables to Town and SHPO*
- *Archive and transfer digital files*

Deliverables:

- *Final presentation materials*
- *Confirmation of deliverable submission*
- *Project closeout summary*



PROJECT APPROACH

Terracon believes that project success is rooted in proactive communication, early coordination, and a structured, phased approach. Our methodology is designed to meet the requirements outlined in the RFP and to align with the Town of Erie’s goals for Phase III of the EHPAB Master Plan.

From archaeology to architecture, our team continues to pioneer new ways to illuminate heritage by assisting with cultural resource management, research, documentation, creative design, and branded storytelling.

Phase 1: Project Initiation and Public Engagement

Terracon will facilitate an internal Kick-Off Meeting with Town staff, the State Historical Fund (SHF), and EHPAB to confirm the project scope, schedule, and deliverables. This meeting will be hybrid, with options to be held in person and/or virtually to ensure accessibility. A public in-person Kick-Off Meeting will follow, providing an opportunity to inform and consult with the community. Some meetings may be combined with other scheduled events and may include hybrid options to maximize participation.

Terracon will coordinate with the Town to notify property owners of the upcoming survey work and ensure transparency throughout the process. Monthly progress reports, email updates,

and regular check-ins via Microsoft Teams or telephone will maintain consistent communication with the Town of Erie.

Phase 2: Fieldwork and Research

Terracon will conduct a file search request using CO OAHP's online geographic information systems (GIS) portal (Compass) prior to beginning fieldwork in early 2026. Fieldwork will include intensive-level surveys of 25 resources. The resources will be documented using the Colorado Cultural Resource Survey Manual (2007) and Form 1403.

Archival research will be conducted concurrently to support the development of neighborhood context and historical narratives. Repositories may include local libraries, Colorado State Archives, and online platforms such as Newspapers.com, Ancestry.com, and USGS historical map databases.



Terracon routinely coordinates with municipalities, such as the City of Golden, during historic building surveys. We use this time to learn about the local community, trends in architectural styles, and concerns that arise based on preservation.

Phase 3: Documentation and Reporting

Following fieldwork, Terracon will prepare draft Architectural Inventory Forms (Form 1403) and a draft survey report. These documents will be submitted to the Town, EHPAB, and CO OAHP for review in late April 2026. Feedback will be incorporated into the final versions of:

- Form 1403s (Architectural Inventory)
- Form 1417s (Historical & Architectural Reconnaissance)
- Final survey report, including historic context, survey area map, and required supporting materials.

Final documents will be submitted in ADA-compliant PDF format. Design files (e.g., Adobe InDesign, Illustrator, Photoshop) and associated assets will also be provided to the Town.

Phase 4: Project Closeout and Final Presentation

Terracon will present the final findings at a public meeting in collaboration with EHPAB. This presentation will summarize the survey results and highlight key historical insights. The project will conclude with the submission of final deliverables by August 31, 2026.

POTENTIAL KEY CHALLENGES

Terracon may encounter several challenges during the project, including coordinating timely access to the 25 properties, especially given the need for property owner notifications and permissions. To address potential access issues to the 25 properties, Terracon will initiate

early and clear communication with property owners, leveraging support from the Town of Erie to facilitate cooperation. To manage weather-related delays during winter fieldwork, the team will build flexibility into the schedule and prioritize exterior documentation during favorable conditions.

Archival research may be limited by the availability or accessibility of historical records, requiring flexibility in sourcing information. Archival research challenges will be mitigated by identifying key repositories early and supplementing gaps with online resources and local historical contacts. To ensure consistency across survey documentation, Terracon will use handheld technology to collect data for the state forms. We will also employ team calibration sessions and implement internal quality control reviews through our Authorized Project Reviewer (APR). Finally, compliance with History Colorado standards will be ensured by assigning experienced staff, maintaining close communication with SHPO reviewers, and conducting thorough internal reviews before submission.

FIRM VISION AND APPROACH TO COST CONTROL

Terracon's vision for this project is to deliver high-quality, historically accurate, and community-centered architectural surveys that support the Town of Erie's preservation goals while maximizing efficiency, transparency, and value. With the integration of Metcalf Archaeological Consultants into the Terracon family last year, our clients now benefit from expanded regional expertise and national resources. This partnership strengthens our ability to deliver comprehensive cultural resource services with agility and depth.



Clive Briggs, Metcalf Archaeological Consultants project director, documents cultural resources during a survey July 15, 2020, at Schriever Air Force Base, Colorado.

1. A defining element that sets Terracon apart is our use of **COMPASS**, an innovative online collaboration platform that provides real-time access to project data, documents, and reports. COMPASS allows the Town of Erie to monitor progress, review deliverables, and collaborate. Our team uses mobile technology to capture and transmit data directly from the field, ensuring that stakeholders have secure, up-to-date information throughout the project.
2. Terracon's approach to **cost control** emphasizes early planning, clear scope definition, and efficient resource allocation. We implement internal QA/QC protocols through our assigned APR to reduce rework and ensure deliverables meet History Colorado standards on the first submission. Our team is experienced in managing grant-funded projects and understands the importance of adhering to budget constraints while delivering high-value outcomes.
3. **Value engineering** is embedded in our workflow through the use of digital tools, standardized documentation templates, and strategic scheduling to minimize field time and maximize productivity. We also seek opportunities to align public engagement with existing community events to reduce logistical costs and increase visibility.

4. With **in-house capabilities** spanning GIS, graphic design, archival research, and historic preservation, Terracon is fully equipped to manage the aspects of the project internally. This ensures consistency, accountability, and cost efficiency.

PROPOSED ADDITIONAL TASKS TO SCOPE OF WORK

At this time, Terracon does not propose any additions to the current scope of work. However, we recognize that preservation projects often evolve as new information emerges and collaboration deepens. As the project progresses, our historic preservation team will work closely with the Town of Erie, EHPAB, and SHPO staff to identify potential opportunities or recommendations that may enhance the project's outcomes. Any such findings or suggestions will be documented and incorporated into the final report deliverables, ensuring that the Town has a clear path forward for future preservation planning and implementation.

PROJECT DESIGN SCHEDULE

While this project does not involve traditional design or construction phases, Terracon has developed a detailed project schedule aligned with the scope of work for intensive-level architectural surveys. The schedule includes defined timeframes for major milestones — such as kickoff meetings, fieldwork, research, documentation, and public engagement—and is structured to meet the August 31, 2026, completion deadline. Terracon will work closely with the Town of Erie and project stakeholders to monitor progress and adjust timelines as needed to maintain efficiency and responsiveness.

To streamline the review process, Terracon will submit draft deliverables in organized, digital formats and use our COMPASS platform to provide real-time access to project data. This allows stakeholders to review materials as they are developed, reducing delays and enabling timely feedback.

QUALITY CONTROL

Although this project does not include design or construction services, Terracon applies the same rigorous quality control standards to cultural resource projects as we do across our disciplines. Our approach includes internal peer reviews of draft and final survey forms and reports, adherence to History Colorado documentation standards, and consistency checks for our deliverables. Our team uses standardized templates and QA/QC protocols to ensure accuracy, clarity, and compliance.

Project management quality is maintained through regular communication with the Town of Erie, monthly progress reporting, and use of COMPASS for transparent, real-time collaboration. This ensures that project components are delivered on time, within scope, and to the highest professional standards.

Appendix A: LETTER



17301 W Colfax Ave, Ste 305
Golden, CO 80401-4892
P (303) 425-4507
[Terracon.com](https://terracon.com)

July 30, 2025

Harry Brennan
Town of Erie
645 Holbrook Street
Erie, Colorado 80516

RE: Certification of Staff Availability and Commitment – Historical Architectural Survey Reports, Town of Erie, Project Number P25-1013, Terracon Proposal No. P96257397

Dear Mr. Brennan:

Terracon Consultants, Inc. (Terracon) appreciates the opportunity to submit this proposal in support of the Historical Architectural Survey Reports for the Town of Erie Historical Preservation Advisory Board. This letter serves to certify the availability and commitment of our staff for the successful execution of this project.

Terracon has assembled a strong team of historic preservation professionals with extensive experience in cultural resources management and architectural history. Our team has worked collaboratively on numerous comparable projects and is well-prepared to deliver high-quality results that meet the expectations of the Town of Erie and its stakeholders.

We understand that the grant award notification is anticipated on December 15, 2025, and that the project is scheduled for completion by August 31, 2026, allowing for an eight-month and two-week timeline. Terracon is confident in our ability to complete all tasks within this timeframe.

We further certify that our team possesses the in-house capabilities required to perform the work outlined in the scope of services. With Metcalf Archaeology joining the Terracon family in 2024, we have strengthened our local presence and expanded our capacity to deliver comprehensive historic preservation services. Our integrated team is fully committed and available to begin work upon award and to remain engaged through project completion.

Should you have any questions or require additional information, please do not hesitate to contact me directly.

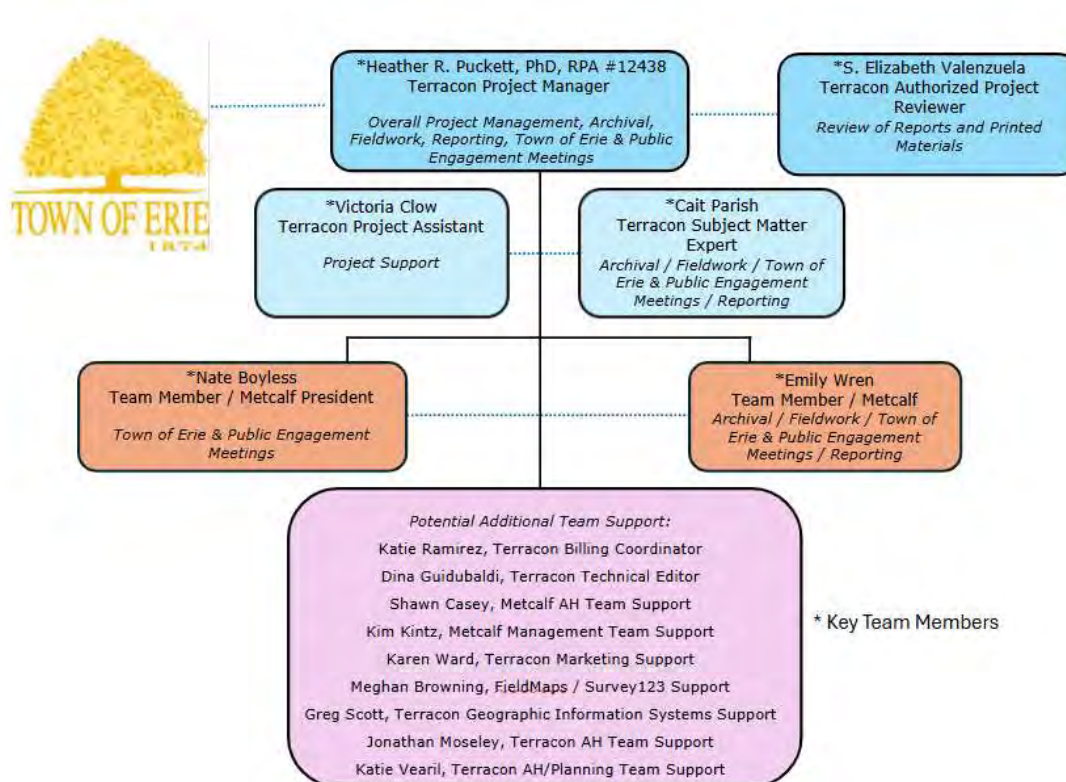
Sincerely,

A handwritten signature in black ink, appearing to read 'Nate Boyless', with a stylized, flowing script.

Nate Boyless
Senior Principal
National Manager of Environmental Innovation and Technology at Terracon

Appendix B: RESUMES

The Terracon team brings a wealth of knowledge concerning historic themes, architectural styles, and the unique challenges presented by the documentation and evaluation of historic-age resources and cultural landscapes of local, state, and national significance within the proposed survey area.



S. Elizabeth Valenzuela

ENVIRONMENTAL PLANNING MANAGER | AUTHORIZED PROJECT REVIEWER



PROFESSIONAL EXPERIENCE

Ms. Valenzuela is the Environmental Planning group manager in Terracon's Austin, Texas office. She has over 25 years of professional experience in the field of preservation and historic architecture. Ms. Valenzuela earned a Master of Architecture degree from Texas Tech University and during her career has managed a broad range of cultural resources projects. These projects have included the identification and assessment of resources dating mostly from the early nineteenth century to the mid-twentieth century and have encompassed utilitarian structures, rural landscapes, vernacular and high-style residential, commercial, and institutional buildings. Ms.

Valenzuela meets the *Secretary of Interior Standards for Professional Qualifications* in Architecture, Historic Architecture, and Architectural History. Ms. Valenzuela is a Terracon Authorized Project Reviewer (APR) and is responsible for working with environmental planning project managers and team members to deliver quality technical studies to our Clients and for review by local, state, and federal agencies.

SELECTED PROJECT EXPERIENCE

Historic American Buildings Survey (HABS) for Martin Middle School – Austin, Texas

Ms. Valenzuela participated in fieldwork, served as contract administrator and as APR for the intensive-level documentation of Martin Middle School in Austin, Travis County, Texas. The project included the completion of HABS Level I documentation for a historically significant school in the Austin Independent School District system; the school is slated for major interior renovations and the replacement of some exterior fenestration. Ms. Valenzuela worked closely with the Client and Terracon project manager to ensure the deliverables were transmitted on an expedited schedule to meet the Client's timeline for construction.

Historic Resources Survey/Memorandum of Agreement/Public Outreach for Apache Courts and Community Building – San Antonio, Texas

Project manager and architectural historian for a historic resources survey in support of Section 106 compliance for U.S. Housing and Urban Development (HUD) funded renovations for the Apache Courts public housing complex, constructed in 1941. Conducted reconnaissance-level historic resources survey of the two parcels (approximately 6.504 acres) and parcels immediately adjacent. Prepared the historic resources survey report (HRSR); recommended the Alazan-Apache Courts Community Building as individually eligible for inclusion on the NRHP. Through consultation with the Texas Historical Commission (THC) proceeded to supervise the development of a Memorandum of Agreement to mitigate for the adverse effect finding; included drafting the MOA and conducting public outreach. *HRSR submitted in March 2023; Public Outreach in January 2024; THC consultation on hold.*

Preservation Plan Committee, Chair for the City of Austin Historic Landmark Commission, Texas.

Ms. Valenzuela, as a City of Austin Historic Landmark Commissioner, served as chair of the Preservation Plan Committee from 2015–2023. Under her tenure, the committee developed city-wide Historic Design Standards (approved by Austin City Council in November 2024) and worked through Phase I of the Equity-Based Preservation Plan (currently in the public comment phase prior to adoption by Austin City Council). Both efforts were driven by working group participation; the working groups were primarily composed of property owners, designers, developers, advocates, and the Historic Landmark Commission.

HABS Level I Recordation and Trifold Brochure, Falcon Stadium – US Air Force Academy, Colorado

Project Manager and architectural historian for the HABS Level I documentation of Falcon Stadium. Participated in fieldwork, archival research, and the design of a trifold brochure describing the construction and significance of Falcon Stadium. Final documentation will include the publication-ready trifold brochure, HABS Level I documentation package, large-format photographs (archival quality prints and digital images), and measured drawings prepared with data collected using both LiDAR scans and hand measurements. *Project ongoing, expected to conclude July 2025.*

EDUCATION

Master of Architecture, Texas Tech University, 1998

CERTIFICATIONS

Section 4(f) and 6(f) training, FHWA, 2024

Section 4(f) Training, National Preservation Institute, 2019

Section 106 Training, National Preservation Institute, 2007

TxDOT Pre-certification, Categories 2.15.1 and 2.15.2, 2004/2019

PROFESSIONAL ACTIVITIES

District 2 Commissioner and Vice Chair, City of Austin Historic Landmark Commission, 2015-2023

PRESENTATIONS/PUBLISHED ARTICLES

"Community Connection with Rural Texas Landscapes: The Evolution of Social Encampments at the Turn-of-the-Nineteenth Century" presented at the *Southeast Chapter of the Society of Architectural Historians*, October 2020.

"Tear Down or Treasure: A Case for Historic Preservation," presented at the Rio Grande Valley American Institute of Architects annual convention, September 2017.

** Work performed prior to joining Terracon.*

HEATHER R. PUCKETT, PHD, RPA

PROJECT SCIENTIST, SENIOR ARCHITECTURAL HISTORIAN

PROFESSIONAL EXPERIENCE

With a doctorate in Industrial Landscape Archaeology (Research), Dr. Heather Puckett serves as the Architectural History Team Lead for Terracon's Austin, Texas office. She has more than 30 years of extensive experience in cultural resources management, archival research, genealogy, and archaeology and meets the *Secretary of the Interior's Professional Qualification Standards for History, Archaeology, and Architectural History*.

Previously, Heather served as the Cultural Resources Manager for the Alabama National Guard, where she developed an award-winning preservation program, managed long-term budgets, prepared agreement documents, oversaw thematic studies, and served as a liaison for consultation with the State Historic Preservation Office (SHPO) and multiple Federally Recognized Tribes (Tribes). She performed Legacy Resources Management Program projects, including topics on the Civil Rights Movement, and World War I ground combat training. Heather has a wealth of experience throughout the United States, with an emphasis on Southern California, the Great Basin, the Southeastern US, and Intermountain West. She also has performed projects in Alaska, Guam, and Hawaii.

SELECTED PROJECT EXPERIENCE

ARCHITECTURAL HISTORY

Coconino County Old Jail – Flagstaff, Arizona

Assisted with Historic Resources Survey Report (HRSR) for proposed Brownfield site at the Coconino County Old Jail in Flagstaff for the Environmental Protection Agency (EPA) and Coconino County personnel.

Proposed Redevelopment of 1777 and 1765/1767 N Franklin St into the Chrysalis Apartments, Denver, Colorado

Prepared an HRSR for US Housing and Urban Development (HUD)-funded proposed revitalization and new construction of a multi-family housing building in Denver's City Park West neighborhood.

Falcon Stadium and Farish Recreational Area – Air Force Academy, Colorado

Prepared mitigative brochure of the USAF Academy's Falcon Stadium and Historic American Building Survey (HABS) packets for the resources within the Farish Recreational Area.

New Dance Theatre – Denver, Colorado

Prepared an HRSR for Shorter African Methodist Episcopal Church / Cleo Parker Robinson Dance Academy in the Five Points neighborhood of Denver.

ARCHAEOLOGY

Dr. Puckett has more than 10 years of experience conducting archaeological research, surveys, and testing projects in Southern California, Nevada, and Utah. She also has more than 10 years of experience conducting archaeological investigations in Alabama and 3 years in Mississippi. Projects included public and private clientele, ranging from the Department of Defense to telecommunications, Federal Highways, Federal Railroad Administration, and developers. Dr. Puckett also has volunteer experience in Southern Utah.*



EDUCATION

DOCTOR OF PHILOSOPHY (RESEARCH), Institute of Archaeology and Antiquity, University of Birmingham, Edgbaston, Birmingham, and Ironbridge Institute, West Midlands, United Kingdom (Landscape Characterisation Model, Historic Mining Sites), 2013

MASTER OF ARTS (1995, History, Anthropology) and BACHELOR OF ARTS (1994, History), Mississippi State University, Starkville, MS

REGISTRATIONS/CERTIFICATIONS

Genealogical Certificate, IAP Career College, 2023

Register of Professional Archaeologists (12438)

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Alabama Historic Ironworks Commission Member; Society of American Archaeologists (SAA); Southeastern Archaeological Conference (SEAC); International Association of Professional Genealogists



Victoria Clow

Senior Scientist, Architectural Historian

PROFESSIONAL EXPERIENCE

Ms. Clow is an architectural historian with Terracon, bringing over 30 years of experience in historic preservation, archaeology, and cultural resource management. She meets Professional Qualification Standards [36 CFR Part 61] in Architectural History, History, and Archaeology. Her expertise centers on compliance with federal historic preservation laws, with a focus on identifying, evaluating, and avoiding or mitigating adverse effects on historic buildings, archaeological sites, and complex historic properties.

Skilled in project leadership and regulatory coordination with federal, state, and local governmental agencies, Ms. Clow has extensive experience in historic preservation planning, state historic preservation office consultation, cultural resource assessment, environmental review, and nominations for historic designation. She is adept at managing large-scale projects and integrating diverse disciplines to ensure compliance with preservation standards and practices.

PROJECT EXPERIENCE

Stakeholder Engagement – City of Dallas Historic Preservation Planning Initiatives, Dallas, TX*

Ms. Clow served as a stakeholder representative in the development of the City of Dallas's Historic and Cultural Preservation Strategy, part of the ForwardDallas 2.0 Land Use Plan. Her contributions helped shape policies that guide the city's growth with a strong emphasis on safeguarding historic resources—particularly within historically marginalized communities.

Butler Place National Register District Nomination, Fort Worth, TX*

Authored the National Register nomination for 412-unit public housing complex constructed in 1940 to provide affordable housing for African American families in Fort Worth. The nomination documented the site's historical and architectural significance and supported its designation as a historic district.

Historic Building Preservation Plans and Determinations of Eligibility Studies, TX, LA, NM*

Ms. Clow served as GSA Project Manager and Subject Matter Expert for the development of seven National Register of Historic Places eligibility studies and four building preservation plans, covering 11 federally owned assets across Texas, New Mexico, and Louisiana. The evaluations focused on properties constructed in the 1970s.

Preservation Planning, Eligibility Studies, & National Register Nomination – Montoya & Chavez Federal Buildings, NM* Served as GSA Project Manager and Subject Matter Expert for preservation planning at the Montoya Federal Building (Santa Fe) and Chavez Federal Building (Albuquerque), both built in the 1960s. Authored NM HCPI Forms and oversaw successful National Register nominations. Led development of treatment protocols to guide future project reviews, ensure compliance with the Secretary of the Interior's Standards, and streamline Section 106 consultation.

EDUCATION

M.A. Anthropology,
University of Arkansas,
Fayetteville, AR 1995

B.A. Anthropology,
Hampshire College,
Amherst, MA 1993

RECENT PROFESSIONAL TRAINING

Engaging Local Decision-Makers to Support Historic Preservation, National Alliance of Preservation Commissions (NAPC)

Emergency Preparedness for Cultural Heritage, Texas Collections Emergency Resource Alliance (CERA)

Section 106 Review. Presented by the Advisory Council on Historic Preservation (ACHP)

Coordinating NEPA and Section 106. Presented by the ACHP

AFFILIATIONS

Current Trustee and Former President, Preservation Dallas

Member, Association of Preservation Technology Texas & New England Regions

PRESENTATIONS/PUBLISHED ARTICLES

Author or Coauthor to (25) National Register of Historic Places nominations, (2) illustrated books, (1) peer-reviewed journal article, (1) article in published and professional edited volume.

*Worked performed prior to Terracon

Cait Parish, BA

Architectural Historian

PROFESSIONAL EXPERIENCE

Ms. Parish brings four years of experience in historical studies with a particular emphasis on the built environment. Her experience includes architectural and historic sites surveys, National Register of Historic Places (NRHP) eligibility evaluations and nominations, Section 106 and Section 4(f) compliance, Historic American Buildings Survey (HABS) and Historic American Engineering Record (HAER) documentation, historic structure reports, conditions assessments, and archival research. Ms. Parish has experience on projects in numerous states for Departments of Transportation, national and regional rail companies, and a range of energy providers, as well as other governmental and private entities.

PROJECT EXPERIENCE

Tillman County Memorial Hospital – Tillman County, Oklahoma (2024)

Coordinated mobilization efforts for and conducted architectural survey of newly recorded resources for the proposed replacement of the Tillman County Memorial Hospital in Frederick, OK. Co-authored Historic Resources Survey Report (HRSR) including the finding of effects for resources within the visual area of potential effects (APE) for the project.

Middle Mile Broadband – Multiple Counties, Iowa (on-going)

Coordinated mobilization efforts for and conducted architectural survey of previously recorded historic properties and newly recorded resources for the installation of a multi-county broadband project. Co-authored HRSR including the finding of effects for resources spanning approximately 755 miles in 29 counties in Iowa.

Rosenberg Fire Station No. 1 – Rosenberg, Texas (2024) Coordinated mobilization efforts for and conducted architectural survey of previously recorded historic properties and newly recorded resources for the proposed demolition and replacement of Fire Station No. 1 for the City of Rosenberg. Co-authored the finding of effects for the HRSR.

Clinton YWCA – Clinton, Iowa (2024) Coordinated mobilization efforts for and conducted architectural survey and authored the finding of effects for the proposed construction of a low-income housing project in Clinton.

Ross Avenue Roadway and Sidewalk Repair – Dallas, Texas (2023–2024) Arranged the Project Coordination Request (PCR). Coordinated mobilization efforts for and conducted architectural survey and authored the HRSR for Texas Department of Transportation (TxDOT) sidewalk repair project in Dallas.

OTHER EXPERIENCE

Architectural Historian for a variety of projects in Mississippi; Texas; Tennessee; New York; Kentucky; Oklahoma; New Jersey; Missouri; and Indiana. Performed the reconnaissance survey for proposed solar farms; conducted field survey to assess effects of an increase in height of an existing transmission tower; prepared historic contexts on historic railroads and freight yards, and the New Jersey Atlantic City Boardwalk, Ocean City Boardwalk, and Wildwoods Boardwalk; preparation of site and building inventory forms for a variety of historic properties; authored and co-authored reports of finding; and compiled data for HABS and HAER projects.



EDUCATION

Bachelor of Art, History, Texas State University, San Marcos, TX, 2020

Master of Art, Historic Preservation, Goucher College, Baltimore, MD, *On-going*

REGISTRATIONS/ CERTIFICATIONS

Section 106 Review. Presented by the Advisory Council on Historic Preservation (2022).

Coordinating NEPA and Section 106. Presented by the Advisory Council on Historic Preservation (2022).

Protecting Historic Properties in Disaster Response. Presented by the Advisory Council on Historic Preservation (2022).

PROFESSIONAL TRAINING

National Alliance of Preservation Commissions Historic Resource Surveys certification course

TxDOT Section 4(f) training

AFFILIATIONS

Preservation Texas (2024–present)

Preservation Dallas, Texas (2022–present)

EMILY WREN, M.A.

ARCHITECTURAL HISTORIAN

PROFESSIONAL EXPERIENCE

Emily Wren received a Master of Arts degree in History with a concentration in Cultural Resource Management and Historic Preservation from Colorado State University in 2024, and a Bachelor of Arts degree in History from Eastern Oregon University in 2019. She meets the Secretary of Interior's Professional Qualification Standards for History and Architectural History. Emily has experience in Section 106 compliance, conducting fieldwork, research, and drafting for several National Register of Historic Places (NRHP)-related projects and contributing to architectural inventory projects, including surveying and documenting residential, rural, commercial, and transportation structures in the American West. Her most recent projects were performed in Colorado, Montana, Utah, North Dakota, and Wyoming. At Terracon, Emily is an Architectural Historian based out of Northern Colorado. She is responsible for recording and evaluating built structures through state architectural site forms, making eligibility recommendations, and researching and writing historic contexts for project reports.

SELECTED PROJECT EXPERIENCE

Stewardship West Fuels Reduction (Project Ongoing) – Pike National Forest, Colorado

Conducted fieldwork and photo documentation in support of multiple historic resources (i.e., cabins, roads, dams, pipelines, and transmission lines) on National Forest Service lands. Completed Colorado Office of Historic Preservation (OHP) Cultural Resources forms, such as Architectural Inventory, Management Data, Linear Component, and Re-visitation forms. Conducted archival research and authored historic contexts, evaluating effects of routine fuel reduction activities, and in support of mitigation for these effects.

Grasso Park Eligibility Evaluation – Superior, Colorado

Performed fieldwork and photo documentation of the Grasso Park Historic District (NRHP-Listed, 1999). Evaluated the eligibility and integrity of the historic district. Completed Colorado Architectural Inventory forms for the Town of Superior to construct a pedestrian path near the historic district.

National Forest Foundation, Lake Isabel Dam – Pueblo/Custer County, Pike National Forest, Colorado

Conducted fieldwork and photo documentation for the Lake Isabel Dam. This included preparation of Colorado Architectural Inventory forms and authoring a historic context of the dam. The project supported mitigation of repairs and maintenance on the historic dam and brush clearing efforts in the surrounding area.

Quandary Wallstreet Well Pad – Greeley, Colorado

Completed Bureau of Land Management (BLM) Linear Data forms for a historic transmission line to support installation of a new well pad. Authored a historic context, summarizing previous efforts to document segments of the transmission line.

Hart/Heart Ranch Historic District NRHP Nomination (Project Ongoing) – Laramie, Wyoming

Attended client meetings and performed public engagement with stakeholders. Conducted archival research, fieldwork, photo documentation, architectural survey and completed Wyoming Cultural Properties forms. Compiling data for completion of the Hart/Heart Ranch Historic District NRHP nomination form.

VHB Tintic Railroad – Payson, Utah

Assisted in Architectural site form review for various residential and industrial architectural resources along the project corridor for the realignment of the Tintic Railroad route.

EDUCATION

MASTER OF ARTS, HISTORY,
COLORADO STATE
UNIVERSITY, FORT COLLINS,
CO

BACHELOR OF ARTS, HISTORY,
EASTERN OREGON
UNIVERSITY, LA GRANDE, OR

CERTIFICATIONS and QUALIFICATIONS

SOI Qualified Historian
SOI Qualified Architectural
Historian
Certified Interpretive
Guide, National
Association of
Interpretation

PUBLICATIONS

"Disregarded Disability:
The Underrepresented
History of the Women's
Health Movement in
Colorado," *The Colorado
Magazine*, April 19, 2024

President and CEO

Mr. Boyless holds a BA in Biological Anthropology from Northern Arizona University and earned his MBA from the University of Arizona, Eller College of Management. Nate has more than 20 years of cultural resource experience in the North/Central Great Plains, Rocky Mountains, and desert Southwest. As Metcalf's president, Nate directs strategic and business development, public relations, and research in emerging technologies.

Education

Executive Certificate in Leadership and Management, 2010

Mendoza College of Business, The University of Notre Dame, Notre Dame, IN

Master of Business Administration, 2008

Eller College of Management, The University of Arizona, Tucson, AZ

Bachelor of Arts in Anthropology, 2003

Northern Arizona University, Flagstaff, AZ

Recent Projects

- Project Manager, The Scott Spring Mitigation Project, Archaeological Excavation, Student Field Schools, Public Education Component (2021-2024)
- Project Manager, The Astor House Community Archaeology Project, Archaeological Excavation, Partnership with Denver Museum of Nature and Science, Student Field School, Public Education Component (2021)

Recent Technical Reports

None recently authored.

Professional Memberships

- The Colorado Historical Society, Treasurer, Board of Trustees
- The Foothills Art Center, Treasurer, Board of Directors

Continuing Education

- The University of Colorado, Denver, College of Architecture and Planning, Adjunct Faculty

Appendix C: PROJECT CAPSULES

The Terracon project team brings a myriad of experience. Project Capsules offer detailed information regarding various project types demonstrating our familiarity with historic preservation. The capsules highlight our unique ability to provide services to the Town of Erie that meet your project goals, timelines, and exceed expectations for a level of quality and thoroughness of project deliverables.

- Example 1: *My Historic SMTX: City of San Marcos Historic Resources Survey Report, Phases 1 & 2 – FINAL, San Marcos, Texas, September 2019.*
- Example 2: New Dance Theatre, Shorter Community African Methodist Episcopal (AME) Church, Denver, Denver County, CO, 2024.
- Example 3: *Historic Resources Survey Report: Reconnaissance Survey, Ross Avenue Roadway Improvements, May 2024.*
- Example 4: Historic American Building Survey (HABS) materials from the US Air Force Academy Falcon Stadium documentation project, on-going.
- Example 5: HRSR, Agreement/Consultation, Mitigation: 1765/1767 and 1777 Franklin Street, Chrysalis Apartments, Denver, Colorado.



San Marcos Historic Resources Survey

SAN MARCOS, HAYS COUNTY, TEXAS

As a sub-consultant to Hicks & Company, Terracon completed a series of reconnaissance-and windshield-level historic resources surveys for the My Historic SMTX Historic Resources Survey. The project deliverables now serve as a guide for the City of San Marcos Historic Landmark Commission as they work to establish preservation priorities, consider potential local landmark and local historic district designations and National Register of Historic Places (NRHP) nominations, and identified resources meriting further research. The project included a re-evaluation of 1,406 resources within the boundaries of the city-wide project area.

To fulfill the goals of the project, Terracon conducted initial public outreach efforts to promote interest and city pride. The team conducted archival research to develop a historic context for the project areas, which served as the framework for evaluation of historic resources encountered during the survey. Terracon performed reevaluations (evaluation and update) to the three existing historic resources surveys that were conducted in the 1990s. The project team conducted reconnaissance and windshield surveys that included the identification, documentation, and prioritization of new resources that had not been surveyed within the survey boundary areas, and the completion of a Historic Resources Survey Report which contained valuable recommendations to assist the city with future designations, to review and assess future planning initiatives and development proposals, and to provide guidance on resources that are most threatened.

My Historic SMTX Historic Resources Survey recommended a total of 204 individual resources as high preservation priority. Based on the results of the reconnaissance survey and the integrity and significance of the surveyed resources, five expansions of existing districts and one new potential historic district were recommended within the survey area.

CLIENT:

Elizabeth Porterfield, MSHP
Hicks & Company
1504 W. 5th Street
Austin, TX 78703
United States of America
ph: (512) 478-0858
eporfield@hicksenv.com

DATE:

August 2018 – September 2019

PROJECT VALUE:

\$19,740.00

HIGHLIGHTS:

- Archival Research
- Reconnaissance and Windshield Surveys
- Public Outreach Efforts
- Historic Resources Survey Report
- NRHP Eligibility Re-evaluations
- Integrity Evaluation



New Dance Theatre, Shorter Community African Methodist Episcopal (AME) Church Denver, Denver County, CO

Client:

Cleo Parker Robinson Dance Academy

Project Budget:

Original: \$12,500

Final: \$12,500

Project References:

City and County of Denver
Department of Housing
Stability

Brian Ray James
Environmental Officer
(720) 913-1707

Brian.james@denvergov.org

Cleo Parker Robinson Dance
Academy

Malik Robinson
President and CEO
(303) 295-1759, ext. 15
malik@cleoparkerdance.org

Date:

2024

Highlights:

National Register of Historic
Places,
Section 106 Documentation,
US HUD EDI-CPF,
Spanish Revival Architecture
African American History

Terracon contracted with the Cleo Parker Robinson Dance Academy to conduct a Historic Resources Survey in accordance with Section 106 of the National Historic Preservation Act (NHPA). The Academy operates out of the former Shorter Community AME Church. Proposed is the expansion and new construction of a three-story addition to the church to house an auditorium, lobby, dance studios, and other support space.

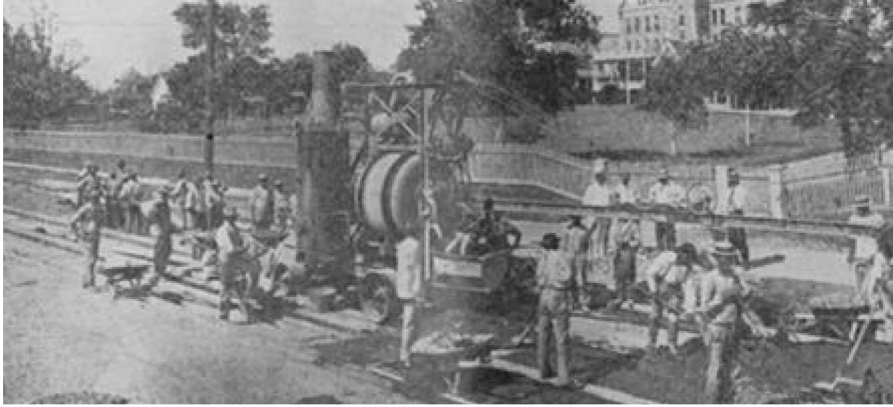
Terracon architectural historians conducted a historic resources survey of the Shorter Community AME Church, two commercial, and nine residential properties within the project area. Terracon recommended the church eligible for the National Register of Historic Places (NRHP) for its Spanish Revival architectural merit and in the areas of *Community Planning and Development* and *Ethnic Heritage: Black*, for its association with the African American development of the Five Points and East Village neighborhoods of Denver. The location of the African American church facing the predominately white Park Hill neighborhood speaks loudly to its role in racial equality and perseverance despite attempts at the Ku Klux Klan to extricate the congregation from the location in 1925. This area of significance directly highlights the seven key events identified by Cleo Parker Robinson Dance Academy.

Luther Harrison Walton, a local African American plaster laborer, with assistance from his brother William Walton and others in the Denver area, constructed the Shorter Community AME Church in 1925. Having been drafted to the Armed Forces during both World Wars I and II, Luther Walton (1880-c.1967) worked in the Denver area from as early as 1912 through the 1930s as a plasterer and African American laborer. There are no other properties readily identifiable with Luther H. Walton; thus, Terracon recommended the Shorter Community AME Church as NRHP eligible for its association with Luther H. Walton.

A commercial restaurant, La Pasadita Inn, is located directly across the street from the church. The parcel originated as a dwelling, which was later replaced by the Navy Gas & Supply Company filling station (1929), City Elite Laundry and Dry-Cleaning Company (1956), and then Betty's Take Out (1970s). As an icon to the commercial properties of the neighborhood, this building was recommended individually eligible to the NRHP in the area of community development, reflecting the change from streetcar to automobile (filling station), and as a long-term local restaurant (c.1970s-present) for the Five Points, East Village, San Rafael, and Park Hill neighborhoods. Properties within the San Rafael Addition and associated historic district represent both the Eclectic Colonial Revival architectural style and the growing rural community along Clarkson Street.

Interesting Aspect(s) of the project – Terracon architectural historians from the Austin, Texas and Denver, Colorado, offices documented the Shorter Community AME Church. Of interest was how the building retained its historical appearance and continues to embody the African American community in Denver's Five Points and East Village neighborhoods.

Challenging Aspect(s) of the project – Prior to Terracon's involvement, the Academy consulted with the State Historic Preservation Office (SHPO) regarding grant funds, but did not obtain concurrence for the Section 106 requirement under the NHPA. With Terracon's assistance, the requirements were met and Academy was able to work with its architect to re-scale the proposed addition, while maintaining the original historic fabric of the church to meet SHPO recommendations.



Ross Avenue Roadway and Sidewalk Improvements Dallas, Texas

In addition to other environmental services, Terracon contracted with the City of Dallas to conduct a Historic Resources Survey in accordance with Section 106 of the National Historic Preservation Act (NHPA). The Project proposes the widening and re-construction of sidewalks along Ross Avenue between its intersections with Greenville Avenue and the NorthCentral Expressway Frontage Road.

Terracon architectural historians conducted a historic resources survey along the Project alignment. Present in this alignment is early- and mid-twentieth century commercial buildings, a 1915 school complex, a 1906 single-family residence (now social clubhouse), and an early-twentieth century church complex. Of these, one of the properties is a Recorded Texas Historic Landmark, the Alexander Mansion; and one property, the James W. Fannin Elementary School Historic District, is listed on the National Register for Historic Placed (NRHP).

Historically, Ross Avenue was lined with late-nineteenth century and early-twentieth century residences. From approximately 1880 to about 1910, Ross Avenue was known for its stately residences, of which only two remain. After about 1910, travel in Dallas shifted away from street rail to the automobile, causing many former Ross Avenue residents to relocate to Swiss Avenue (Munger's Place). Saint Mary's College [of Dallas], acknowledged as a prestigious college, was opened near the intersection of Ross and Garrett avenues in 1899, and the James W. Fannin Elementary School was constructed at the corner of Ross Avenue and San Jacinto Street in 1915. Automobile-related businesses encroached the street between the 1920s and 1930s.

Interesting Aspect(s) of the project – Terracon architectural historians from the Austin, Texas office documented the resources along Ross Avenue. Of interest was the remaining historic fabric that marked change along the roadway, particularly the Beaux Arts style Alexander Mansion (1906), the Gothic Revival Saint Matthew's Cathedral (1929), the Spanish Revival James W. Fannin Elementary School (1915), the Mission Revival style Oriental Rug Cleaning Company building (1926), and the former Safeway turned Dallas Independent School District administration building (1965) constructed in the Marina-style, exemplifying Mid-Century Modern design and aesthetics.

CLIENT:

Elizabeth Perez Long
Environmental Coordinator II
City of Dallas
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Dallas, TX 75201
(214) 671-8977
elizabeth.perez@dallas.gov

DATE:

November 2023 – April 2024

PROJECT VALUE:

\$88,770.74

HIGHLIGHTS:

National Register of Historic
Places, Section 106
Documentation, Section 4(f)
Compliance



US Air Force Academy –Falcon Stadium Colorado Springs, CO

Client:

HB&A Architecture and
Planning

Project Budget:

Original: \$99,870
Final: \$99,870

Project References:

**HB&A Architecture and
Planning**

Steve Powell, RA, LEED BD+C
Architect

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U.S. Air Force Academy

Samantha Belding
Cultural Resources Planner

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Date:

2020-2025

Highlights:

National Register of Historic
Places,

Section 106 Documentation,
SHPO Level II Documentation,
CO SHPO Inventory Forms,
As-Built Drawings,
Midcentury Architecture

Terracon was contracted by the consulting architect to fulfill Section 106 requirements, after a Memorandum of Agreement was completed between the United States Air Force Academy (USAFA) and the Colorado State Historic Preservation Office (SHPO). Two Americans with Disabilities Act-compliant elevators are planned for installation at the Academy's noteworthy football facility, Falcon Stadium, and the undertaking was determined by SHPO to have an adverse effect on the character-defining features of the stadium, a contributing property to the National Register of Historic Places-eligible USAFA Campus Historic District. The Area of Potential Effect was defined to include Falcon Stadium, surrounding landscape features, and on- and off-installation viewsheds.

Terracon completed extensive fieldwork to record Falcon Stadium in accordance with Colorado SHPO Level II Documentation standards, and field measurements were carefully taken for significant stadium features. Project deliverables included a full descriptive and historical narrative, relevant historic contexts, measured drawings, and digital photography. In-house drone photography piloted by Terracon personnel was also conducted to gain an overall record of the structure, site, and its features.

Drawings of the structures and facilities associated with Falcon Stadium were produced to help illustrate the historic resources and their relationship with the surroundings to document the pre-elevator appearance of the facility. Measured drawings for the main structure, including overall site plans, four elevations, two sections, and floor plans were completed to document the design and layout of the primary stadium areas.

Terracon collected historical photographs, documents, floor plans, and other relevant items to aid in the design of a public display detailing the history and significance of Falcon Stadium. These materials, combined with interpretive text, produced a display meeting current USAFA wayfinding/CM design standards, with input from the staff Cultural Resource Manager and USAFA subject matter experts. The interpretive signage will be displayed at the front entrance of Falcon Stadium.

Interesting Aspect(s) of the project – For this project, Terracon architectural historians from the Denver, Austin, Concord, CA, and Phoenix offices were able to document one of the most significant locations for mid-century architecture in the nation – the US Air Force Academy in Colorado Springs, Colorado. Being able to experience first-hand the work of Skidmore, Owings, & Merrill (SOM) was a monumental experience for the architectural historians working on the project. Work included reviewing original construction progress photographs and construction monitoring records at the National Archives and Records Administration (NARA) in Denver, and historical photographs of the Falcon Stadium opening ceremonies, and subsequent ceremonial events and football games at NARA-College Park, Maryland. Terracon architectural historians transformed the research completed at these national repositories into four documentation deliverables: Historic American Landscape Survey short form report, Colorado SHPO Level 2 historical and architectural documentation, photographs and measured drawings, an interpretive marker, and a Colorado SHPO survey form.

Challenging Aspect(s) of the project – A critical aspect of the project involved the completion of fieldwork prior to the start of the construction project for the ADA elevators. The Terracon project team was given three months (October – December 2018) to complete fieldwork from the Notice to Proceed, to ensure the commencement of construction continued on schedule. One critical juncture for fieldwork involved the necessary approvals to complete drone photography for the stadium. Since the Stadium is located within a restricted airspace, approvals for drone use went all the way to the Pentagon. The Terracon project manager and drone pilots worked closely with the USAFA cultural resources manager to ensure that almost literally as the approval was given from the Pentagon, our Terracon drone pilots were on a plane to Colorado Springs to complete the work. Coupled with the issue of weather (as seen in the drone photograph, snow was on the ground), the Terracon team was responsive in the face of this challenge to ensure the construction schedule was maintained.

FALCON STADIUM



Elliptical shape of the stadium required the invention of a traveling form to pour concrete for the stands. (1962)



The design of the stadium and its press box to follow the same principles established in the site layout and building design of the Cadet Area (1962)



Heating coils below the field intended to prevent snow from melting the turf grass. Coach Ben Martin pictured with shovel (1966)



Recessed within the natural terrain, the stadium is carved out of the surrounding landscape. Its distinct elliptical concrete form appears pristine at the conclusion of its construction (1962)



Falcon Stadium serves as a backdrop for a ceremony with actor and Air Force Reserve Brigadier General James Stewart (1962)



Falcon Stadium originally seated over 40,000 spectators, prior to the installation of upper stands on the eastern side in 1969. The capacity crowd watches the Falcons win their first game against Navy in Falcon Stadium, 19-7 (1966)



From the upper row of seating, along the foothills of the Douglas Mesa to the parking lots at the valley below, the terrain gently slopes with an approximate 100 ft elevation change. The parking field is located approximately 25 ft below the elevation of the north and south entrances. The elliptical bowl stadium design provides optimal views to the activity on the field from every seat in the stadium. (1964)

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THE POSSIBILITIES OF CONCRETE AND STEEL

Situated with a striking backdrop of the Rocky Mountains, the U.S. Air Force Academy football stadium, commonly known as Falcon Stadium, is an oblong, open air, concrete arena to the west of Interstate Highway 25 in Colorado Springs, Colorado. The noted architectural firm of Skidmore, Owings, and Merrill established the site location and initial design concept as part of the U.S. Air Force Academy's Master Plan. Constructed in 1962, Falcon Stadium represents innovation in stadium design that complemented its location within the landscape at the foothills of the southern front range of the Rocky Mountains. The architecture and engineering firm of Praeger-Kavanagh-Waterbury developed the final design for Falcon Stadium. The stadium and its stunning press box are a testament to International Style architecture and incorporate its design principles of streamlined forms that celebrate the structural possibilities of concrete and steel. Sited to the southeast of the Cadet Area National Historic Landmark District by approximately 2.5 miles, Falcon Stadium is among the earliest examples of a football stadium executed purely in the Modernist form. Media announcing the opening of the stadium described it as "ultra-modern" and "undoubtedly one of the finest football plants in the country" upon its 1962 dedication. Falcon Stadium retains its original International-style tapestry of concrete, steel, terrazzo, and glass along with its connection to its mountainous setting. While it has been altered over the years to upgrade the facility and improve the quality of the football experience for fans as well as players, the appearance of Falcon Stadium is remarkably similar to that of decades ago.



Demonstration of the stadium's design, with a crane visible on the left (1962)



The tradition of the U.S. Air Force Thunderbolt throw at Falcon Stadium continues for tradition. Air Force Thunderbolts throw their caps in the air at the conclusion of the ceremony (2017)



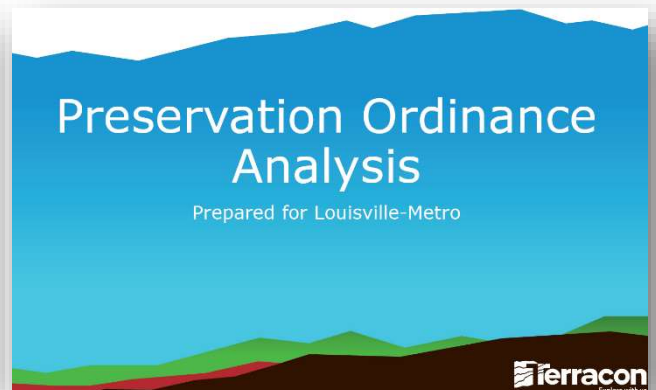
The north and tunnel was designed to allow Colorado Rockies to march onto the field and into the stadium, prior to each game (2019)



A 1990 western stand and playing field expansion doubled the size of the press box. The building remains a dominant presence, housing above (2018)

UNITED STATES
AIR FORCE ACADEMY

Interpretive marker designed by Terracon Consultants Inc



Evaluation of Preservation Best Practices

Louisville-Jefferson County Metro Government, Kentucky

In February 2025, the Louisville Metropolitan (Metro) Government contracted with Terracon Consultants, Inc. (Terracon) for Professional Services to conduct research nationwide into processes, best practices, and legislation on economic hardship exemptions, demolition by neglect, alternatives to local designation, and incentives. Terracon's project team analyzed the existing Preservation Ordinances of 23 peer cities and/or local governments for comparison to the Louisville Metro's Preservation Ordinance and for making recommendations for future amendments.

As part of this project, Terracon also reviewed and analyzed final recommendations from the 2017 Historic Preservation Advisory Task Force to gain a comprehensive understanding of the broader community's view of how preservation policy is currently implemented throughout Louisville. In order to encourage the reuse and protection of historic buildings and addition of compatible new construction, it was vital that Louisville Metro has responsive planning policies and ordinances to achieve these broad goals. The role of local designations, economic hardship processes, and demolition by neglect can have large impacts on Louisville Metro's ability to create stronger and healthier communities.

This report was funded in part with Federal funds from the National Park Service, U.S. Department of the Interior, and administered by the Kentucky Heritage Council.

Interesting Aspect(s) of the project – At the time of this project, Terracon found that many CLG communities were beginning the same process as Louisville Metro by analyzing existing ordinances and policies, contemplating text amendments, and working with local neighborhoods, districts, and communities to craft policies that address local needs. This report and Louisville Metro's proactive planning represents a broader wave of change in local preservation programs across the United States.

CLIENT:

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Urban Design Team Manager
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DATE:

February 2025 – July 2025

PROJECT VALUE:

\$48,310

HIGHLIGHTS:

Regulations that were applicable for this project