



Colleen Kirby Roberts, AICP
Owner/Principal, Peak Consulting Group, LLC

Education

- > B.A., Art History, Yale University

Professional Registrations

- > American Institute of Certified Planners (AICP)

Distinguishing Qualifications

- > Expertise in managing NEPA studies and documentation for highway, bridge, transit, and high-speed train projects in Colorado and nationwide
- > Expertise in NEPA streamlining, Planning and Environmental Linkage (PEL) studies, and quality environmental documentation
- > Developed and delivered broad NEPA and PEL training programs for public agencies
- > Well-versed in procedural and regulatory requirements of state and federal agencies for NEPA analysis, permitting, and environmental compliance

Relevant Experience

Ms. Roberts has 20 years of experience in transportation and environmental planning, urban design, and public involvement. Her experience includes project management, environmental planning management, alternatives analysis, and NEPA evaluations for various transportation projects, including high-speed rail and transit projects, urban and rural federal highway projects, and National Park Service transportation projects; public involvement; site design and planning for transit-oriented development, site redevelopment, and new urban village development; and development review services.

Ms. Roberts has provided planning services to the Denver Regional Transportation District (RTD); Metro Transit in Minneapolis; the California High Speed Rail Authority; the Colorado, Nebraska, Wyoming, Montana, and Texas Departments of Transportation—including the rail divisions in Colorado and Texas; the National Park Service; the U.S. Army Corps of Engineers; and the City and County of Denver. She has provided site design and planning services for several local private developers, the City of Englewood, CO and the Town of Castle Rock, CO.

Project Experience

Fixed Guideway Rail and Transit Experience

Deputy Project Manager/Environmental Planning Manager; California High Speed Train Project – Merced to Fresno Section; for the California High-Speed Rail Authority and Federal Railroad Administration. 2009-2014. Managed environmental activities for the first construction segment of the California High Speed Rail project. The Merced to Fresno section of the HST project is in the design-build stage, with NEPA and CEQA approvals in place. Ms. Roberts managed the NEPA and CEQA re-examinations of design changes, permitting activities, and environmental compliance. Ms. Roberts managed the NEPA and CEQA re-examinations of design changes, permitting activities, and environmental compliance. Ms.

Project Experience Cont.

Roberts originally led the alternatives analysis process for the Merced to Fresno section of the HST Project and contributed to the development of the draft and final EIR/EIS documents and subsequent decision documents.

Senior Planner; Texas-Oklahoma Passenger Rail Study and Tier 1 Service-Level Environmental Impact Statement; for the Texas Department of Transportation, Rail Division in partnership with the Oklahoma Department of Transportation. 2014-present. Providing leadership and guidance on resource analysis and compilation of the EIS for this Tier 1 service-level study of high-speed passenger rail between the Oklahoma City metropolitan area and the south Texas border. Ms. Roberts is part of the senior leadership team for the project's environmental documentation. She provides guidance on resource analysis methods, EIS content and presentation, and assists with quality control for the documentation.

Senior Planner; California High Speed Train Project – Merced to Sacramento Section; for the California High-Speed Rail Authority and Federal Railroad Administration. 2010-2012. Contributed to portions of the early planning work for the Merced to Sacramento Phase 2 Section of the California High Speed Train Project, including development of the project Purpose and Need and initial alternatives analysis.

Deputy Project Manager and Senior Planner; Colorado Interregional Connectivity Study; State of Colorado; for the Colorado Department of Transportation Division of Transit and Rail. 2013-present. This study is analyzing the feasibility of connecting more than 400 miles of statewide rail along Colorado's Front Range and I-70 Mountain Corridor with the Denver metropolitan area commuter and light rail transit systems. The study is an inaugural project for the newly formed CDOT Division of Transit and Rail. It involves coordination with more than 100 state, local, and private agencies and organizations. Ms. Roberts contributed to the alternatives analysis, studying connections between transit and various statewide rail alignments. She is also managing analysis of environmental constraints for the project and contributing to stakeholder involvement and management.

Senior Planner; I-70 Mountain Corridor Programmatic Environmental Impact Statement; State of Colorado; for the Colorado Department of Transportation. 2010-2011. The I-70 Mountain Corridor Programmatic EIS studied a comprehensive suite of multi-modal transportation improvements to 144 miles of the I-70 alignment through the Rocky Mountains in Colorado. The PEIS approved a combination of fixed guideway transit, highway, and non-infrastructure improvements to improve mobility and capacity on I-70 through the mountains. Ms. Roberts worked with a small team of state and federal officials to streamline the I-70 Mountain Corridor Revised Draft PEIS into a concise and reader-friendly Tier 1 programmatic document, and helped manage the Final PEIS, Record of Decision, and public involvement activities for this historic study in Colorado.

Senior Planner; Southwest Light Rail Transit Project; for Metro Transit and Federal Transit Administration; Minneapolis, Minnesota. 2014-2015. Ms. Roberts is a senior advisor for environmental managers for the Supplemental Draft and Final EIS documents for the Southwest Light Rail Transit project in Minneapolis. Her efforts focus on the coordination of analysis and mitigation commitments with Metro Transit's program office and the advanced design consultant, managing the mitigation commitment development and tracking, and advising environmental managers in the development of analysis and mitigation measures.

Project Planner; Northwest Rail Corridor Environmental Evaluation; Regional Transportation District; Boulder County, Colorado. 2006. The Regional Transportation District plans to build commuter rail between Denver and Longmont via Boulder as part of its regional FasTracks program, a voter-approved program that will construct rail transit corridors throughout the Denver metro area. Ms. Roberts analyzed the impacts to the social environment, community facilities, and public safety for this project.

Highway Planning Experience

Environmental Manager. 16th Street Mall Rehabilitation Project; for City and County of Denver and RTD. 2017-ongoing. Ms. Roberts is managing NEPA compliance and Section 106 consultation under the National Historic Preservation Act for the rehabilitation of the 16th Street Mall in downtown Denver. The mall, designed by I.M. Pei, is a historic resource and renowned destination in the heart of Denver. RTD shuttle bus service carries 44,000 riders a day along the mall between Denver Union Station and Civic Center Station.

Deputy Project Manager and Senior Planner; I-270/Vasquez Blvd PEL Study; for the Colorado Department of Transportation. Ongoing. CDOT is embarking on reconstruction of I-70 through east Denver, and I-270 will play a major role in traffic management during the construction period. This PEL study is analyzing long-term improvements to a key interchange and associated arterial roadways, and will identify early action projects that CDOT can implement prior to I-70 construction. Ms. Roberts is the deputy project manager with a focus on PEL process, resource agency and stakeholder coordination, and FHWA involvement.

Public Involvement Manager. US 34 Planning and Environmental Linkages Study; for the Colorado DOT. 2017-ongoing. Ms. Roberts is managing public involvement and outreach for this corridor study in northern Colorado. The study is recommending improvements to safety and mobility on 30 miles of US 34 between the cities of Loveland and Greeley; updating existing access control plans; and developing new access control plans where needed.

Deputy Project Manager and Environmental Planning Lead; North Metropolitan Industrial Area Connectivity Study; Commerce City, Adams County, and City and County of Denver. 2016-ongoing. Ms. Roberts is leading the environmental analysis for a set of proposed projects to improve connectivity in a largely industrial area in north metro Denver. The area's transportation network is discontinuous, interrupted by freight railroads, large industrial sites, and rivers. The study has conducted a needs assessment and is recommending high priority projects to improve transportation connectivity and alleviate congestion on the few regional routes through the area.

Environmental Manager; Reds Meadow Road PEL Study, Mammoth Lakes, California; for FHWA – Central Federal Lands Highway Division. Ongoing. This planning study is analyzing roadway design, funding feasibility, and stakeholder partnerships for improvements to a steep, one-lane access road into Reds Meadow Valley and Devil's Postpile National Monument in California's Inyo National Forest. Ms. Roberts is ensuring FHWA's PEL requirements are followed and oversaw the purpose and need development and alternatives analysis process.

Lead Author and Training Course Facilitator; Planning and Environmental Linkages Handbook Update and Training Development; for the Colorado Department of Transportation. 2014-2017. Ms. Roberts worked with the CDOT PEL Program Manager and PEL Panel to update CDOT's PEL Handbook and develop a related one-day training course for CDOT staff. The updates

incorporated current best practices, MAP-21 policy, information about transitioning from PEL studies to NEPA studies, and information on using the PEL process in long-range planning. Ms. Roberts facilitates the one-day training course for DOT and FHWA staff.

Project Manager; CDOT Region 1 Environmental Unit NEPA Clearance Program; for the Colorado Department of Transportation. 2015-present. Ms. Roberts is working as embedded staff with the CDOT Region 1 Environmental Unit. Her role is environmental project manager, and she works closely with Region 1 engineering managers and environmental resource specialists to provide NEPA clearance on categorical exclusion projects in Region 1.

Environmental Planner; Hawaii Bridges Program; for FHWA-Central Federal Lands Division. 2014-2015. Ms. Roberts coordinated the Section 106 consultation and other environmental documentation and resource components of this bridge program on three islands in the State of Hawaii. The program included nine bridge rehabilitation and replacement projects, in coordination with the Hawaii Department of Transportation.

NEPA and I-70 East EIS Comment Training; for the City and County of Denver. 2014. CH2M assisted the City and County of Denver in prioritizing mitigation requests and in developing training for staff reviewing the I-70 East Supplemental Draft EIS. Ms. Roberts developed and presented training courses for Denver staff providing the basics of NEPA studies, background on the I-70 East EIS and Preferred Alternative, and best practices for providing effective review comments on the Supplemental Draft EIS.

Environmental Manager; US 287 at Lamar Reliever Route Environmental Assessment; Colorado Department of Transportation; Lamar, Colorado. 2011-2015. This project studied a truck bypass on US 287 through Lamar as part of the Ports to Plains corridor. Ms. Roberts managed the NEPA documentation and approvals for this project.

Social Resources NEPA Task Leader; Twin Tunnels Environmental Assessment; Clear Creek County, Colorado; for the Colorado Department of Transportation. 2011-2012. Led the social resources team and environmental documentation for this fast-track EA on the I-70 Mountain Corridor. The project is the first Tier 2 NEPA process to occur after the signing of the I-70 Mountain Corridor Programmatic EIS Record of Decision and is one of the highest priority transportation projects in the state of Colorado. Ms. Roberts worked with a large team of resource specialists to analyze and document the effects of a widened tunnel and proposed capacity and safety improvements on a three-mile stretch of I-70, including accommodation of future fixed guideway transit, east of Idaho Springs. Under CH2M HILL's leadership, CDOT and FHWA signed the FONSI three weeks early, on October 17, 2012, and within 13 months of scoping meetings for the EA.

Senior Planner; Westbound I-70 Twin Tunnels Expansion Categorical Exclusion; Clear Creek County, Colorado; for the Colorado Department of Transportation. 2013-2014. Provided senior review and quality assurance for this fast-track NEPA approval of the expansion of the westbound bore of the I-70 Twin Tunnels to improve current traffic conditions and accommodate future capacity expansion.

Public Involvement Manager and Project Planner, US 6/Wadsworth Boulevard Environmental Assessment and Final Design; City of Lakewood, Colorado; for the Colorado Department of Transportation. 2007-2009. Public involvement manager for this Colorado Department of Transportation study of improvements to the US 6 and Wadsworth Boulevard interchange and to Wadsworth Boulevard between 4th and 14th Avenues. Ms. Roberts managed an extremely

successful public involvement effort involving a wide variety of meeting types and outreach methods to connect with a large number of stakeholders in an efficient and cost-effective manner. Ms. Roberts also assisted with the environmental analysis and documentation. The project was a pilot streamlining project for CDOT, and CDOT has held the process and the Environmental Assessment up as a model for future NEPA studies to follow.

Project Manager; West Side BNSF Grade Separation; City of Fremont, Nebraska; subconsultant to Kirkham Michael and Associates, for City of Fremont. 2012-2013. Project manager for revisions to an EA analyzing a new grade separation of 23rd Avenue and the BNSF in the City of Fremont.

Project Manager; 180th Street/Blondo Street Roadway Improvements, 404(b)(1) Alternatives Analysis and Wetland Delineation; Douglas County, Nebraska; subconsultant to Kirkham Michael and Associates, for Douglas County and the Nebraska Department of Roads. 2011. Project manager and environmental planner for the 404(b)(1) alternatives analysis for a roadway project in Douglas County in the Omaha metropolitan area. The project involves constructing a new roadway and bridge over West Papillion Creek and realigning an existing portion of 180th Street adjacent to a tributary of West Papillion Creek.

Project Manager; Division Avenue Roadway Improvements Categorical Exclusion; City of York, Nebraska; subconsultant to Kirkham Michael and Associates, for City of York. 2012-2013. Project manager for a categorical exclusion approving widening and reconstruction of Division Avenue. The project involves reconstructing the roadway to current standards and installing curb and gutter.

Environmental and Public Involvement Manager; 80th Avenue Bridge Replacement over US 36; Westminster, Colorado; for the Colorado Department of Transportation. 2009. Managing the NEPA process and public involvement for a high-priority bridge replacement project that increased clearance between the bridge and the U.S. highway below. She managed the Categorical Exclusion under NEPA, which included a noise analysis, consultation with the State Historic Preservation Office (SHPO), hazardous materials research, and a visual analysis. She also managed the public involvement and communications between CDOT and neighborhood residents.

Environmental Task Leader; US 36 Environmental Impact Statement/Basic Engineering; Regional Transportation District and the Colorado Department of Transportation; Denver and Boulder Counties, Colorado. 2006-2009. This project studied multi-modal transportation improvements to U.S. Highway 36 between Denver and Boulder. As the subconsultant environmental task leader, Ms. Roberts was responsible for coordinating portions of the planning team in the analysis of environmental impacts resulting from the proposed multi-modal alternatives.

Public Involvement Manager; CDOT MS4 and Water Quality Program Management; for the Colorado Department of Transportation. 2009. Managed the public education and public involvement program required under CDOT's MS4 permit, which regulates stormwater runoff and treatment on state highways in Colorado. As manager of this program, she was responsible for educating CDOT maintenance employees, engineers, and other staff on permit responsibilities and maintenance of water quality facilities. She was also responsible for working with external stakeholder groups to develop partnerships for dissemination of water quality educational materials to the general public.

Business Analyst; Business Process Reengineering; Denver, Colorado; for the Regional Transportation District. 2010. Provided business process reengineering analysis for bank card, procurement card, SmartCard, and Procure-to-Pay processes for RTD. CH2M HILL is analyzing RTD's current practices, policies, and processes that interface with RTD's accounting systems and providing recommendations to optimize these practices. Ms. Roberts conducted interviews with RTD staff to determine current practices, interviews with other transit agencies to document industry best practices, developing gap analyses specific to RTD, and making recommendations for optimizing RTD practices.

Environmental Planner; The New Pueblo Freeway I-25 Environmental Impact Statement; Colorado Department of Transportation; Pueblo, Colorado. 2006-present. Assisted with the development of an Environmental Impact Statement for improvements along seven miles of I-25 through Pueblo, Colorado. The project analyzes alternative alignments and interchange improvements to I-25 through Pueblo. Assisted with document preparation and analysis of land use, socioeconomic, and community impacts.

Project Planner; Fort Carson and Pinon Canyon Maneuver Site Environmental Impact Statement; U. S. Army Corps of Engineers; El Paso and Pueblo Counties, Colorado. 2006. Assisted with research and document preparation for two EISs that evaluate the expansion of troops and training activities at the Fort Carson Army Base in Colorado Springs and the Pinon Canyon Maneuver Site in Pueblo County, Colorado.

Project Planner; Yellowstone Highway Environmental Assessment; Wyoming Department of Transportation; Douglas, Wyoming. 2006. Assisted with alternatives and impacts analysis and document preparation for a proposed highway widening project in the City of Douglas, Wyoming.

Project Planner; US 2 Environmental Impact Statement and Preliminary Roadway Design; Montana Department of Transportation; Havre to Fort Belknap, Montana. 2002-2004. Assisted with the public involvement and environmental documentation processes for the reconstruction of a 45-mile stretch of US Highway 2 in north-central Montana. This politically contentious project originated with a controversial Montana Senate bill mandating the construction of a four-lane highway on US 2 through Montana to promote economic development in the region. The project entailed over 30 public meetings with stakeholders in the project area.

Project Planner; Denver Union Station Environmental Impact Statement and Preliminary Design; Regional Transportation District, City and County of Denver, Colorado Department of Transportation, and Denver Regional Council of Governments; Denver, Colorado. 2002. Assisted with the public involvement process for this project, was responsible for project tracking and documentation, and managed the project team's internal website, which served more than 20 client and consultant firms.

Project Planner; Marin Headlands/Fort Baker Transportation Infrastructure and Management Plan Environmental Impact Statement; National Park Service; San Francisco, California. 2003-2005. This project analyzes improvements that will address the deteriorating road system in the Golden Gate National Recreation Area, development of park and ride facilities, shuttle bus services, extension of existing public transit services from San Francisco, operational changes in the park roadway network, and trail and pedestrian improvements. Assisted with the preparation of the environmental document, project management, and subconsultant team coordination.

Project Planner; Visitor Distribution and Transportation Plan Environmental Impact Statement; National Park Service, Mesa Verde National Park; Mesa Verde, Colorado. 2004-2005. Assisted with the environmental documentation and public involvement activities for this plan, which addressed alternatives for visitor management and distribution at Mesa Verde National Park. Transit alternatives under consideration for the project included bus and aerial cable transit technologies.

Project Planner; Miscellaneous Services Contract; National Park Service, Yosemite National Park; Yosemite, California. 2003-2004. Worked on numerous projects within Yosemite National Park, including shuttle bus stop planning and design, parking and transportation system planning, and ecological restoration planning. Participated in workshops and design charettes for these projects, and helped facilitate an ecological restoration workshop at the park.

Project Planner; Tour Road Rehabilitation Environmental Assessment; National Park Service; Little Bighorn Battlefield National Monument, Montana. 2004-2005. This project was environmental assessment to analyze alternatives for reconstruction of the five-mile tour road that runs through Little Bighorn Battlefield National Monument. Managed the environmental document for the park service and the public outreach and information efforts during construction.

Architecture and Planning Projects

Project Manager; Development Review Services for the Town of Castle Rock, Colorado. 2005-2007. CH2M HILL provided development review services for the Town of Castle Rock, acting as adjunct staff for review of multiple new development projects in the town. Projects included the Meadows, Crystal Valley Ranch, and Liberty Village subdivisions and smaller commercial developments in the Castle Oaks and Castle Pines subdivisions. Responsible for project management and quality control for review of the design of drainage, streets, traffic, utility, urban design and land planning for these projects. These tasks were necessary at each step of the development process from preliminary zoning documents and subdivision plats to final construction plans.

CityCenter Englewood Transit-Oriented Development Master Plan and Site Design; City of Englewood and Miller Weingarten, LLC; Englewood, Colorado. 1998-2000. This project transformed an abandoned shopping mall into a mixed-use, transit-oriented redevelopment that included an RTD bus and light rail station; a new civic center; public gathering space; and residential, retail, parking and cultural facilities. Assisted with site design, led public art placement and coordination with the Museum of Outdoor Arts, designed the central plaza fountain, and prepared architectural drawings from schematic design through construction documents. She was also responsible for coordination with city staff, subconsultants, and the client.

Aurora City Center Transit-Oriented Development Master Plan and Site Design; Miller Weingarten, LLC; Aurora, Colorado. 1999-2001. This project integrates main street pedestrian-oriented shopping with large format retailers in a new development in Aurora, Colorado. Coordinated with the city planning and public works departments on site planning elements including roadway infrastructure, utilities, grading, drainage, and traffic operations. Responsible for site design, participated in streetscape design, and prepared presentation documents for various meetings with city staff.

Cherry Creek North Sears Redevelopment – Clayton Lane; Nichols Partnership; Denver, Colorado. 2000-2002. Managed the city review and submittal process for this project. She

prepared Planned Building Group (PBG) submittals for city review and coordinated closely with the City and County of Denver planning, traffic, and public works departments. The project developed two city blocks of surface parking in the Cherry Creek North shopping district into a dense mixed-use development containing hotel, office, residential, retail and parking uses. Also led coordination with the contractor on the city permitting process, led coordination with the civil engineer on the master plan, and prepared schematic design, design development, and permit drawings for the project.

Lowry Town Center Master Plan and Site Design; Miller Weingarten, LLC; Denver, Colorado. 1999-2002. Pedestrian-oriented shopping center located within the Lowry Air Force Base redevelopment. Successfully led the project through the City and County of Denver Planned Building Group (PBG) review and approval processes. Responsible for site design in relation to transportation, parking, and retail marketing needs. Prepared materials for, and participated in, meetings with the Lowry Design Review Committee, and prepared architectural drawings from schematic design through design development phases of the project.

Publications

- > NEPA Strategies for Accelerating Project Delivery: Every Day Counts, Tiering, and Alternative Delivery in the I-70 Mountain Corridor. National Association of Environmental Planners Environmental Practice Journal. December 2015.