Tuesday, September 23, 2025, 6:00 PM
Council Chambers
One DesCombes Drive
Broomfield, CO 80020

View Correspondence
View Presentations

1. Meeting Commencement

1.A. Pledge of Allegiance

1.B. Review and Approval of Agenda

2. Petitions and Communications

2.A. Development Update - Broomfield Town Square (no memo)

3. Councilmember Reports

4. Public Comment

5. Reports

6. Consent Items

6.A. Minutes for Approval

6.B. Resolution - Stoneybrook Retaining Wall Repair Construction Agreement
— Resolution No. 2025-134 authorizing a construction agreement with Powell Restoration, Inc. for the construction of Stoneybrook Drive Retaining Wall Repair.

6.C. Resolution - Second Amendment to the Intergovernmental Agreement (IGA) with Colorado Department of Transportation (CDOT) for CO 7
— Resolution 2025-138 - approving the Second Amendment to the Intergovernmental Agreement between Broomfield and CDOT for CO 7 Preconstruction and Intergovernmental Agreement with the Town of Erie for the Share of Funding

6.D. Resolution - Social Services Expenditures Second Quarter 2025
— Resolution No. 2025-136-BSS acknowledging Review of Expenditures and Electronic Benefit Transfers for April, May and June 2025

6.E. Resolution - Aggregate Spend Memo with Thyssen-Krupp Elevator Corporation (TK Elevators)
— Resolution 2025-116 authorizing and approving an increase in aggregate spend with Thyssen-Krupp Elevator Corporation (TK Elevators)

6.F. Resolution - Supporting Adams 12 Five Star Schools' Ballot Initiative
— Resolution No. 2025-129 Supporting Adams 12 Five Star Schools' Ballot Initiative

6.G. Ordinance First Reading - Regarding Disposition of Unclaimed Property
— Ordinance No. 2285 amending Chapter 3-25 of the Broomfield Municipal Code relating to the Disposition of Unclaimed Property

6.H. Request for Executive Session Regarding Council’s Annual Review and Evaluation of their Direct Reports

7. Action Items

7.A. Resolution - Agreement for Enterprise Resource Planning (ERP) System

— Resolution No. 2025-133 approving Agreements for the Enterprise Resource Planning (ERP) System

7.B. Resolution - Adoption of Broomfield Transportation Safety Action Plan

— Resolution 2025-153 approving adoption of The Broomfield Transportation Safety Action Plan

7.C. Public Hearing - Ordinance Second Reading- Public Land Dedication

— Ordinance 2273 to amend the Broomfield Municipal Code, Title 16 and Title 17 related to Public Land Dedication and other Definitions related to Open Space and Recreation Facilities

8. Mayor and Councilmember Requests for Future Action

9. Adjournment

The City and County of Broomfield operates without regard to race, color, national origin, ethnicity, citizenship, immigration status, gender, age, sex, sexual orientation, gender identity, gender expression, marital status, source of income, military status, or disability in all programs and activities.
Individuals with disabilities requiring accommodation or persons needing a language interpreter must submit such a request to the City Clerk no later than noon on Thursday prior to the scheduled Council meeting to allow adequate time to make arrangements. Please call 303.438.6332 or TDD 303.465.5411 or write cityclerk@broomfield.org to make your request.
During the meeting, individuals can click the “CC” button on Live Council meeting video feeds to view closed captioning. Auxiliary hearing aid equipment can be requested on the night of the meeting with our AV team located at the back of the Council Chambers.

Date Posted: September 17, 2025

A. Development Update - Broomfield Town Square (no memo)

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Petitions and Communications Item: 2A.

Presented By
Jeff Romine, Economist - CMO

Community Goals
☑ Financial Sustainability and Resilience

Overview

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The development team, Broomfield Town Square Alliance, will provide an update on the project status. The activities include pre-development (engineering and design), site and building plan development, and preliminary financial activities. The Broomfield Town Square Alliance (BTS-A) will provide a project timeline, highlighting key milestones and current status.

City and County of Broomfield

City Council Regular Meeting

A. Minutes for Approval

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6A.

Presented By
Crystal Clemens, City Clerk

Community Goals

Overview

View Presentation

Approval of Minutes for Regular Council Meeting of September 9, 2025.

Attachments

Minutes of September 9, 2025 (6).pdf

Minutes for the City Council Regular Meeting

One DesCombes Drive, Broomfield, CO 80020

September 9, 2025, 6:00 PM - September 9, 2025, 10:00 PM

Roll Call: *(The following members were in attendance)*

- **Guyleen Castriotta,** Mayor
- **James Marsh-Holschen,** Ward 1
- **Kenny Van Nguyen,** Ward 1
- **Paloma Delgadillo,** Ward 2
- **Austin Ward,** Ward 2
- **Jean Lim,** Ward 3
- **Deven Shaff,** Mayor Pro Tem, Ward 3
- **Laurie Anderson,** Ward 4
- **Bruce Leslie,** Ward 4 (Remote)
- **Todd Cohen,** Ward 5
- **Heidi Henkel,** Ward 5

Also Present:

- Jennifer Hoffman, City and County Manager
- Anna Bertenzetti, Deputy City and County Manager
- Dan Casey, Deputy City and County Manager
- Nancy Rodgers, City and County Attorney
- Tasha Reynolds, City and County Clerk Administrator
- And various staff members

The Mayor called a recess at 8:31 p.m. The meeting reconvened at 8:41 p.m.

1. Meeting Commencement

1.A. Pledge of Allegiance- 6:02 PM

1.B. Review and Approval of Agenda- 6:02 PM

2. Petitions and Communications

2.A. 2025R and 2026 Proposed Budget Update- 6:03 PM

2.B. Broomfield Days Presentation- 6:04 PM

2.C. Adams 12 Five Star Schools Ballot Initiative Update- 6:11 PM

3. Councilmember Reports

4. Public Comment

5. Reports

6. Consent Items

Councilmember Ward moved to approve the Consent Items 6A-6C. The motion, seconded by Councilmember Nguyen, passed 10-0.

6.A. Minutes for Approval- 7:07 PM

6.B. Industrial Lane Phase II Construction Management Agreement- 7:07 PM

6.C. Private Activity Bond (PAB) Request to Carry Forward- 7:07 PM

7. Action Items

7.A. Public Hearing - Ordinance Approving an Incentive Agreement with Raven Space Systems, Inc. - Second Reading- 7:09 PM

Public Hearing was opened at 7:09 PM and closed at 7:10 PM

Councilmember Henkel moved to approve Ordinance No 2274 approving an Investment Agreement with Raven Space Systems, Inc. The motion, seconded by Councilmember Nguyen, passed 10-0.

7.B. Public Hearing - Ordinance Transferring Licensing Responsibilities for All Trash Hauler Licenses from the City Council to the Clerk's Office - Second Reading- 7:11 PM

Public Hearing was opened at 7:11 PM and closed at 7:13 PM

Mayor Pro Tem Shaff moved to approve Ordinance No. 2272 transferring trash hauler licensing to the City and County Clerk’s Office. The motion, seconded by Councilmember Henkel, passed 10-0.

7.C. Public Hearing - The Trails at Westlake Development Proposal- 7:14 PM

Public Hearing was opened at 7:14 PM and closed at 9:35 PM

Councilmember Nguyen moved to approve Resolution No. 2025-113 approving the Trails at Westlake Filing No. 6 Planned Unit Development Plan, Final Plat, Site Development Plan and Rezoning and Westlake Farms Filing No. 1 Replat B Planned Unit Development Plan Amendment,

Final Plan and Site Development Plan. The motion, seconded by Councilmember Delgadillo, failed 1-9, Councilmember Nguyen voted yes.

7.D. Public Hearing - Accessory Dwelling Units Code Update - Second Reading- 9:53 PM
Public Hearing was opened at 9:54 PM and closed at 9:59 PM

Councilmember Ward moved to approve Ordinance No. 2265 amending the Broomfield Municipal Code, Title 17, to revise the regulations for Accessory Dwelling Units. The motion, seconded by Councilmember Marsh-Holschen, passed 10-0.

8. Mayor and Councilmember Requests for Future Action

9. Adjournment

APPROVED:

_____

Mayor Castriotta

_____

Office of the City and County Clerk

City and County of Broomfield

City Council Regular Meeting

B. Resolution - Stoneybrook Retaining Wall Repair Construction Agreement

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6B.

Presented By
Katie Allen

Community Goals
☑ Thriving, Diverse, Safe and Welcoming Community

Overview

View Correspondence and visit BroomfieldVoice.com (link to project page OR remove if not applicable)
View Presentation

Proposed Resolution No. 2025-134 authorizing a construction agreement with Powell Restoration, Inc. for the construction of Stoneybrook Drive Retaining Wall Repair.

Attachments

Memo for Stoneybrook Drive Retaining Wall Repair Construction Agreement.pdf
Resolution 2025-134.pdf
Construction Agreement - Powell Restoration Inc.pdf

Memo for the Stoneybrook Drive Retaining Wall Repair Construction Agreement
Prepared By: Elizabeth Racca-Johnson, CIP Project Manager

Summary

View Correspondence
View Presentation

Proposed Resolution No. 2025-134 will authorize a construction agreement with Powell Restoration, Inc. for the reconstruction of Stoneybrook Drive Retaining Wall Repair.

The Stoneybrook Retaining Wall Repair proposes to remove a portion of an existing, aging wood retaining wall and replace it with a new rock wall. A vicinity map of the project location is provided. The work will include construction surveying, grading and drainage work, excavation, temporary access to the wall, pond water control, and protection of existing trees. This work will also include the removal of cattails along the perimeter of the pond to improve water flow. This cattail removal work will be completed in partnership and funded by the Stormwater Division.

The existing retaining wall is located along the south side of the properties with addresses 5524, 5444, 5414 Stoneybrook Drive in the Aspen Creek subdivision. This wall (photos 1, 2, 3, and 4) provides support for the soil just outside the backyard fence line at these properties. The integrity of this retaining wall is crucial in supporting the soil and backyards above the wall. The work is necessary to prevent major failure of the wall and the surrounding ground at the residential properties. Failure would also negatively affect the holding capacity of the stormwater retention pond.

An invitation to bid was posted to BidNet on July 31, 2025, and four contractors submitted bids by the bid opening deadline on August 15, 2025. The lowest responsive and responsible bidder was Powell Restoration Inc., for $243,433.50 and is recommended by staff to complete the project.

If proposed Resolution No. 2025-134 is approved, construction is anticipated to begin in October 2025, with the project completion by the end of the fourth quarter of 2025.

Financial Considerations

As shown in the sources and uses of funds summary below, the project can be completed within the budgeted amount.

Sources and Uses of Funds	Amount
Stoneybrook Drive Retaining Wall Repair (24T0030) (22-70080-55200)	$401,991
Stormwater Repair and Maintenance Services - Operations Account (49-38400-53690)	$46,607
Consulting Agreement (Elevation Civil, Inc.)	-$37,405
Consulting Engineer (Ground Engineering	$-16,500
Proposed Construction Agreement (Powell Restoration, Inc.)	-$243,433.50
Construction Contingency (10%)	-$24,343
Environmental Clearance/Materials Testing / Inspections	-$20,000
Projected Balance	**$106,916**

Prior Council or Other Entity Actions

On March 11, 2025, Council authorized funds in the 2025 Revised Budget for the Stoneybrook Retaining Wall Repair.

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

If Council desires to approve the contract, the appropriate motion is…

That Resolution 2025-134 be adopted.

Alternatives

Do not adopt the resolution approving this contract. This course of action is not recommended. If this contract is not approved and the work is not completed, this retaining wall will fail and, in turn, may cause the properties located at 5524, 5444, and 5414 Stoneybrook Dr to erode into the stormwater retention pond to the south.

RESOLUTION NO. 2025-134

Authorizing a Construction Agreement with Powell Restoration, Inc. for the construction of Stoneybrook Drive Retaining Wall Repair

Be it resolved by the City Council of the City and County of Broomfield, Colorado:

Section 1.

The Construction Agreement between the City and County of Broomfield and Powell Restoration, Inc., for the construction of Stoneybrook Drive Retaining Wall Repair for $243,433.50, is hereby approved.

Section 2.

The Mayor or Mayor Pro Tem is authorized to sign and the Office of the City and County Clerk to attest the agreement, in form approved by the City and County Attorney.

Section 3.

The City and County Manager or a designee thereof is authorized to approve change orders in an aggregate amount not to exceed ten percent.

Section 4.

This resolution is effective upon its approval by the City Council.

Approved on September 23, 2025

The City and County of Broomfield, Colorado

_____
Mayor

Attest:

_____
Office of the City and County Clerk

Approved as to form:

KKH

_____
City and County Attorney

CONSTRUCTION AGREEMENT
FOR
STONEYBROOK DRIVE RETAINING WALL REPLACEMENT
PROJECT NO. 24T0030

1. PARTIES. The parties to this Construction Agreement (this "Agreement") are the City and County of Broomfield, a Colorado municipal corporation and county, (the "City") and Powell Restoration Inc., (the "Contractor"), collectively, the "Parties," or individually, a "Party."

2. RECITALS. The Recitals to this Agreement are incorporated herein by this reference as though fully set forth within the body of this Agreement.

2.1. The City, seeking construction services for Redpoint Ridge Park Landscape Renovation completed a competitive selection process by invitation to bid (ITB) issued on July 31, 2025.

2.2. The Contractor's response to the above referenced ITB was determined to be of best value, responsible, responsive bidder to the City for the procurement of the services requested.

2.3. The Parties therefore desire to enter into a Construction Agreement for completion of the services further described herein.

3. TERMS AND CONDITIONS. In consideration of the mutual covenants and promises of the Parties contained herein, and other valuable consideration, the receipt and adequacy of which are hereby acknowledged, the Parties agree as follows:

3.1. Work. The Contractor agrees to furnish all necessary labor, materials, equipment, tools, and services necessary to perform in a workmanlike manner the work (hereinafter "Work") described in the Scope of Work attached hereto as Exhibit A and incorporated by this reference.

3.1.1. *Key Personnel*. The Contractor's key personnel shall include (i) the [Project Executive - Bryan Williams]; (ii) the [Field Superintendent - Adam Shultejann] and (iii) the [Project Manager - Bryan Williams]. The Contractor's obligation to provide adequate staffing is not limited to providing the key personnel, but is determined by the needs of the Project. The Contractor shall not replace any of the key personnel without the City's prior written approval, which shall not be unreasonably withheld. If any of the key personnel become unavailable to perform services in connection with this Agreement due to death, illness, discharge or resignation, then the Contractor shall promptly

appoint a replacement acceptable to the City. The City shall be entitled to complete information on each such replacement, including a current resume of his or her qualifications and experience.

3.2. Contract Documents. The Contract Documents shall consist of the following:

3.2.1. This Agreement; and
3.2.2. The Scope of Work attached hereto as Exhibit A;
3.2.3. The Contractor's Cost Proposal dated August 15, 2025, attached hereto as Exhibit B; and
3.2.4. The ITB; and
3.2.5. The Construction Plans for Project No. 24T0030; and
3.2.6. The General Conditions attached hereto as Exhibit D; and
3.2.7. Any change orders and contract amendments, as applicable; and
3.2.8. Colorado Department of Transportation Standard Specifications for Road and Bridge Construction (2023), as amended; and
3.2.9. Project Specifications and Electrical Specifications for Project No. 24T0030; and
3.2.10. The Insurance Requirements attached hereto as Exhibit C,

all of which are incorporated by reference as though set forth in full herein, whether or not attached hereto and shall form an integral part of this Contract. If there is any conflict between this Agreement and the other Contract Documents, this Agreement shall control.

3.3. Access and Inspection. The City and its representatives shall at all times have access to the Work. The Contractor shall provide proper facilities for access to and for inspection of the Work for the purpose of determining compliance with this Agreement and quality of workmanship and material. All materials, equipment and supplies used in the performance of the Work shall be subject to adequate inspection and testing in accordance with generally accepted standards. The City Representative may order that portions of the Work be uncovered, exposed or made available for observation, inspection or testing at no additional cost. The Contractor shall provide all labor, tools, materials, equipment and supplies necessary to comply with the request of the City Representative. If any portion of the Work is determined to be defective, the Contractor shall bear all costs involved to bring the Work into compliance with the Agreement, including without limitation the cost to replace any materials, to re-perform or to reconstruct. The Contractor shall remove from the work site all work or materials rejected by the City for failure to comply with the Contract whether incorporated in the Work or not at no additional cost to the City.

3.4. Site Clean-Up. On a daily basis, the Contractor shall maintain the work site free from accumulation of waste materials or rubbish caused by performance of the Work. The Contractor shall remove all rubbish, tools, construction equipment, machinery, and surplus material from the work site. If the Contractor fails to maintain the work site in an appropriate condition, the City may, after notice to the Contractor, perform any necessary clean-up and charge the clean-up costs to the Contractor.

3.5. Protection of Property. All existing finishes, structures, utilities, services, roads, trees, shrubbery, etc. located on City property and adjacent property impacted by the Work shall be protected against damage or interrupted services at all times by the Contractor during the term of the Work. The Contractor shall be responsible for repairing or replacing any and all property which is damaged by reason of the Contractor's operation on the property to the satisfaction of the City within three (3) weeks of the notification of such damage, which may be extended with written approval of the City.

3.6. Utilities. The Contractor shall fully comply with the provisions of Article 1.5 of Title 9 of the Colorado Revised Statutes including, but not limited to, providing notices to the notification association. Unless otherwise provided in the Scope of Work, the Contractor shall be responsible for communicating and coordinating with utilities, as necessary. The Contractor shall cooperate with utilities and the City as provided in this Agreement and as required by law. The Contractor shall be responsible for determining the exact location of utilities that may interfere with construction of the Work by exploratory excavation sufficiently in advance of beginning construction in an area so that potential conflicts may be resolved. The Contractor will consider in the Contract Price all of the utility appurtenances within the project; and the Contractor shall not make a claim for delay or additional compensation due to any relocation operations by a utility.

3.7. Documents on Site. The Contractor shall maintain at the site for the City one electronic or hard copy of all drawings, specifications, addenda, change orders and other modifications, in good order and marked currently to record all changes made during construction. At the City's option, the referenced record drawings will be reviewed monthly by the City for acceptability. If, in the judgment of the City, the Contractor fails or refuses to keep these documents current, the Contractor shall not be entitled to progress payments until it makes the necessary changes to the documents to make them current.

3.8. Differing Site Conditions. The Contractor acknowledges that it has satisfied itself as to the character, quality, and quantity of surface and subsurface materials or obstacles to be encountered insofar as this information is

reasonably ascertainable from an inspection of the site and review of the Contract Documents.

3.8.1. Contractor shall give immediate written notice to the City Representative if it encounters a "Differing Site Condition," defined as either:

3.8.1.1. Subsurface or latent physical conditions at the site which differ materially from those indicated in the Contract Documents; or

3.8.1.2. Unknown physical conditions at the site, of an unusual nature, which differ materially from those ordinarily encountered and generally recognized as inhering in work of the character provided for in this Contract.

3.8.2. Contractor acknowledges that no request for a change order or modification in Contract Price resulting from a Differing Site Condition shall be allowed unless immediate written notice is provided and the conditions remain undisturbed until the City has the opportunity to investigate.

4. Completion Date. Within ten (10) calendar days of receipt of executed Agreement, the Contractor shall provide the City acceptable bonds, if applicable, and certificates of insurance. A Notice to Proceed will be issued upon City approval of the bonding and insurance. The Contractor shall perform no Work until the City Representative issues a Notice to Proceed.

The Contractor shall begin the Work on or before the fifth (5th) calendar day after receipt of the Notice to Proceed. The Notice to Proceed will stipulate the date on which the contract time count commences (the "Start Date"). The Contractor shall complete the Work and fulfill all of its other obligations within one hundred and five (105) calendar days of the Start Date (the "Completion Date"). The time between the Start Date and the Completion Date shall be known as the "Contract Time."

All time limits are of the essence in this Agreement. The Contractor acknowledges that a notice to proceed will not be issued until the City has received acceptable certificates of insurance and bonds, if applicable.

5. CONTRACTOR'S PROJECT SCHEDULE. The Contractor shall submit a completion schedule for the Work (the "Project Schedule") beginning with receipt of the signed Agreement and concluding with Project Completion prior to the commencement of the Work and shall coordinate on a daily basis with the City's project manager. The Project Schedule shall include all lead time for the order and delivery of equipment for the

Work. Schedule updating shall be done on a weekly basis, or more often as necessary (each a "Schedule Update"). The revision shall indicate actual progress to date, changes resulting from change orders, and planned changes as necessary to complete the Work in accordance with the Contract Documents. All costs associated with the development and maintenance of the Project Schedule shall be borne by the Contractor. Acceptance by the City of the Contractor's Project Schedule does not relieve the Contractor of any of its responsibility whatsoever for the accuracy or feasibility of the Project Schedule, or of the Contractor's ability to meet the Contract Time, nor does such acceptance expressly or impliedly warrant, acknowledge or admit the reasonableness of the activities, duration, or cost loading of the Contractor's Project Schedule.

6. UNUSUALLY SEVERE WEATHER CONDITIONS.

6.1. It is expressly understood and agreed, by and between the Contractor and the City, that the Contract Time for the completion of the Work is a reasonable time, taking into consideration the climatic and economic conditions and other factors prevailing in the locality of the Work. The Contract Time anticipates "Normal" weather and climate conditions in and around the vicinity of the project site during the times of year that the construction will be carried out. Extensions of time based upon weather conditions shall be granted only if the Contractor demonstrates clearly that such conditions were "unusually severe," would not have been reasonably anticipated, and that such conditions adversely affected the Contractor's Work and thus required additional time to complete the Work.

6.2. The following specifies the procedure for the determination of time extensions for unusually severe weather. The listing below defines the anticipated number of calendar days lost to adverse weather for each month and is based upon National Oceanic and Atmospheric Administration (NOAA) or similar data for the geographic location of the project.

ANTICIPATED CALENDAR DAYS LOST TO ADVERSE WEATHER CONDITIONS:												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
7	5	4	3	3	2	2	2	2	3	3	7	43 day

6.3. The above schedule of anticipated adverse weather will constitute the base line for monthly (or portion thereof) weather time evaluations. Upon acknowledgement of the notice to proceed and continuing throughout the Agreement on a monthly basis, actual adverse weather days and the impact of adverse weather days that delay the Work will be recorded on a day-to-day basis. It is assumed that the Work will be carried out Mondays through Fridays (holidays excepted); however, non-standard work hours will be required as specified in the Statement of Work and as shown on the Project Schedule. The number of calendar days of delayed Work due to adverse weather or the impact thereof will then be compared to the monthly adverse weather schedule above.

6.4. An actual adverse weather day must prevent Work for 50 percent or more of the Contractor's workday, delay Work critical to the timely completion of the Project, and be documented by the Contractor. The Contractor shall notify the City Representative in writing if work cannot proceed on a given date, within two calendar days of that date. The City will use the above written notification in determining the number of calendar days for which Work was delayed during each month.

6.5. At the end of each month if the number of calendar days for which Work was delayed due to adverse weather exceeds that shown in the above schedule a change order will be executed which increases the Contract Time.

6.6. The Contractor's Project Schedule must reflect the above-anticipated adverse weather delays on all weather-dependent activities. While extension of time shall be granted for "unusually severe" weather or climate conditions, or the impact thereof, the City shall make no monetary compensation for any costs to the Contractor arising out of such delays. The Contractor shall comply with the portions of the Contract Documents relating to its Project Schedule and amendments thereto which result from the "unusually severe" weather condition.

7. PRICE AND PAYMENT. The City shall pay the Contractor for performance of the Work an amount not to exceed **$243,433.50** (the "Contract Price") based upon the unit prices set forth on Contractor's Cost Proposal attached hereto as Exhibit B and in accordance with the following schedule:

7.1. If the Contractor is satisfactorily performing the Agreement, the City shall make partial payments at the end of each calendar month or as soon thereafter as practicable of ninety-five percent (95%) of the Contract Price based on the calculated value of the Work completed (the "Partial Payments") and shall retain five percent (5%) of the amount due to the Contractor (the "Retained

Amount") until the Work is complete. If applicable, the Contractor shall make payments to its subcontractors in accordance with C.R.S. §24-91-103.

7.2. The City shall retain the Retained Amount until Final Acceptance (as defined in Final Acceptance and Final Payment below). If the Contractor has completed the Work in a manner finally acceptable to the City, the City may authorize final payment from the Retained Amount upon written request by invoice of the Contractor (the "Final Payment"). Before the Final Payment is made, the City and the Contractor, as applicable, shall comply with the Final Acceptance and Payment paragraph of this Agreement.

7.3. The Contractor shall, as soon as practicable after the end of each calendar month during performance of the Work, submit an itemized invoice for services performed, stating the percentage of the Work that has been completed and the type of services performed. Each invoice will also include an Application and Certificate of Payment form (AIA Document G702) or equivalent form approved by the City. The Contractor shall prepare the invoices at its sole cost and shall include sufficient detail to enable the City to verify the appropriateness of the invoice. Each invoice shall be subject to review and approval by the City Representative. The City shall not be required to pay disputed items until the dispute is resolved. Payment of any invoice shall not act as a waiver of the City's right to recover in full any over-payment revealed by any subsequent audit or inspection. No air travel, car rental, entertainment, education expense, meals or similar or related costs shall be payable without prior written approval of the City. Incorrect payments to the Contractor due to omission, error, fraud, or defalcation may be recovered from the Contractor by deduction from subsequent payments due the Contractor under this Contract or other contracts between City and Contractor.

7.4. Change Orders. The Contractor will do nothing to cause the Contract Price to increase without prior execution of a change order by the City. The City will issue no change order requiring additional compensable work to be performed, which work causes the aggregate amount payable under this Agreement to exceed the amount appropriated for this Agreement. Except as provided below and as provided in C.R.S. 24-91-103.6, the City shall have no duty or obligation whatsoever to compensate or to reimburse the Contractor for any additional work not specifically authorized as provided herein. In the event (i) the City requires additional compensable work to be performed by the Contractor prior to the execution or other finalization of a change order or contract amendment, and (ii) the Contractor has submitted to the City an estimate of the cost for the additional compensable work, then the City shall reimburse the Contractor for the costs associated with such additional work on a periodic basis in accordance with the terms of this Agreement.

8. FINAL INSPECTION AND FINAL PAYMENT.

8.1. Final Inspection. The Contractor shall notify the City when the Work is complete and ready for final inspection by means of a letter of completion (the "Letter of Completion"). Within ten (10) calendar days of the City's receipt of the Letter of Completion, the City Representative shall make a final inspection to determine whether the Work has been completed in accordance with this Agreement and shall submit a written list of any defects to the Contractor (the "Punchlist"). The Contractor shall promptly correct all Punchlist items without additional cost to the City within ten (10) calendar days after receipt of the Punchlist. If any Punchlist item cannot be corrected within ten (10) calendar days, the Contractor shall submit a letter to the City Representative for approval requesting an extension of time to complete such item (the "Request for Extension"). The Request for Extension must be received by the City Representative within seven (7) calendar days of the Contractor's receipt of the Punchlist and shall include the Contractor's justification for the request and a schedule for completion of the Punchlist item. The Contractor shall also deliver to the City, all statements to support state sales and use tax refunds and any as-built drawings. The Contractor shall provide the City with a letter of approval for contract closure from any surety furnishing bonds for the Work provided on AIA Form G707 (Consent of Surety Letter) or equivalent form.

8.2. Final Payment. Upon satisfactory completion of the Work, the City Representative will provide the Contractor with a written acceptance of the Work (the "Final Acceptance"). Payment shall not be made until the City Representative has approved the payment and a notice of contractor's settlement has been published in accordance with C.R.S. §38-26-107. The City shall condition publication and final settlement upon receipt of any duly executed approvals of the corporate surety or sureties issuing the bonds required hereunder. Such final settlement shall be advertised as provided by statute at least twice, the last publication appearing at least ten (10) days prior to the date of final settlement. On the date of final settlement (or such later date as may be permitted by statute if claims are asserted or litigation is commenced alleging nonpayment of funds due for labor, materials, supplies, etc.), payment and final settlement shall be made in full.

9. CONTRACTOR'S REPRESENTATIONS. In order to induce the City to enter into this Agreement, the Contractor makes the following representations:

9.1. The Contractor has familiarized itself with the nature and extent of the Agreement, Work, the locality, and with all local conditions and federal, state and local laws, ordinances, rules and regulations that in any manner may affect cost, progress or performance of the Work. The Contractor acknowledges an obligation to comply with all applicable laws, including the Broomfield Municipal Code, to respect property rights by working within the defined work limits or designated staging areas, and to work within the prescribed work hours. The Contractor acknowledges that use of air compression brakes ("jake brakes") within City limits is prohibited, unless otherwise posted by the City Traffic Engineer.

9.2. Before submitting a proposal, the Contractor has become fully informed regarding the Work and any materials or equipment required, including the amount or quantity thereof. No adjustment or modification shall be allowed for any misunderstanding of the Work or of equipment or material requirements, or of the provisions contained in this Contract and in the other Contract Documents.

9.3. Contractor has given the City written notice of any conflicts, errors or discrepancies that he has discovered in the Agreement and exhibits incorporated therein and the written resolution thereof by the City is acceptable to the Contractor.

10. NOTICE AND AUTHORIZED REPRESENTATIVES. Any notice required or permitted by this Agreement shall be in writing and shall be sufficiently given for all purposes if sent by email to the authorized representative identified below. Such notice shall be deemed to have been given when the email was sent and received. The City may change its representative at any time by notice to the Contractor. The Contractor shall not replace the Contractor Representative unless: (a) the City requests a replacement, or (b) the Contractor terminates the employment of the Contractor Representative and provides a satisfactory substitute. The City must approve a substitute Contractor Representative, and, if no substitute is acceptable, the City may terminate this Agreement. The Parties each designate an authorized representative as follows:

5.1 The City designates Elizabeth Racca-Johnson as the authorized representative of the City under this Agreement. Email address is elizabeth.johnson@broomfield.org.

5.2 The Contractor designates Bryan Williams as the authorized representative of the Contractor under this Agreement. Email address is bryan.williams@powellenviro.com.

If the Contractor is alleging that the City is in breach of this Agreement or has violated any term of this Agreement, Legal Notice shall be made by making the notice above

with a copy to citycountyattorney@broomfield.org.

Failure of City's on-site representative to call to the attention of the Contractor any defective work or deviations from the Contract Documents shall not constitute acceptance of such work by the City or relieve the Contractor of its obligation to perform the Work in strict accordance with the Contract Documents.

11. TIME EXTENSIONS AND COMPENSATION FOR DELAY.

11.1. Remedy. If the Contractor is delayed or disrupted in the performance of the Work, the Contractor's exclusive remedy with respect to such delay or disruption shall be as stated in this Section.

11.2. Time Extensions. Evaluation of all time extension requests shall be based upon the latest updated project schedule submitted to the City by the Contractor.

11.3. Definitions. The following words shall have the meaning set forth below:

11.3.1. "Contractor Delay" is defined as delay on a particular date resulting from acts or omissions within the control of the Contractor or its subcontractors, agents or suppliers, including any delay within their joint control.

11.3.2. "No-Fault Delay" is defined as delay on a particular date resulting from events beyond the reasonable control of and without the fault or negligence of either the Contractor or the City or their agents, employees, contractors, subcontractors, sub-subcontractors or suppliers.

11.3.3. "Owner Delay" is defined as delay on a particular date resulting from acts or omissions within the control of the City, its agents, employees or contractors, including the City's Representative.

11.3.4. "Concurrent Delay" is defined as the occurrence on a particular date of one or more instances of Owner Delay and Contractor Delay, Owner Delay and No-Fault Delay or Contractor Delay and No-Fault Delay.

11.4. Completion Date Adjustment. An adjustment in the Completion Date for delay on a particular date shall be made under this subparagraph if any delay on such date is classified as either Owner, No-Fault or Concurrent Delay. The adjustment in the Completion Date shall only be in proportion to the amount of the delay, which is attributable to Owner, or No-Fault Delay. No adjustment in the Completion Date shall be allowed for the portion of the delay that is

attributable to Contractor Delay, including but not limited to, that portion of a Concurrent Delay which includes Contractor Delay.

11.5. Price Adjustment. An adjustment in the Contract Price for delay on a particular date shall be made under this subparagraph only if such delay is classified as either Owner Delay or Concurrent Delay when such Concurrent Delay includes Owner Delay. The adjustment in the Contract Price shall only be in proportion to the portion of the delay costs, which is directly attributable to Owner Delay. No adjustment in the Contract Price shall be made for the portion of the delay costs, which is attributable to Contractor Delay, or No-Fault Delay, or that portion of a Concurrent Delay which includes Contractor Delay or No-Fault Delay or both.

11.6. Mitigation. An adjustment in Contract Price shall be made under this subparagraph only to the extent to which the Contractor can demonstrate that its time-related costs to complete the Work will be increased. The Contractor expressly acknowledges its obligation to minimize the cost impact of compensable delays. The Contractor shall, to the best of its ability, re-assign labor and equipment, commence unaffected portions of the Work, and otherwise minimize delay costs. In no event shall the City be liable for payment of delay costs, which could have been avoided or mitigated by any means reasonably available to the Contractor or for consequential damages.

11.7. Notification of Delay and Recovery. The Contractor shall notify the City as soon as practicable regarding the nature and starting date of a delay, and the activities affected, but in no case later than seven (7) calendar days after the event giving rise to the delay. In the case of a continuing delay, only one notification shall be necessary. Any claim for an extension of time for delay shall be made in writing to the City not more than ten (10) calendar days after the end of the delay; otherwise, such claim shall be waived. Recovery of delay costs shall be waived unless a request for a change order for delay costs is submitted within ten (10) calendar days after the end of the delay period. The Contractor must also provide a cost and time impact analysis with any request for a change order for delay costs. The cost impact analysis shall contain all direct and indirect labor costs, all material and equipment expenses, any and all documented impact costs related to, and/or occasioned by the Work described therein, as well as all taxes (if applicable under the provisions of this Contract), insurance and profit. Documentation supporting this cost impact analysis must be submitted at the time of the request for change order for delay costs.

12. DEFAULT AND DAMAGES. If the Contractor fails to comply with any provision of this Agreement, the Contractor shall be liable for any and all damages, including without

limitation, the cost of procuring similar supplies and services and all other costs and expenses incurred by the City because of such failure. If the Contractor fails or refuses to perform the Work on schedule, or to complete the Work in a timely and satisfactory manner, the City may terminate this Contract and the Contractor's right to proceed hereunder. If the City terminates this Contract under this paragraph, the Contractor may, at the option of the City, be required to cease any or all Work provided for under this Contract and shall be liable for any additional cost to the City for services acceptable to the City from another contractor as well as any actual damages associated with such failure to perform. The cost to complete the Work or any portion thereof which remains unperformed at the time of such termination, together with any other damages, shall be deducted from any sum payable hereunder before final payment to the Contractor.

13. LIQUIDATED DAMAGES. Time is of the essence in completing the Work. Alternatively, and in lieu of actual damages for delay, in the event of delay in the completion of the Work as specified beyond the Completion Date, it would be difficult to determine the exact amount of the loss or damages suffered by the City due to delays in completion of the Work. However, the City has attempted to forecast a reasonable daily amount as compensation for the damages incurred due to late completion caused by the Contractor, based upon considerations which include, but are not limited to, public inconvenience and additional contract administration costs. Therefore, the Contractor will be liable to the City, as liquidated damages (and not as a penalty), in the amount of $500.00 for each and every calendar day beyond the Completion Date. The City reserves the right to deduct said liquidated damages from any amount due the Contractor under this Agreement or, at its option, to collect such liquidated damages directly from the Contractor or its surety.

14. PERFORMANCE AND PAYMENT BONDS. In accordance with C.R.S. §38-26-105, if the Contract Price exceeds $50,000, the Contractor shall furnish at its expense a separate performance bond and labor and materials bond, each for an amount not less than one hundred percent (100%) of the Contract Price. The bonds shall be issued by a qualified corporate surety licensed to transact business in Colorado. If at any time during performance of the Work the surety on the bonds shall be disqualified from doing business in Colorado, or shall become insolvent or otherwise impaired, the Contractor shall furnish bonds from an alternate surety acceptable to the City. The bonds shall remain in effect through Final Acceptance, and continuing in effect through completion of all warranty and guaranty work and shall be delivered to the City prior to the commencement of the Work. The Contractor shall secure an increase in the bonds in an amount equal to the cost of any additional work authorized pursuant to a duly executed change order or contract amendment.

15. COLORADO LABOR. If the Contract Price exceed $500,000, the Contractor shall employ not less than eighty percent of Colorado labor of each type or class of labor in the several classifications of skilled and common labor to perform the work under this

Agreement in accordance with the provisions of C.R.S. §8-17-101 et seq.

16. INDEPENDENT CONTRACTOR. **The Contractor is an independent contractor as provided in C.R.S. § 8-40-202(2). The Contractor is not entitled to workers' compensation benefits and the Contractor is obligated to pay federal and state income tax on monies earned pursuant to this Agreement.**

17. INDEMNIFICATION. The Contractor expressly agrees to indemnify, defend and hold harmless the City, its officers, employees and insurers from and against all claims, damages, losses, expenses and demands, including court costs, attorney's fees and expenses, due to injuries, losses or damages arising out of, resulting from, or in any manner connected with the Contractor, its officers, employees, subcontractors or agents in connection with the performance of the services pursuant to this Agreement. Except for workers' compensation, disability benefits or other similar employee benefit claims, Contractor is not obligated to indemnify the City hereunder for that portion of any claims, damages, losses, demands, and expenses arising out of or resulting from any negligent act or omission of the City, or its agents and employees. This indemnification is intended to comply with and be subject to C.R.S. 13-50.5-102(8), as amended from time to time. In the event that any such suit or action is brought against the City, the City will give timely notice thereof to the other Party.

18. INSURANCE. To assure the City that the Contractor is always capable of fulfilling specified indemnification obligations, the Contractor shall purchase and maintain insurance of the kind and in the amounts required by the City, from an insurer with an AM Best FSR rating of A- or higher as more particularly set forth on Exhibit C. Current proof of such insurance is attached at Exhibit C, incorporated by this reference. However, proof of insurance attached as Exhibit C shall not be deemed to limit or define obligations of Contractor as provided elsewhere in this Agreement, and Contractor should rely on its expertise to obtain additional insurance coverage needed for the City and Contractor in its performance hereunder.

19. APPROVAL OF SUBCONTRACTORS AND CONSULTANTS. The Contractor shall not employ any subcontractors or consultants without the prior written approval of the City Representative. Prior to commencing any work, each subcontractor or consultant shall provide the appropriate insurance as required for the Contractor under this Agreement. The Contractor shall be responsible for coordination of the work and the acts and omissions of its agents, employees, subcontractors, consultants and suppliers, and shall bind each to the terms of this Agreement so far as are applicable. This Agreement is voidable by the City if subcontracted by the Contractor without the express written consent of the City.

20. WARRANTY.

20.1. Warranty Period. The Contractor warrants that it will perform the Work in a timely, accurate and complete manner in accordance with the provisions of this Agreement. The Contractor warrants that the materials and/or workmanship will conform to the Contract Documents and that the materials used will be of good quality and new and that the Work shall be free from defects. The Contractor shall guarantee the Work against defects in workmanship and materials for a period of 2 years (1 year for landscape and irrigation work), commencing on the date of final acceptance of the Work by the City Representative (the "Warranty Period"). The Contractor shall also assign to the City any longer term guarantee of materials used by the Contractor as may be provided by the manufacturer. The Contractor shall promptly replace any materials or re-perform any portion of the Work found to be defective within the Warranty Period in accordance with this Agreement and without expense to the City. The time allowed for such corrective action shall be mutually agreed upon by the City and the Contractor. If the Contractor fails to proceed promptly in accordance with these guarantees, the City reserves the right to place the Contractor in default of its contractual obligations and may have the Work performed at the expense of the Contractor. This provision shall survive the completion of the Work and the termination of this Agreement. The above guarantee does not limit any claims that the City may otherwise have against the Contractor.

20.2. Warranty Verification. At least 60 calendar days prior to the expiration of the Warranty Period, the City Representative shall have the option to make an inspection to determine whether the Work has been completed in accordance with this Agreement and may submit a written list of any defects to the Contractor (the "Warranty Work"). In the event the City chooses this option, the Contractor shall promptly correct all Warranty Work without additional cost to the City within the Warranty Period. If any Warranty Work cannot be corrected within the Warranty Period, the Contractor shall submit a letter to the City Representative for approval requesting an extension of time to complete such item (the "Request for Extension of Warranty Work"). The Request for Extension of Warranty Work must be received by the City Representative within seven calendar days of the Contractor's receipt of the Warranty Work and shall include the Contractor's justification for the request and a schedule for completion of the Warranty.

21. NO THIRD PARTY BENEFICIARIES. This Agreement is intended to describe the rights and responsibilities only as to the parties hereto. This Agreement is not intended and shall

not be deemed to confer any rights on any person or entity not named as a party hereto.

22. FINANCIAL OBLIGATIONS OF THE CITY. All financial obligations of the City under this Agreement are subject to appropriation, budgeting, and availability of funds to discharge such obligations. Nothing in this Agreement shall be deemed to pledge the City's credit or faith, directly or indirectly, to the Contractor. If funds for this Agreement are not appropriated and budgeted in any year subsequent to the fiscal year of execution of this Agreement as determined by the City, this Agreement may be terminated by the City upon written notice to the Contractor. The City's fiscal year is currently the calendar year.

23. EXHIBITS. All exhibits referred to in this Agreement are by reference incorporated herein for all purposes.

24. INTEGRATION AND AMENDMENT. This Agreement represents the entire agreement between the Parties and there are no oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by the Parties. For purposes of clarity, the terms and conditions of any Contractor invoice, Contractor timesheet, or other form, including but not limited to indemnification, limitation of liability, or cancellation fees, shall be void and of no effect against the City notwithstanding any signatures on such form by a City employee. The Contractor's rights and obligations shall be solely governed by the terms and conditions of this Agreement.

25. SEVERABILITY. If any provision of this agreement as applied to either Party or to any circumstance shall be adjudged by a court to be void or unenforceable, the same shall in no way affect any other provision of this Agreement, the application of any such provision in any other circumstances, or the validity or enforceability of the Agreement as a whole.

26. ADDITIONAL DOCUMENTS OR ACTION. The parties agree to execute any additional documents or take any additional action that is necessary to carry out this Agreement.

27. MINOR CHANGES. The Parties executing this Agreement are authorized to make nonsubstantive corrections to this Agreement and attached exhibits, if any, as they consider necessary.

28. DOCUMENTS. All drawings, analyses, plans, tests, maps, surveys, electronic files and written material of any kind generated in the performance of this Agreement or developed specifically for work performed under this Agreement shall remain the sole and exclusive property of the City, and the other Party shall not provide copies of any such material to anyone without the express written consent of the City.

29. RECORDS RETENTION. The Contractor shall maintain complete and accurate records of time spent and materials used for performance of the Work, together with any invoices, time cards, or other supporting data reasonably requested. All records, data and documentation shall be retained by the Contractor for a period of not less than three (3) years after completion of the Work, and shall be subject to review, inspection and copying by the CIty upon reasonable notice.

30. OFFICIALS NOT TO BENEFIT. No elected or employed member of City government shall directly or indirectly be paid or receive any share or part of this Agreement or any benefit that may arise therefrom. The Contractor warrants that it has not retained any entity or person, other than a bona fide employee working solely for the Contractor, to solicit or secure this Agreement.

31. SALES TAX EXEMPTION. The Contractor and its subcontractors, consultants and suppliers will not be required to pay Colorado state sales and use taxes on property incorporated into the Work. The Contractor shall obtain a sales tax exemption permit from the State of Colorado Department of Revenue, if necessary, to obtain materials for the Work without the payment of Colorado state sales tax.

32. ASSIGNMENT. This Agreement shall not be assigned by either Party without the prior written consent of the other Party.

33. BINDING EFFECT. This Agreement shall inure to the benefit of and be binding upon the parties and their respective legal representatives, successors, heirs, and assigns, provided that nothing in this paragraph shall be construed to permit the assignment of this Agreement except as otherwise expressly authorized herein.

34. DAYS. If the day for any performance or event provided for herein is a Saturday, a Sunday, a day on which national banks are not open for the regular transactions of business, or a legal holiday pursuant to C.R.S. § 24-11-101(1), such day shall be extended until the next day on which such banks and state offices are open for the transaction of business.

35. NO PRESUMPTION. The Parties to this Agreement and their attorneys have had a full opportunity to review and participate in the drafting of the final form of this Agreement. Accordingly, this Agreement shall be construed without regard to any

presumption or other rule of construction against the Party causing the Agreement to be drafted.

36. GOOD FAITH OF PARTIES. In the performance of this Agreement or in considering any requested approval, acceptance, or extension of time, the Parties agree that each will act in good faith and will not act unreasonably, arbitrarily, capriciously, or unreasonably withhold, condition, or delay any approval, acceptance, or extension of time required or requested pursuant to this Agreement.

37. WAIVER OF BREACH. This Agreement or any of its provisions may not be waived except in writing by a Party's authorized representative. A waiver by any party to this Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach by either party.

38. GOVERNING LAW. This Agreement shall be governed by the laws of the State of Colorado. Any claims or litigation arising under this Agreement will be brought by the Parties solely in the District Court, Broomfield County, Colorado.

39. LAWS TO BE OBSERVED. The Contractor shall be cognizant of all federal and state laws and local ordinances and regulations that in any manner affect those engaged or employed in the work or which in any manner affect the conduct of the work, and of all such orders and decrees of bodies or tribunals having any jurisdiction or authority over the same, and shall at all times observe and comply with all such existing laws, ordinances, regulations and decrees, and shall protect and indemnify the City against any claim or liability arising from or based on the violations of any such law, ordinance, regulation, order or decree, whether by itself, its subcontractors, agents or employees. The Contractor shall procure all necessary approvals, licenses and permits at its own expense; provided, that, the Contractor will be able to receive no cost permits when such permits are issued by the City directly.

40. TERMINATION. The City reserves the right to terminate this Contract, in whole or in part, with or without cause by written notice to the Contractor. In the event of termination, the Contractor shall incur no additional expenses and shall perform no further Work for the City under this Agreement after the date of receipt of the notice of termination, unless otherwise specified by the City. The City shall pay the Contractor for all work satisfactorily performed prior to receipt of the notice of termination and for other services required by the City to be completed prior to termination and satisfactorily performed.

41. SURVIVAL OF OBLIGATIONS. The obligations contained in this Agreement that are not fully performed as of termination shall survive termination and shall continue to bind the Parties until fully performed.

42. EXECUTION; ELECTRONIC SIGNATURES. This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which shall constitute but one and the same instrument. This Agreement shall not be binding upon any Party hereto unless and until the Parties have executed this Agreement. The Parties approve the use of electronic signatures for execution of this Agreement. All documents must be properly notarized, if applicable.

[*The remainder of this page is intentionally left blank*.]

This Agreement is executed by the Parties hereto in their respective names as of _____ ___, 2025.

THE CITY AND COUNTY OF BROOMFIELD,
a Colorado municipal corporation and county

_____
Mayor
One DesCombes Drive
Broomfield, CO 80020

APPROVED AS TO FORM:

_____
City and County Attorney's Office

CONTRACTOR:

Powell Restoration, Inc [insert company name]

Ashley Butts Digitally signed by Ashley Butts Date: 2025.09.09 14:59:44 -06'00'

By: _____
Name: Ashley Butts, President
Address: 6395 Brighton Blvd, Commerce City, CO 80022

EXHIBIT A
SCOPE OF WORK

STONEYBROOK DRIVE RETAINING WALL REPLACEMENT
PROJECT NO. 24T0030

The City and County of Broomfield (Broomfield) has prepared plans and specifications to renovate Stoneybrook Drive Retaining Wall Replacement located directly behind the residential properties at 5524 and 5444 Stoneybrook Drive, Broomfield, Colorado. The Work includes, but is not limited to, removing an existing wood retaining wall, installation of new wall units, construction surveying, tree protection, grading and drainage work, excavation, pond water control, and all labor and material necessary to complete the Work. All work shall be performed in a manner consistent with the Stoneybrook Retaining Wall Replacement plans, project Specifications, Broomfield Standards and Specifications, and all other applicable provisions associated with this project.

The Scope of Work also includes but is not limited to the following:

1. **New redi-block retaining wall:** A no-fee Building Permit is required.
2. **Grading and Drainage:** A no-fee Grading Permit is required.
3. **Soil Excavation**
4. **Clearing and grubbing, including material export**
5. **Construction Surveying:** Licensed survey engineer is required.
6. **Material submittals and inspections**
7. **Site restoration of the surrounding / adjacent areas impacted by construction activities**
8. **Traffic Control and pedestrian detour signs.** A condition of the required permits is an approved Traffic Control Plan consistent with the MUTCD.
9. **Erosion Control.** A condition of required permits is an approved Erosion Control Plan
10. **Pond water control as necessary for retaining wall installation.**
11. **Cattail Removal:** If awarded.

Project General Notes.

1. **Standards & Specifications.** Work shall be performed in accordance with the project Specifications, project Electrical Specifications, and applicable sections of the latest 2022 Broomfield Standards and Specifications, and all other applicable provisions associated with this project.

2. **Licenses.** The awarded Contractor must have or obtain a contractor's license (Class C, $50) with the City and County of Broomfield Building Department in order to obtain required permits.
3. **Permitting.** A City and County of Broomfield Public/Private Improvement (PPIP) will be required for the work. Contractor shall provide any other information required for approval of the permit. There will be no permit fees. See Engineering Forms and Permits for more information.
4. **Work Hours.** Work hours are Monday through Friday, 7 a.m. to 7 p.m. Due to this area being closely surrounded by residential homes, contractor will comply to CCOB noise ordinance. Saturday work may be allowed for emergency purposes from 9 a.m. to 6 p.m. with a pre-approved Weekend/Holiday Work Request form.
5. **Bonding.** A Bid Bond is required (for contracts in excess of $50,000). The awarded contractor will be required to provide a Performance Bond and a Labor and Material Payment Bond for contracts in excess of $50,000.
6. **Retainage.** Retainage is required to be withheld for contracts in excess of $150,000.
7. **Other Expectations.**
    a. The site shall be maintained in a clean and tidy condition without miscellaneous debris, etc. left onsite. Stockpiled materials and equipment shall be neatly organized and in locations coordinated with Broomfield's CIP Construction Manager.
    b. The Contractor shall be responsible for working with the CIP Construction Manager to minimize impacts to the public.
    c. Once the Contractor has started work, continual onsite progress shall be made until the Work is complete.
    d. Contractor shall implement Best Management Practices (BMP) for stormwater control at all times.

EXHIBIT B
CONTRACTOR'S COST PROPOSAL

EXHIBIT B

BID FORM

Stoneybrook Drive Retaining Wall Replacement, Project - 24T0030

Round ALL unit prices to the nearest penny

All bids shall be submitted on this bid form provided. The quantities appearing in the bid form are estimates prepared for the comparison of proposals, and the quantities of work performed and materials to be furnished may be increased, decreased, or omitted. Payment will be based on the actual quantities of work performed. **CONTRACTOR price must include all necessary material, labor and other appurtenances for a complete and working project per the project plans and specifications.**

BASE BID

ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL COST
	General				
1	Mobilization (Not to Exceed 5% of Base Bid total)	LS	1	$ 8,200.00	$ 8,200.00
2	Provision of Site Access and Staging Areas	LS	1	$ 26,680.00	$ 26,680.00
3	Traffic Control	LS	1	$ 5,165.00	$ 5,165.00
4	Construction Surveying	LS	1	$ 14,530.00	$ 14,530.00
5	Erosion Control	LS	1	$ 9,705.00	$ 9,705.00
6	Tree Protection	EA	3	$ 226.00	$ 678.00
7	Clearing and Grubbing	LS	1	$ 2,710.00	$ 2,710.00
8	Existing Wall Removal and Excavation for Proposed Wall	LS	1	$ 14,420.00	$ 14,420.00
9	Earthwork (On-Site Grading)	CY	50	$ 164.00	$ 8,200.00
10	Earthwork (Export)	CY	17	$ 166.00	$ 2,822.00
11	Earthwork (Fine Grading)	SF	3,222	$ 0.25	$ 805.50
12	Retaining Wall Subgrade Stabilization	LS	1	$ 5,625.00	$ 5,625.00
13	New Retaining Wall, Fill Material & Wall Drain	LS	1	$ 44,420.00	$ 44,420.00
14	Seeding	AC	0.07	$ 47,900.00	$ 3,353.00
15	Site Restoration	LS	1	$ 13,220.00	$ 13,220.00
16	Restoration of Site Access and Staging Area	LS	1	$ 20,530.00	$ 20,530.00
17	Force Account	LS	1	$ 20,000.00	$ 20,000.00
				TOTAL BASE BID	**$ 201,063.50**

Contractor Name:

ADD ALTERNATE

ALT #	DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL COST
	Cattail Work in Pond				
1	Cattail Removal and Disposal	LS	1	$ 42,370.00	$ 42,370.00
				TOTAL ADD ALTERNATE #1	**$ 42,370.00**

BID SUMMARY

BASE BID	$ 201,063.50
BASE BID + Add Alternate #1	$ 243,433.50

For Add Alternate Bid Items:

All schedules (bid items) must be bid. Add alternate bid item wil not be awarded independent of the Base Bid. The Add alternate bid item, if accepted, shall be inlcuded in the contract and the amount shall be adjusted from the Base Bid at the time of award. The City shall have sole discretion in determining the selection of the add alternate bid item. The award will be based on the Base Bid plus selected alternate item.

EXHIBIT C

INSURANCE REQUIREMENTS

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 3/6/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
CRS Insurance Brokerage
9780 S Meridian Blvd Suite 400
Englewood CO 80112

CONTACT NAME: Scott Anderson, CIC
PHONE (A/C, No, Ext): 303-996-7833 **FAX (A/C, No):** 303-757-7719
E-MAIL ADDRESS: sanderson@crsdenver.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Selective Ins. Co. of America	12572
INSURER B : Pinnacol Assurance	41190
INSURER C : Westchester Surplus Lines	10172
INSURER D :	
INSURER E :	
INSURER F :	

INSURED POWERES-01
Powell Restoration Inc
Powell Landscape & Maintenance
PRI Snow Inc.
6395 Brighton Blvd
Commerce City CO 80022

COVERAGES **CERTIFICATE NUMBER:** 474930658 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY [X] PRO-JECT [ ] LOC OTHER:	Y	Y	S 2505167	3/15/2025	3/15/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 1,000,000 $ 500,000 $ 15,000 $ 1,000,000 $ 3,000,000 $ 3,000,000 $
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY [ ] SCHEDULED AUTOS X HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY	Y	Y	S 2505167	3/15/2025	3/15/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
A	X UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [X] RETENTION $ 0	Y	Y	S 2505167	3/15/2025	3/15/2026	EACH OCCURRENCE AGGREGATE $	$ 5,000,000 $ 5,000,000 $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N [N] If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	4138527	3/1/2025	3/1/2026	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
A C	Leased & Rented Equipment Pollution Liability	Y	Y	S 2505167 G74294674 002	3/15/2025 3/15/2025	3/15/2026 3/15/2026	Limit / Ded Each Pollution Cond Aggregate	125,000 / 1,000 1,000,000 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
RE: Broomfield Contractor License

CERTIFICATE HOLDER

The City and County of Broomfield
1 Descombes Drive
Broomfield CO 80020

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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EXHIBIT D

GENERAL CONDITIONS

Exhibit D

GENERAL CONDITIONS

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GENERAL CONDITIONS

PART 1 - DEFINITIONS

1.01 If used in these General Conditions or in the other Contract Documents, the following terms or abbreviations shall have the meanings indicated which are applicable to both the singular and plural thereof:

1.02 Addenda: Written or graphic instruments issued prior to the opening of Bids which clarify, correct or change the Contract Documents.

1.03 Agreement: The written Agreement between City and Contractor covering the Work to be performed; other Contract Documents are attached to the Agreement and made a part thereof as provided therein.

1.04 Application for Payment: The form accepted by the Project Manager which is to be used by Contractor in requesting progress payments (if any) or final payments and which is to include such supporting documentation as is required by the Contract Documents.

1.05 Bid: The offer or proposal of the Bidder submitted on the prescribed form setting forth the prices for the Work to be performed.

1.06 Bidder: Any individual, firm, or corporation submitting a proposal for the Work contemplated, acting directly or through a duly authorized representative.

1.07 Bonds: Bid Bonds, Performance Bonds, Payment Bonds, and other instruments of security.

1.08 Change Order: A written order to Contractor signed by Contractor, Project Manager, and City authorizing an addition, deletion or revision to the Work or an adjustment in the Contract Price or the Contract Time issued after the effective date of the Agreement.

1.09 City: The City and County of Broomfield, Colorado.

1.10 Completion: The work, or a portion thereof, has progressed where, in the opinion of the Project Manager it is sufficiently complete, in accordance with the Contract Documents, so that the work can be used for the purposes for which it was intended.

1.11 Consultant: The person (or his designee) or firm designated as such in the Agreement. Consultant may be an engineer, architect, surveyor, or other professional hired by the City.

1.12 Contract or Contract Documents: The written Agreement executed between the City and the successful Bidder covering the performance of the Work and the furnishing of labor and materials, by which the Contractor is bound to perform the Work and furnish the labor and materials, and by which the City is obligated to compensate him therefore at the mutually established and accepted rate or price. The Contract Documents shall include all the documents identified in the Agreement, together with all Modifications issued after the execution of the Agreement.

1.13 Contract Price: The money payable by City to Contractor under the terms of the Contract Documents as stated in the Agreement.

1.14 Contract Time: The number of days (computed as provided in Section 14.02) or the date stated in the Agreement for the completion of the Work.

1.15 Contractor: The individual, partnership, firm, or corporation with whom City has entered into the Agreement, acting directly or through lawful agents or employees, primarily liable for acceptable performance of the Work and also for the payment of all legal debts pertaining to the Work.

1.16 Day: A calendar day of 24 hours measured from midnight to the next midnight.

1.17 Defective: An adjective which, when modifying the word Work, refers to work that is unsatisfactory, faulty or deficient, or does not conform to the Contract Documents or does not meet the requirements of any inspection, test or approval referred to in the Contract Documents, or has been damaged prior to Project Manager's recommendation for final payment.

1.18 Drawings: The drawings which indicate the character and scope of the Work to be performed and which have been prepared or approved by Consultant and are referred to in the Contract Documents.

1.19 Effective Date of the Agreement: The date indicated in the Agreement on which it becomes effective, but if no such date is indicated, the date on which the Agreement is signed and delivered by the last of the two parties to sign and deliver.

1.20 Equipment: All machinery, together with the necessary parts supplied for upkeep and maintenance, and also all tools and apparatus necessary for the proper construction and acceptable completion of the Work.

1.21 Intention of Terms: Whenever the words "directed", "required", "permitted", "ordered", "designated", "prescribed", or words of like import are used it shall be understood that the direction, requirement, permission, order, designation or prescription of the Project Manager is intended; and similarly, the words "approved", "acceptable", "satisfactory" or words of like import shall mean approved by, acceptable to, satisfactory to the Project Manager, subject in each case to the final determination of the City. Any reference to a paragraph or subparagraph within a section shall include the general provisions of the section or sections and paragraph pertinent thereto.

1.22 Modification: (a) a written amendment to the Contract Documents signed by both parties; (b) a Change Order; or (c) a Supplemental Agreement. A Modification may only be issued after the effective date of the Agreement.

1.23 Notice of Intent to Award: The written notice by City to the apparent successful Bidder setting forth conditions precedent to the signing and delivery of the Agreement and required insurance by the City.

1.24 Notice of Award: The written notice by City to the Contractor setting forth the surety requirements.

1.25 Notice to Proceed: A written notice given by City to Contractor fixing the date on which the Contract Time will commence and on which Contractor shall start to perform his obligations under the Contract Documents.

1.26 Owner: City and County of Broomfield, Colorado.

1.27 Payment Bond: The approved form of security /furnished by the Contractor and his surety as a guarantee that he will pay in full all bills and accounts for materials and labor used in the Work, as provided by state statute.

1.28 Performance Bond: The approved form of security furnished by the Contractor and his surety as a guarantee of good faith and ability on the part of the Contractor to execute the Work in accordance with the Contract Documents.

1.29 Plans: The official plans, working drawings, or supplemental drawings or exact reproductions thereof, approved by the Consultant which show the location, character, dimension, and details of the Work to be done and which are to be considered as part of the Contract Documents.

1.30 Project Manager: The employee of the City who has been assigned to oversee the Project and to serve as a liaison between the City and the Consultant and/or between the City and the Contractor.

1.31 Project: The total construction; of which the Work to be provided under the Contract Documents may be the whole or a part.

1.32 Shop Drawings: All drawings, diagrams, illustrations, schedules and other data which are specifically prepared by Contractor, Subcontractor, manufacturer, fabricator, supplier or distributor to illustrate some portion of the Work and all illustrations, brochures, standard schedules, performance charts, instructions, diagrams and other information prepared by a manufacturer, fabricator, supplier or distributor and submitted by Contractor to illustrate material or equipment for some portion of the Work.

1.33 Special Conditions: The specific clauses setting forth conditions or requirements peculiar to the Work which are part of the Specifications.

1.34 Specifications: The directions, provisions, and requirements contained herein, including any drawings, Plans, Special Conditions, or Specifications provided by or referred to by the City, pertaining to the method and manner of performing the Work, or to the quantities or the qualities of materials to be furnished under the Agreement.

1.35 Subcontractor: An individual, firm or corporation having a direct contract with Contractor or with any other Subcontractor for the performance of a part of the Work at the site.

1.36 Substantial Completion: The Work (or a specified part thereof) has progressed to the point where, in the written opinion of the Project Manager, it is sufficiently complete in accordance with the Contract Documents so that the Work (or specified part thereof) can be utilized or partially

utilized for the purposes for which it was intended; or if there be no such written opinion, when final payment is due in accordance with Section 11.19. The terms "substantially complete" and "substantially completed" as applied to any Work refer to Substantial Completion thereof.

1.37 Superintendent: Executive representative for the Contractor who shall be present at the Work site at all times, authorized to receive and fulfill instructions from the Project Manager and capable of superintending the Work efficiently.

1.38 Supplemental Agreement: An Agreement executed by the Contractor and the City with the consent of the Contractor's Surety, covering work not included in the Specifications and as specified in Section 6.05.

1.39 Surety: The corporate body or individuals who are bound by the Performance Bond and the Payment Bond, with and for the Contractor, and which engage to be responsible for the entire and satisfactory fulfillment of the Agreement and for the payment of all debts incurred in fulfilling the Agreement.

1.40 Work: The furnishing of all labor, materials, equipment, and other incidentals necessary or convenient to the successful completion of the project and the carrying out of all duties and obligations imposed by the Contract Documents and the entire completed construction or the various separately identifiable parts thereof required to be furnished under the Contract Documents.

PART 2 – PRELIMINARY MATTERS

2.01 Delivery of Bonds: Within fifteen (15) days of the date of the Notice of Award, Contractor shall deliver the Performance Bond and Payment Bond.

2.02 Approval of Agreement: No Agreement is binding upon the City until it has been executed by the City and delivered to the Contractor.

2.03 Copies of Documents: City shall furnish to Contractor electronic copies of the Contract Documents.

2.04 Notice to Proceed (Commencement of Contract Time): The Contract Time will commence to run in accordance with the Notice to Proceed.

2.05 Starting the Project: Contractor shall start to perform Work in accordance with the Notice to Proceed, but no work shall be done at the site prior to the Notice to Proceed.

2.06 Before Starting Construction: Before undertaking any part of the Work, Contractor shall carefully study and compare the Contract Documents and check and verify pertinent figures shown thereon and all applicable field measurements. Contractor shall promptly report in writing to City and Project Manager any conflict, error or discrepancy which Contractor may discover; however, Contractor shall not be liable to City or Project Manager for failure to report any conflict, error or discrepancy in the Contract Documents, unless Contractor had actual knowledge thereof or should reasonably have known thereof.

2.07 Initial Schedule: Within fifteen (15) days of the date of the Notice of Award (unless otherwise specified in the Special Conditions), Contractor shall submit to the Project Manager for review and acceptance an initial schedule indicating the starting and completion dates of the various stages of the Work, a preliminary schedule of Shop Drawing submissions, and an initial schedule of values of the Work.

2.08 Proof of Insurance: When Contractor executes the Agreement, Contractor shall deliver to the City certificates (and other evidence requested by City) of insurance which Contractor is required to purchase and maintain in accordance with these Contract Documents.

2.09 Preconstruction Conference: Before Contractor starts Work at the site, a conference will be held for review and acceptance of the schedules referred to in Section 2.07 to establish procedures for handling Shop Drawings and other submittals and for processing Applications for Payment, and to establish such working understandings among the parties as to the Work as are consistent with the Contract Documents.

PART 3 – INTENT AND REUSE OF CONTRACT DOCUMENTS

3.01 General Intent: It is the intent of the Contract Documents is to describe a complete project which may be utilized for its intended purpose as may be more fully described in the Special Conditions. The Contract Documents comprise the entire Agreement between City and Contractor concerning the Work. They may be altered only by a Modification.

3.02 The Contract Documents are Complementary: What is called for by one is as binding as if called for by all. If, during the performance of the Work, Contractor finds a conflict, error or discrepancy in the Contract Documents, he shall report it to Project Manager and City, in writing, at once and before proceeding with the Work affected thereby; however, Contractor shall not be liable to City or Project Manager for failure to report any conflict, error or discrepancy in the Contract Documents unless Contractor had actual knowledge thereof or should reasonably have known thereof.

3.03 Specifications and Drawings: It is the intent of the Specifications and Drawings to describe a complete project (or part thereof) to be constructed in accordance with the Contract Documents. Any Work that may reasonably be inferred from the Specifications and Drawings as being required to produce the intended result shall be supplied whether or not it is specifically called for. When words which have a well-known technical or trade meaning are used to describe work, materials or equipment, such words shall be interpreted in accordance with such meaning. Reference to standard specifications, manuals or codes of any technical society, organization or association, or to the code of any governmental authority, whether such reference be specific or by implication, shall mean the latest standard specification, manual or code in effect at the time of opening of Bids (or, on the effective date of the Agreement if there were no Bids), except as may be otherwise specifically stated. However, no provision of any referenced standard specification, manual or code (whether or not specifically incorporated by reference in the Contract Documents) shall change the duties and responsibilities of City, Project Manager, Contractor, or Consultant, or any of their agents or employees from those set forth in the Contract Documents. Clarifications and interpretations of the Contract Documents shall be issued by Project Manager as provided for in Section 7.06.

3.04 Reuse of Documents: Neither Contractor or Subcontractor, manufacturer, fabricator, supplier, or distributor shall have or acquire any title to or rights in any of the Drawings, Specifications or other documents (or copies of any thereof) prepared by or bearing the seal of Engineer or Consultant; and they shall not reuse any of them on extensions of the Project or on any other Project without written consent of the City and Consultant and specific written verification or adoption by Consultant.

PART 4 – PHYSICAL CONDITIONS

4.01 Investigations and Reports: The Special Conditions, if any, identify those reports of investigations and tests of subsurface and latent physical conditions at the site or otherwise affecting cost, progress or performance of the Work which have been relied upon in preparation of the Drawings and Specifications. Such reports are not guaranteed as to accuracy or completeness and are not part of the Contract Documents.

4.02 Unforeseen Physical Conditions: Contractor shall promptly notify Project Manager, in writing, of any substance or latent physical conditions at the site or in any existing structure differing materially from those indicated or referred to in the Contract Documents. The Project Manager will promptly review those conditions and advise if further investigation or tests are necessary. Promptly thereafter, Project Manager shall obtain the necessary additional investigations and tests and furnish copies to the Consultant and Contractor. If Project Manager and Consultant find that the results show subsurface or latent physical conditions which differ materially from those intended in the Contract Documents, and which could not reasonably have been anticipated by the Contractor after personal investigation and testing, a Change Order shall be issued incorporating the necessary revisions.

PART 5 – BONDS AND INSURANCE REQUIREMENTS

5.01 General: The Contractor shall not commence work under this Agreement until the Contractor has obtained all insurance required by the Contract Documents and such insurance has been approved by the City, nor shall the Contractor allow any Subcontractor to commence work on this Project until all similar insurance required of the Subcontractor has been obtained and approved. During the life of this Agreement, the Contractor must maintain the insurance coverages required by the Agreement. The City must be named as an additional insured. Limits of liability must be at least those set forth in the Instructions to Bidders - Insurance Requirements. However, the insurance requirements contained in the Contract Documents shall not be deemed to limit or define the obligations of the Contractor as provided elsewhere in these General Conditions. The Contractor shall be responsible for payment of all deductibles under such policies.

5.02 Indemnification: The Contractor expressly agrees to indemnify and hold harmless the City as required under the Agreement.

5.03 Adjustment and Settlement of Insurance Claims: City as trustee shall have power to adjust and settle any loss with the insurers unless one of the parties in interest shall object in writing within fifteen days after the occurrence of loss to City's exercise of this power. If such objection be made,

City as trustee shall only make settlement with the insurers in accordance with such agreement as the parties in interest may reach.

5.04 Performance and Payment and Other Bonds: Contractor shall furnish a Performance Bond and a Payment Bond, each in an amount at least equal to the Contract Price as security for the faithful performance and payment of all Contractor's obligations under the Contract Documents. These Bonds shall remain in effect through any warranty or guarantee periods. Contractor shall also furnish such other Bonds as are required by the Special Conditions (if any). All Bonds shall be in the forms prescribed by the Contract Documents and be executed by such Sureties as are licensed to conduct business in the State of Colorado. All Bonds signed by an agent must be accompanied by a certified copy of the Authority to Act. If the Surety on any Bond furnished by the Contractor is declared bankrupt, or becomes insolvent, or its right to do business in Colorado is terminated, or it ceases to meet the requirements of this Section, Contractor shall within 5 days thereafter substitute another Bond and Surety, both of which shall be acceptable to City.

5.05 Notice of Changes in Work: If notice of any change affecting the general scope of the Work or change in the Contract Price is required by the provisions of any Bond to be given to the Surety, it will be the Contractor's responsibility to so notify the Surety, and the amount of each applicable Bond shall be adjusted accordingly. Contractor shall furnish proof of such adjustment to City.

PART 6 – SCOPE OF WORK

6.01 Intent of Specifications: The intent of the Specifications is to prescribe a complete Work or improvement which the Contractor undertakes to do in full compliance with the Contract Documents, together with any authorized alterations, Special Conditions and Modifications. The Contractor shall perform all items of work covered and stipulated in the Contract Documents, together with any authorized alterations, all in accordance with the lines, grades, cross-sections and dimensions shown in the Specifications. The Contractor shall furnish, unless otherwise provided in the Specifications, all materials, equipment, implements, labor, transportation, construction equipment and machinery, tools, appliances, fuel, power, light, heat, telephone, water and sanitary facilities and all other facilities and incidentals necessary for the execution, testing, initial operation and completion of the Work.

Should any additional construction or conditions be anticipated, Specifications for such work may be prepared and attached to the Agreement and shall be considered as part of the Specifications. Should any Specifications, including the Special Conditions, conflict with the General Conditions, the Specifications will govern.

6.02 Changes and Increased or Decreased Quantities of Work: The City reserves the right to make such changes, from time to time, in the Specifications, the character, or quantity of the Work as may be considered necessary or desirable to complete fully and acceptably the proposed construction in a satisfactory manner, provided such alterations do not change the total cost of the Project, based on the originally estimated quantities and the unit prices bid or the lump sum bid, by more than 25%; and provided further that such alteration does not change the total cost of any major item, based on the originally estimated quantities and the units prices bid or schedule of values items, by more than 25%. (A major item shall be construed to be any item, the total cost of which is equal to or greater than 10% of the total contract amount, computed on the basis of the Bid Quantity and the contract

unit prices or schedule of values amount.) Should it become necessary for the best interest of the City to make changes in excess of that herein specified, the same shall be covered by a Supplemental Agreement. The Contractor shall not start work on any alteration requiring a Supplemental Agreement until the Agreement setting forth the adjusted prices shall be executed by the City and the Contractor. In case a satisfactory adjustment in price cannot be reached for any item requiring a Supplemental Agreement, the City reserves the right to terminate the Agreement as it applies to the items in question and make such arrangements as may be deemed necessary to complete the Work as altered or decreased. Project Manager may authorize minor changes in the Work not involving an adjustment of the Contract Price or Contract Time, which are consistent with the overall intent of the Contract Documents. Said minor changes shall be binding on City and Contractor, and shall be performed promptly by Contractor.

6.03 Deleted Items: The Project Manager may, in writing, order deleted from the Work any item other than major items found unnecessary to the project and such deletion shall not be a waiver of any condition of the Agreement nor invalidate any of the provisions thereof. Major items may be deleted by supplemental agreements. The Contractor will be paid for all work done toward the completion of the item prior to such deletion as provided in Section 11.06.

6.04 Extra Work: When work is necessary to the proper completion of the Project for which no quantities or prices were given in the Bid or Agreement, the same shall be called extra work and shall be performed by the Contractor when so authorized in writing by the Project Manager. Extra work shall be performed by the Contractor in accordance with the Contract Documents in a proper and workmanlike manner and as may be authorized by the Project Manager. Prices for extra work shall be itemized and covered by a Change Order or Supplemental Agreement submitted by the Contractor and approved by the Project Manager prior to the actual starting of such work. Should the parties be unable to agree on unit prices or a lump sum for the extra work, or if this method is impractical, the Project Manager may instruct the Contractor to proceed with the work on the basis of the Cost of the Work as hereinafter provided in Section 11.08. Claims for extra work not authorized in writing by the Project Manager prior to the work being done will be rejected.

6.05 Maintenance of Traffic: Unless the Contract Documents specifically provides for the closing to traffic of any local road or highway while construction is in progress, all roads and highways shall be kept open to all traffic by the Contractor. The Contractor shall also provide and maintain in a safe condition temporary approaches, crossings, or intersections with roads and highways. The Contractor shall bear all expenses in maintaining traffic over the section of road or highway affected by the Work to be done under this Agreement, and of constructing and maintaining such approaches, crossings, intersections and any accessory features without direct compensation, except as otherwise provided.

6.06 Removal and Disposal of Structures and Obstructions: All structures or obstructions found on the site and shown in the Specifications or Drawings which are not to remain in place or which are not to be used in new construction shall be removed to the satisfaction of the Project Manager. Unless specified in the Contract Documents, this work will not be paid for separately but will be included in the price bid for that portion of the Work requiring the removal of the structure or obstruction. All material found on the site or removed from it shall remain the property of the City unless otherwise indicated.

6.07 Use of Materials Found on the Work: The Contractor, with the consent of the Project Manager, may use in the proposed construction any stone, sand, or gravel found on the site. The Contractor will not be paid for such excavation unless specifically stated in the Contract Documents, and Contractor shall replace with other suitable material, without compensation, all of that portion of the material so removed and used. If it was intended by the Project Manager and indicated in the specifications that any or all of the materials so excavated and used were to have been wasted, then the Contractor will not be required to replace it. The Contractor shall not excavate any material from the site which is not within the excavation as indicated by the slope and grade lines, without prior consent by the Project Manager.

6.08 Final Cleaning Up: Upon completion of the Work and before acceptance and final payment will be made, the Contractor shall remove from the site all machinery, equipment, surplus and discarded materials, rubbish, temporary structures, and stumps or portions of trees. He shall cut all brush and woods within the limits indicated and shall leave the site in a neat and presentable condition. Material cleared from the site and deposited on property adjacent, will not be considered as having been disposed of satisfactorily.

PART 7 – PROSECUTION OF THE WORK

7.01 Authority and Duties of Project Manager

7.01.01_The Project Manager shall decide any and all questions which may arise as to the quality and acceptability of the materials furnished, the work performed, the manner of performance and the rate of progress of the Work. He shall decide all questions which may arise as to the interpretation of the Specifications, all questions as to acceptable fulfillment of the Agreement all disputes and mutual rights by the Contractors, if there be more than one Contractor on the Work, and all questions as to compensation. The decision of the Project Manager shall be final and he shall have executive authority to make effective such decisions and to compel the Contractor to carry out all orders promptly.

7.01.02 Project Manager shall be authorized to inspect work done and material furnished. Such inspection may extend to any part of the Work and to the preparation, fabrication, or manufacture of materials to be used. The Project Manager is authorized to call the attention of the Contractor to any failure of the Work or materials to conform to the Contract Documents. He shall have the authority to reject materials or suspend the work not conforming to the Contract Documents until any questions at issue can be referred to and decided between the Consultant and the City. If the Contractor refuses to suspend operations on verbal order, the Project Manager shall issue a written order giving the reason for shutting down the Work. After placing the order in the hands of the person in charge, the Project Manager shall immediately leave the job. Work done during the absence of the Project Manager will not be accepted nor paid for. The Project Manager shall in no case act as foreman or perform other duties for the Contractor, nor interfere with the management of the Work by the latter. Any advice which the Project Manager may give the Contractor shall in no way be construed as releasing the Contractor from fulfilling all of the terms of the Contract.

7.02 Plans and Shop Drawings: The approved Plans will show details of all structures; lines and grades of roadways and utility systems, typical cross-sections of roadways; character of foundation;

location and designation of all structures; and the general arrangement of circuits and outlets, location of switches, panel boards and other work. Drawings and specifications are complementary each to the other, and what is called for by one shall be as binding as if called for by both. Data presented on these drawings are as accurate as planning can determine, but accuracy is not guaranteed and field verifications of all dimensions, locations, levels, and other data to suit field conditions is directed. The Contractor shall review all structural and mechanical plans and adjust all work to conform to all conditions shown therein. Discrepancies between different plans, or between plans and specifications, or regulations and codes governing the installation shall be brought to the attention of the Project Manager in writing as soon as said discrepancies are noticed. In the event such discrepancies exist and the Project Manager is not so notified, the Project Manager shall reserve the right to exercise sole authority in making final decisions, after consultation with Consultant as needed, in resolution of such a conflict. It is mutually agreed that all authorized alterations affecting the requirements and information given on the approved Plans shall be in writing and approved by the Project Manager. When, at any time, reference is made to "the Plans", the interpretation shall be the Plans as affected by all authorized alterations then in effect. Plans will be supplemented by such shop drawings, to be prepared by Contractor as are necessary to adequately control the Work.

7.02.01 After checking and verifying all field measurements and approving Shop Drawings, Contractor shall submit to Project Manager for review, in accordance with the accepted schedule of Shop Drawing submissions (see Section 2.09), electronic copies (unless otherwise specified in the Specifications) of all Shop Drawings, which shall have been checked by and stamped with the approval of the Contractor. The data shown on the Shop Drawings will be complete with respect to dimensions, design criteria, materials of construction and like information to enable Project Manager to review the information as required.

7.02.02 At the time of each submission, Contractor shall, in writing, call Project Manager's attention to any deviations that the Shop Drawings or samples may have from the requirements of the Contract Documents.

7.02.03 Project Manager will review with reasonable promptness Shop Drawings and samples, but Project Manager's review shall be only for conformance with the design concept of the Project and for compliance with the information given in the Contract Documents and shall not extend to means, methods, sequences, techniques, or procedures of construction or to safety precautions or programs incident thereto. The review and approval of a separate item as such will not indicate approval of the assembly in which the item functions. Contractor shall make any corrections required by Project Manager and shall return the required number of corrected copies of Shop Drawings and resubmit new samples for Project Manager's review. Contractor shall direct specific attention in writing to revisions other than the corrections called for by Project Manager on previous submittals. Contractor's stamp of approval on any Shop Drawing or sample shall constitute a representation to Project Manager that Contractor has either determined and verified all quantities, dimensions, field construction criteria, materials, catalog numbers, and similar data or assumes full responsibility for doing so, and that Contractor has reviewed or coordinated each Shop Drawing or Sample with the requirements of the Work and the Contract Documents.

7.02.04 Where a Shop Drawing or sample is required by the Specifications, no related Work shall be commenced until the submittal has been reviewed by Project Manager.

7.02.05 Project Manager's review of Shop Drawings or samples shall not relieve Contractor from responsibility for any deviations from the Contract Documents unless Contractor has in writing called Project Manager's attention to such deviation at the time of submission and Project Manager has given written concurrence and approval to the specific deviation, nor shall any occurrence or approval by Project Manager relieve Contractor from responsibility for errors or omissions in the Shop Drawings.

7.02.06 The cost of furnishing all Shop Drawings shall be borne by the Contractor.

7.03 Operating Manuals and Parts Lists: The Contractor shall submit complete electronic copies of operating manuals and parts lists to the Project Manager for all items of mechanical and electrical equipment incorporated into the Work unless specified otherwise in the Specifications.

7.04 As-Built Drawings: A complete set of drawings shall be maintained at the site, with all changes or deviations from the original drawings neatly marked thereon in brightly contrasting color. This shall be a separate set of drawings, not used for construction purposes, which shall be kept up-to-date as the job progresses and shall be made available for inspection by the City and Consultant at all times. Upon completion of the Agreement, this set of drawings shall be delivered to the Project Manager.

7.05 Conformity with Plans and Allowable Deviations: Finished surfaces in all cases shall conform with lines, grades, cross-sections and dimensions shown on the Plans and Specifications and any approved changes or deviations. Any deviation from the Specifications and approved drawings, as may be required by the demands of construction, will in all cases be determined by the Project Manager and authorized in writing.

7.06 Coordination of Plans and Specifications: The Specifications and all supplementary plans and documents are essential parts of the Agreement, and a requirement occurring in one is just as binding as though occurring in all. They are intended to be cooperative to describe and provide for a complete Work. The Contractor shall not take advantage of any apparent error or omission in the Specifications. In the event the Contractor discovers any apparent conflict, error or discrepancy, he shall immediately call upon the Project Manager for his interpretation and decision, and such decision shall be final. Any apparent error or discrepancy must be resolved before Contractor proceeds with the Work affected thereby.

7.06.01 In resolving such conflicts, errors and discrepancies, the following documents shall be given preference in the following order: (l) Specifications; (2) General Conditions.

7.06.02 With reference to the drawings the order of precedence is as follows:

(1) Figures govern over scaled dimensions;
(2) Detail drawings govern over general drawings;
(3) Change order drawings govern over contract drawings;
(4) Contract drawings govern over standard drawings; and
(5) Contract drawings govern over shop drawings.

7.07 Cooperation of Contractor: Contractor shall have available on the Work site at all times one copy of the Plans and Specifications, exclusive of the set designated for as-built Drawings in Section 7.04. The Contractor shall give to the Work the constant attention necessary to facilitate the progress thereof, and he shall cooperate with the Project Manager and with other contractors in every way possible. The Project Manager shall designate the sequence of construction in case of controversy between contractors. The Contractor shall have a competent Superintendent on the Work at all times who is fully authorized as his agent on the Work; such Superintendent shall be capable of reading and thoroughly understanding the Plans and Specifications and shall receive and fulfill instructions from the Project Manager, or his authorized representative. The Superintendent shall have full authority to execute the Work specified in the Contract Documents without delay and to promptly supply materials, tools, equipment and labor as may be required to perform such work. Such Superintendent shall be furnished irrespective of the amount of work sub-let. Said Superintendent shall have authority to act on behalf of Contractor. All communications given to the Superintendent shall be as binding as if given to the Contractor.

7.08 Tests and Inspections: Contractor shall give Project Manager timely notice of readiness of the Work for all required inspections, tests or approvals.

7.08.01 If any law, ordinance, rule, regulation, code, or order of any public body having jurisdiction requires any Work (or part thereof) to specifically be inspected, tested or approved, Contractor shall assume full responsibility therefor, pay all costs in connection therewith and furnish Project Manager the required certificates of inspection, testing or approval. Contractor shall also be responsible for and shall pay all costs in connection with any inspection or testing required in connection with Project Manager's acceptance of a manufacturer, fabricator, supplier or distributor of materials or equipment proposed to be incorporated in the Work, or of materials or equipment submitted for review prior to Contractor's purchase thereof for incorporation in the Work. The cost of all other inspections, tests and approvals required by the Contract Documents shall be paid by City (unless otherwise specified). In the event any tests do not pass initially, and therefore must be performed again, all such extra tests shall be paid for by Contractor.

7.08.02 All inspections, tests or approvals other than those required by law, ordinance, rule, regulation, code or order of any other public body having jurisdiction shall be performed by organizations acceptable to City and Contractor (or by Consultant if so specified).

7.08.03 If any Work that is to be inspected, tested or approved is covered without concurrence of Project Manager, it must, if requested by Project Manager, be uncovered for observation. Such uncovering shall be at Contractor's expense unless Contractor has given Project Manager timely notice of Contractor's intention to cover such Work and Project Manager has not acted with reasonable promptness in response to such notice.

7.08.04 Neither observations by Project Manager nor inspections, tests or approvals by others shall relieve Contractor of his obligations to perform the Work in accordance with the Contract Documents.

7.09 Uncovering Work: If the Consultant or Project Manager requests it, the Contractor shall, at any time before acceptance of the Work, remove or uncover such portions of the finished Work that was not inspected by the Project Manager, or that the Consultant believes has not met the standards

set forth in the Contract Documents. After examination, the Contractor shall restore said portions of the Work to the standard required by the Specifications. Should the work thus exposed, examined, or tested prove acceptable, the uncovering or removing and the replacing of the coverage or making good of the parts removed, shall be paid for as Extra Work; but should the work so exposed, examined, or tested prove unacceptable, the uncovering or removing and the replacing of the covering or making good of the parts removed, shall be at the Contractor's expense. In any event, any work done or material used without suitable observation or inspection by the Project Manager or his authorized representative may be ordered uncovered, removed and replaced at the Contractor's expense. Any work outside the normal 5 day, 40 hour week will require that the Consultant be on the job. All inspection so required shall be done at the Contractor's expense and the cost thereof may be deducted from any funds due Contractor. The Contractor shall notify the Project Manager at least 24 hours in advance of the starting of any overtime work.

7.10 Removal of Defective and Unauthorized Work: All work which has been rejected or condemned shall be repaired, or if it cannot be satisfactorily repaired, be removed and replaced at the Contractor's expense. Work done without lines and grades having been given, Work done beyond the lines and grades shown on the Plans, or as given, except as herein provided, Work done without proper inspection, or any extra or unclassified Work done without written authority and prior agreement in writing as to prices, will be done at the Contractor's risk and will be considered unauthorized and, at the option of the Project Manager, may not be measured and paid for and may be ordered removed and replaced at the Contractor's expense. Upon the failure of the Contractor to repair satisfactorily or to remove and replace rejected, unauthorized or condemned work immediately after receiving formal notice from the Project Manager, the City may recover for such defective Work on the Contractor's bond(s) or by action in a court having proper jurisdiction over such matters, or may employ labor and equipment and satisfactorily repair or remove and replace such work and charge the cost of the same to the Contractor, which cost may be deducted from any money due him. In exercising its rights under this paragraph, City shall proceed expeditiously. To the extent necessary to complete corrective and remedial action, City may exclude Contractor from all or part of the site, take possession of all or part of the Work, and suspend Contractor's services related thereto, take possession of Contractor's tools, appliances, construction equipment and machinery at the site and incorporate in the Work all materials and equipment stored at the site or for which City has paid Contractor but which are stored elsewhere. Contractor shall allow City, Project Manager, Consultant and their agents and employees such access to the site as may be necessary to enable City to exercise its rights under this paragraph. All direct and indirect costs of City in exercising such rights shall be charged against Contractor in an amount verified by Project Manager and agreed to by City, and a Change Order will be issued incorporating the necessary revisions to the Contract Documents and a reduction in the Contract Price. Such direct and indirect costs shall include, in particular but without limitation, compensation for additional professional services required and all costs of repair and replacement of work of others destroyed or damaged by correction, removal, or replacement of Contractor's defective Work. Contractor shall not be allowed an extension of the Contract Time because of any delay in performance of the Work attributable to the exercise by City of its rights hereunder.

7.11 Disputed Claims for Extra Work: In case the Contractor deems extra compensation is due him for work or materials not clearly covered in the Agreement, or not ordered by the Project Manager as an extra, the Contractor shall notify the Project Manager in writing of his intention to make claim for such extra compensation before he begins the work on which he bases the claim and shall afford the

Project Manager every facility for keeping strict account of the actual cost of the work. Failure on the part of the Contractor to give such notification or to afford the Project Manager proper facilities for keeping strict account of actual cost shall constitute a waiver of the claim for such extra compensation. The filing of such notice by the Contractor and the keeping of costs by the Project Manager shall not in any way be construed to prove the validity of the claim. When the work has been completed, the Contractor shall, within 15 days, file his claim for extra compensation with the Project Manager, who will present it to the City for consideration with his recommendations. Further written supporting data will be submitted to the Project Manager within 45 days of completion of the aforementioned work unless Project Manager allows an additional period of time to ascertain more accurate data. Project Manager shall render a decision to Contractor within a reasonable period of time.

7.12 Rejecting Defective Work: Project Manager will have authority to reject Work which is defective, and will also have authority to require special inspection or testing of the Work as provided in this PART 7 whether or not the work is fabricated, installed or completed.

PART 8 – CONTROL OF MATERIAL

8.01 Source of Supply and Quality of Materials: The source of supply of each of the materials required shall be reviewed and accepted by the Project Manager before delivery is started. Representative preliminary samples of the character and quality specified may be submitted by the Contractor or producer for examination and testing. The results obtained from testing such samples may be used for preliminary review but will not be used as a final acceptance of the materials. All materials proposed to be used may be inspected or tested at any time during their preparation and use. If, after testing, it is found that sources of supply which have been reviewed and accepted do not furnish a uniform product, or if the product from any source proves unacceptable at any time, the Contractor shall furnish acceptable materials from other sources acceptable to the Project Manager.

8.02 Acceptance of Materials: Samples of all materials for testing, upon which is to be based acceptance or rejection, shall be taken by the Project Manager or his authorized representative at the discretion of the Project Manager. Materials may be sampled either prior to shipment or after being received at the place of construction. All sampling, inspection, and testing shall be done in accordance with the methods hereinafter prescribed. The Contractor shall provide such facilities as the Project Manager or his authorized representative may require for conducting field tests and for collecting and forwarding samples. The Contractor shall not use or incorporate into the Work any materials represented by the samples until tests have been made and the material found to be acceptable. Only materials conforming to the requirements of the Specifications and which have been accepted by the Project Manager shall be used in the Work. Any material which, after acceptance, has for any reason become unfit for use shall not be incorporated into the Work. Additionally, Contractor and Project Manager shall be subject to the procedures and responsibilities set forth in Section 7.02.02 through 7.02.06 as they pertain to samples.

8.03 Cited Specifications, Samples and Tests: Except as otherwise provided, sampling and testing of all materials, and the laboratory methods and testing equipment required under the Specifications, shall be in accordance with the most current standards set forth in the Specifications. The testing of all samples shall be done at the expense of the Contractor (unless otherwise specified

in the Contract Documents) at an independent laboratory accepted by the Project Manager. The Contractor shall furnish the required samples without charge. All samples shall have been checked and stamped with the approval of the Contractor, identified clearly as to material, manufacturer, any pertinent catalog numbers and the use for which intended. The Contractor shall give sufficient notification to the Project Manager of the placing of orders for materials to permit testing.

8.04 Storage: Materials shall be stored so as to insure the preservation of their quality and fitness for the Work. When considered necessary by the Project Manager, they shall be placed on wooden platforms, or other hard, clean surfaces and not on the ground, and shall be placed under cover or otherwise protected. Stored materials shall be located so as to facilitate prompt inspection.

8.05 Substitution of Materials and Equipment: Whenever materials or equipment are specified or described in the Drawings or Specifications by using the name of a proprietary item or the name of a particular manufacturer, fabricator, supplier or distributor, the naming of the item is intended to establish the type, function, and quality required. Unless the name is followed by words indicating that no substitution is permitted, materials or equipment of other manufacturers, fabricators, suppliers or distributors may be accepted by Project Manager if sufficient information is submitted by Contractor to allow Project Manager to determine that the material or equipment proposed is equivalent to that named. The procedure for review by Project Manager will be as set forth in Sections 8.05.01 and 8.05.02 below as supplemented in the Specifications.

8.05.01 Requests for review of substitute items of material and equipment will not be accepted by Project Manager from anyone other than Contractor. If Contractor wishes to furnish or use a substitute item of material or equipment, Contractor shall make written application to Project Manager for acceptance thereof, certifying that the proposed substitute will perform adequately the functions called for by the general design, be similar and of equal substance to that specified and be suited to the same use and capable of performing the same function as that specified. The application will state whether or not acceptance of the substitute for use in the Work will require a change in the Drawings or Specifications to adapt the design to the substitute and whether or not incorporation or use of the substitute in connection with the Work is subject to payment of any license fee or royalty. All variations of the proposed substitute from that specified shall be identified in the application and available maintenance, repair, and replacement service will be indicated. The application will also contain an itemized estimate of all costs that will result directly or indirectly from acceptance of such substitute, including cost of redesign and claims of other contractors affected by the resulting change, all of which shall be considered by Project Manager in evaluating the proposed substitute. Project Manager may require Contractor to furnish at Contractor's expense additional data about the proposed substitute. Project Manager will be the sole judge of acceptability, and no substitute will be ordered or installed without Project Manager's prior written acceptance. City may require Contractor to furnish, at Contractor's expense, a special performance guarantee or other surety with respect to any substitute.

8.05.02 Project Manager will record time required by Project Manager and Project Manager's consultants in evaluating substitutions proposed by Contractor and in making changes in the Contract Documents or Specifications occasioned thereby. Whether or not Project Manager accepts a proposed substitute, Contractor shall reimburse the City for the charges of Project Manager and Project Manager's consultants for evaluating any proposed substitute.

8.05.03 In case of a difference in price, the City shall receive benefit of the difference for any substitutions, and the contract amount shall be altered by Change Order to credit the City with any savings so obtained with allowance for a Contractor's fee per Section 11.10.

8.06 Defective Materials: All materials not conforming to the requirements of the Specifications shall be considered defective. Whether in place or not, such material shall be removed immediately from the site of the Work, unless otherwise permitted by the Project Manager. No rejected material, the defects of which have been subsequently corrected, shall be used until approval has been given. Upon failure of the Contractor to comply promptly with any order of the Project Manager made under the provisions of this Part, the Project Manager shall have the authority to remove defective materials and to deduct the cost of removal and replacement with specified materials from any moneys due or to become due the Contractor.

PART 9 – LEGAL RELATIONS AND RESPONSIBILITY TO THE PUBLIC

9.01 Laws to be Observed: The Contractor is assumed to be familiar with all federal, state and local laws, codes, ordinances, and regulations which, in any manner, affect those engaged or employed in the Work or the material or equipment used in or upon the site, or in any way affect the conduct of the Work. No pleas of misunderstanding or ignorance on the part of the Contractor will, in any way, serve to modify the provisions of the Agreement. However, if Contractor observes that the Specifications or Drawings are at variance with any relevant federal, state and local laws, codes, ordinances, or regulations, Contractor shall give Project Manager prompt written notice thereof and any necessary charges shall be adjusted by an appropriate modification. The Contractor, at all times, shall observe and comply with all federal, state and local laws, codes, ordinances, and regulations in any manner affecting the conduct of the Work, and the Contractor and his Surety shall indemnify and save harmless the City and all its officers, agents and servants against any claim or liability arising from or based on the violation of any such law, codes, ordinances, regulations, orders, or decrees, whether by himself or his employees.

9.02 Permits and Licenses: Unless otherwise provided in the Special Conditions, the Contractor shall procure all permits and licenses, pay all charges and fees including, but not limited to, all inspection charges of agencies having appropriate jurisdiction, and give all notices necessary and incidental to the due and lawful prosecution of the Work. City shall assist Contractor, when necessary, in obtaining such permits and licenses. A copy of all permits and licenses procured by Contractor shall be promptly supplied to Project Manager.

9.03 Taxes: The City is eligible for sales, consumer, and use tax exemption. The Contractor shall apply to the State Revenue Department for an exemption certificate in order to exempt Contractor from paying sales, consumer, or use tax but shall be responsible for the filing of City use tax forms. The Agreement is intended to be awarded under appropriate exemption procedures. Sales, consumer, and use tax shall not be included in the Bid price.

9.04 Patented Devices, Materials and Processes: If the Contractor is required or desires to use any design, device, invention, product, material, or process covered by letters of patent or copyright, he shall provide for such use by suitable legal agreement with the patentee or patent owner and shall pay all license fees and royalties and assume all costs incidental to said use in performance of the Work or incorporation in the Work. The Contractor and the Surety shall indemnify and save harmless

the City and Consultant from any and all claims for infringement by reason of the use of any such patented design, device, invention, product, material, or process or any trademark or copyright in connection with the work agreed to be performed under this Contract, and shall indemnify the City for any costs, expenses, and damages which the City may be obliged to pay by reason of any such infringement at any time during the prosecution, or after the completion of the Work.

9.05 Sanitary Provisions: The Contractor shall provide and maintain in a neat, sanitary condition such accommodations for the use of his employees as may be necessary to comply with the requirements and regulations of the State Department of Health or of other authorities having jurisdiction thereover.

9.06 Safety and Protection: The Contractor shall be responsible for initiating, maintaining and supervising all safety precautions and programs in connection with the Work. Contractor shall take all necessary precautions for the safety of, and shall provide the necessary protection to prevent damage, injury or loss as specified in Subsections 9.06.01 through 9.06.03, as follows:

9.06.01 All employees on the Work Site and other persons who may be affected thereby;

9.06.02 All the Work and all materials or equipment to be incorporated therein, whether in storage on or off the site; and

9.06.03 Other property at the site or adjacent thereto, including trees, shrubs, lawns, walks, pavements, roadways, structures and utilities not designated for removal, relocation or replacement in the course of construction.

9.06.04 Contractor shall comply with all applicable laws, ordinances, rules, regulations and orders of any public body having jurisdiction for the safety of persons or property or to protect them from damage, injury, or loss; and shall erect and maintain all necessary safeguards for such safety and protection. Contractor shall notify owners of adjacent property and utilities when prosecution of the Work may affect them. All damage, injury or loss to any property referred to in Subsections 9.06.02 or 9.06.03 caused, directly or indirectly, in whole or in part, by Contractor, any Subcontractor or anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, shall be remedied by Contractor (except damage or loss attributable to the fault of Drawings or Specifications or to the acts or omissions of City or Consultant or anyone employed by either of them or anyone for whose acts either of them may be liable, and not attributable, directly or indirectly, in whole or in part, to the fault or negligence of Contractor). Contractor's duties and responsibilities for the safety and protection of the Work shall continue until such time as all the Work is completed and final payment has been made.

9.06.05 The Contractor shall not close any road to the public except by express permission of the City. When any road under construction is being used by the traveling public, special attention shall be paid to keeping both the subgrade and surface in such condition that the public can travel the same in comfort and safety. The Contractor shall cooperate with the Project Manager in the regulation of traffic. If the Contractor constructs temporary bridges or temporary stream crossings, his responsibility for accidents shall include the roadway approaches as well as the structures of such crossings.

9.06.06 Contractor shall designate a responsible member of Contractor's organization at the site whose duty shall be the prevention of accidents. This person shall be Contractor's Superintendent unless otherwise designated in writing by Contractor to City.

9.07 Emergencies: In emergencies affecting the safety or protection of persons or the Work or property at the site or adjacent thereto, Contractor, without special instruction or authorization from Consultant or City, is obligated to act to prevent threatened damage, injury or loss. Contractor shall give Project Manager prompt written notice of any significant changes in the Work or deviations from the Contract Documents caused thereby.

9.08 Barricades, Signs and Hazard Markings: The Contractor shall provide, erect, and maintain all necessary barricades, signs, danger signals and lights for the protection of the Work and the safety of the public. Contractor shall comply with the provisions of any and all applicable traffic safety manuals which may be published or adopted by a governmental entity having jurisdiction over the Project area. All barricades, signs, and obstructions erected by the Contractor shall be illuminated at night and all devices for this purpose shall be kept burning from sunset to sunrise. The Contractor shall be held responsible for all damage to the Work due to failure of barricades, signs, lights and watchmen to protect it, and whenever evidence of such damage is found prior to acceptance, the Project Manager may order the damaged portion immediately removed and replaced by the Contractor without cost to the City if, in Project Manager's opinion, such action is justified. The Contractor's responsibility for the maintenance of barricades, signs and lights shall not cease until the Project shall have been accepted.

9.09 Use of Explosives: When the use of explosives is necessary for the prosecution of the Work, the Contractor shall use the utmost care so as not to endanger life or property, and whenever directed, the number and size of the charges shall be reduced. The Contractor shall notify the proper representatives of any public service corporation, any company, or any individual, at least one business day in advance of any blasting which may damage their property on, along, or adjacent to the site. All explosives shall be stored in a secure manner and all storage places shall be marked clearly "DANGEROUS EXPLOSIVES", and shall be in care of competent watchmen at all times.

9.10 Protection and Restoration of Property: The Contractor shall not enter upon private property for any purpose without first obtaining permission, and he shall be responsible for the preservation of all public and private property, including but not limited to trees, fences, monuments and underground structures, on and adjacent to the site and shall use every precaution necessary to prevent damage or injury thereto. Contractor shall protect carefully, from disturbance or damage, all land monuments and property marks until an authorized agent has witnessed or otherwise referenced their location, and shall not remove them until directed. Contractor shall be responsible for all damage or injury to property of any character resulting from any act, omission, neglect or misconduct in Contractor's or any Subcontractors' manner or method of executing said Work, or due to his or any Subcontractor's non-execution of said Work, or at any time due to defective work or materials, and said responsibility shall not be released until the Work shall have been completed and accepted. The Contractor's attention is directed to the importance of protecting all public utilities encountered on all projects. These may include telephone, telegraph, cable television, and power lines, water lines, sewer lines, gas lines, railroad tracks or other structures, and other overhead and underground utilities. Before any excavation is begun in the vicinity of utilities, each utility company concerned must be notified in advance of such excavation, and such excavation shall not be made

until an authorized representative of the utility company concerned is on the site and has designated the location of their facilities. When or where any direct or indirect damage or injury is done to public or private property by or on account of any act, omission, neglect, or misconduct in the execution of the Work, or in consequence of the nonexecution thereof on the part of the Contractor or Subcontractor, Contractor shall restore, at his own expense, such property to a condition similar or equal to that existing before such damage or injury was done by repairing, rebuilding, or otherwise restoring, as may be directed, or he shall make good such damage or injury in an acceptable manner. In case of the failure on the part of the Contractor to restore such property or to have started action to make good such damage or injury, the Project Manager or City may, upon 48 hours notice, proceed to repair, rebuild or otherwise restore such property as may be deemed necessary and the cost thereof may be deducted from any money due or which may become due the Contractor under the Contract. The cost of damages due to Contractor's operation or cost of protecting utilities where required to permit construction under this Agreement shall be included in the original Contract Price for the Project.

9.11 Responsibility for Damage Claims: To the fullest extent permitted by law, the Contractor and Surety shall indemnify and save harmless the City and all its officers, agents and employees from all suits, actions, or claims of any character brought on account of any injuries or damages sustained by any person or property in consequence of any neglect in safeguarding the Work, or through the use of unacceptable materials in the construction of the Project, or on account of any act or omission by the said Contractor, Subcontractor, their agents and employees, or on account of the use, misuse, storage or handling of explosives, or on account of any claims or amounts recovered for any infringement of patent, trademark, or copyright, or from any claims or amounts arising or recovered under the Worker's Compensation laws, or any other law, by-law, ordinance, order or decree, and so much of the money due the said Contractor under and by virtue of his contract, as shall be considered necessary by the City, may be retained or, in case no money is due, his Surety shall be held until such suit or suits, action or actions, claim or claims, for injuries or damages as aforesaid, shall have been settled and satisfactory evidence to that effect furnished to the City.

9.12 Contractor's Responsibility for Work: Until the final acceptance of the Work by the Project Manager as evidenced in writing, the Contractor shall have the charge and care thereof and shall take every necessary precaution against injury or damage to any part thereof by the action of the elements or from any other cause, and the Contractor at his own expense shall rebuild, repair, restore and make good all injuries or damages to any portion of the Work occasioned by any cause before its completion and acceptance. In case of suspension of Work from any cause whatever, the Contractor shall be responsible for all materials and shall properly store them, if necessary, and shall provide suitable drainage, barricades and warning signs where necessary. The Contractor shall make good or replace at his own expense and as required, any material which may be broken, lost through fire, theft, or otherwise damaged, or in any way made useless for the purpose and use intended by these Contract Documents prior to final acceptance of the Work even though such breakage, damage, loss or uselessness may result from causes beyond the control of the Contractor.

9.13 No Waiver of Legal Rights: Inspection by the Consultant or Project Manager, or by any of their duly authorized representatives; any order, measurement, or certificate by the Consultant; any order by the City for the payment of money, any payment for or acceptance of any work or any extension of time; or any possession taken by the City shall not operate as a waiver of any provisions of the Contract, or any power therein provided, or any waiver of any other or subsequent breach. The City

reserves the right to correct any error that may be discovered in any estimate that may have been paid, and to adjust the same to meet the requirements of these Documents. The City reserves the right to claim and recover by process of law, sums to correct any error or make good any deficiencies in the Work resulting from error, dishonesty, or collusion, including attorneys' fees.

9.14 Limitation on Consultant and City's Responsibility: Neither Consultant nor City will be responsible for Contractor's means, methods, techniques, sequences, or procedures of construction, or the safety precautions and programs incident thereto, and neither Consultant nor City will be responsible for Contractor's failure to perform the Work in accordance with the Contract Documents.

9.14.01 Neither Consultant nor City will be responsible for the acts or omissions of Contractor or of any Subcontractors, or of the agents or employees of any Contractor or Subcontractor, or of any other persons at the site or otherwise performing any of the Work.

9.14.02 Neither Consultant nor City's authority to act under the Contract Documents nor any decision made by Consultant or City in good faith either to exercise or not exercise such authority shall give rise to any duty or responsibility of City or Consultant to Contractor, any Subcontractor, any manufacturer, fabricator, supplier or distributor, or any of their agents or employees or any other person performing any of the Work.

9.15 Rights-of-Way: The City will furnish all lands and rights-of-way required for completion of this Contract. In acquiring lands and rights-of-way the City will proceed as expeditiously as possible, but in the event all rights-of-way or easements are not acquired prior to beginning of construction the Contractor shall begin work on such lands and rights-of-way that have been acquired. In the event of litigation or other delays in acquiring lands or rights-of-way, the time allowed herein for completion will be extended to compensate for the time actually lost by such delay.

9.16 Use of Premises: Contractor shall confine construction equipment, the storage of materials and equipment, and the operations of workmen to areas permitted by law, ordinances, permits or the requirements of the Contract Documents, and shall not unreasonably encumber the premises with construction equipment or other materials or equipment.

PART 10 – PROSECUTION AND PROGRESS

10.01 Supervision: Contractor shall supervise and direct the Work competently and efficiently, devoting such attention thereto and applying such skills and expertise as may be necessary to perform the Work in accordance with the Contract Documents. Contractor shall be solely responsible for the means, methods, techniques, sequences and procedures of construction, but Contractor shall not be solely responsible for the negligence of others in the design or selection of a specific means, method, technique, sequence or procedure of construction which is indicated in and required by the Contractor Documents. Contractor shall be responsible to see that the finished Work complies with the Contract Documents.

10.02 Subcontractors: Contractor shall only employ Subcontractors in accordance with the provisions set forth below:

10.02.01 Contractor shall not employ any Subcontractor or other person or organization (including those who are to furnish the principal items of materials or equipment), whether initially or as a substitute against whom City or Consultant may have reasonable objection. A Subcontractor or other person or organization identified in writing to City and Consultant by Contractor prior to the Notice of Award and not objected to in writing by City and Consultant prior to the Notice of Award will be deemed acceptable to City and Consultant. Acceptance of any Subcontractor, other person or organization by City or Consultant shall not constitute a waiver of any right of City or Consultant to reject defective Work. If City or Consultant, after due investigation, has reasonable objection to any Subcontractor, or other person or organization proposed by Contractor after the Notice of Award, Contractor shall submit an acceptable substitute and the Contract Price shall be increased or decreased by the difference in cost occasioned by such substitution, and an appropriate Change Order shall be issued. Contractor shall not be required to employ any Subcontractor, or other person or organization against whom Contractor has reasonable objection.

10.02.02 Contractor shall be fully responsible for all acts and omissions of his Subcontractors and of persons and organizations directly or indirectly employed by them and of persons and organizations for whose acts any of them may be liable, all to the same extent that Contractor is responsible for the acts and omissions of persons directly employed by Contractor. Nothing in the Contract Documents shall create any contractual relationship between City or Consultant and any Subcontractor or other person or organization having a direct contract with Contractor, nor shall it create any obligation on the part of City or Consultant to pay or to see to the payment of any monies due any Subcontractor or other persons or organization, except as may otherwise be required by law. City or Consultant may furnish to any Subcontractor or other person or organization, to the extent practicable, evidence of amounts paid to Contractor on account of specific Work done.

10.02.03 The divisions and sections of the Specifications and the identifications of any Drawings shall not control Contractor in dividing the Work among Subcontractors or delineating the Work to be performed by any specific trade.

10.02.04 All Work performed for Contractor by a Subcontractor will be pursuant to an appropriate agreement between Contractor and the Subcontractor which specifically binds the Subcontractor to the applicable terms and conditions of the Contract Documents for the benefit of City and Consultant. Contractor shall pay each Subcontractor a just share of any insurance moneys received by Contractor on account of losses under policies issued pursuant to Part 5.

10.03 Prosecution of Work: The Contractor shall notify the Project Manager at least forty-eight (48) hours in advance of the time he intends to begin Work on the site. The Contractor shall operate at such points as the City, through the Project Manager, may direct. The Contractor shall conduct the Work in such a manner and with sufficient materials, equipment, and labor as is necessary to insure its completion within the time limit set forth in the Contract Documents. Should the prosecution of work, for any reason, be discontinued by the Contractor, he shall notify the Project Manager at least forty-eight (48) hours in advance of resuming operations.

10.04 Limitations of Operations: The Contractor shall, at all times, conduct the Work in such manner as will insure the least practicable interference with traffic and existing utility systems. No section of any road shall be closed to the public, nor any utility system put out of service except

after permission has been granted by the Project Manager. Each item of work shall be prosecuted to completion without delay and in no instance will the Contractor be permitted to transfer his forces from uncompleted work to new work without prior written notification of the Contractor to the Project Manager. The Contractor shall not open up work to the prejudice of work already started.

10.05 Schedules: When requested by Project Manager, Contractor shall submit a final schedule of shop drawing submissions and where applicable a schedule of values of the Work. These schedules shall be satisfactory in form and substance to Project Manager. The schedule of values shall include quantities and unit prices aggregating to the Contract Price, and shall subdivide the Work into component parts in sufficient detail to serve as the basis for progress payments during construction. Upon acceptance of a schedule of values by Project Manager, it shall be incorporated into a form of application for payment acceptable to Project Manager. The Contractor shall also forward to the Project Manager on a monthly basis, a progress schedule, a summary report of the progress of the various parts of the Work under the Contract in the mills or shops and in the field, stating the existing status, rate of progress, estimated time of completion and cause of delay, if any.

10.06 Character of Workers and Equipment: The Contractor shall employ such Superintendents, foremen, and workers as are careful and competent, and the Project Manager may demand the dismissal of any person or persons employed by the Contractor in, about, or upon the Work who shall misconduct himself or be incompetent or negligent in the proper performance of his or their duties, or who neglects or refuses to comply with the Contract Documents and such person or persons shall not be employed again thereon without the written consent of the Project Manager. Should the Contractor continue to employ, or again employ, such person or persons, the Project Manager may withhold all payments which are or may become due, or the Project Manager may suspend the Work until such orders are complied with. No preference or discrimination among citizens of the United States shall be made, except as may be required by special labor provisions, including Sections 8-17-101 and 8-17-102, C.R.S. The Contractor shall furnish such equipment as is considered necessary for the prosecution of the Work in an acceptable manner and at a satisfactory rate of progress. All equipment, tools, and machinery used for handling materials and executing any part of the Work shall be subject to the approval of the Project Manager and shall be maintained in a satisfactory working condition. Equipment used on any portion of the Work shall be such that no injury to the Work, roadways, adjacent property, or other objects will result from its use. The Contract may be terminated if the Contractor fails to provide adequate equipment for the Work. All materials and equipment shall be applied, installed, connected, erected, used, cleaned and conditioned in accordance with the instructions of the applicable manufacturer, fabricator, supplier or distributor, except as otherwise provided in the Contract Documents.

10.07 Temporary Suspension of Work: The Project Manager shall have the authority to suspend the Work wholly or in part because of unfavorable weather or other essential conditions, or because of the failure on the part of the Contractor to properly prosecute the Work in accordance with the Contract, to carry out orders or to remove defective material or work. The Contractor shall not suspend the Work without written authority and prior to resuming work shall give the Project Manager adequate notice to afford an opportunity to re-establish observation and inspection of work being performed.

10.08 Determination and Extension of Contract Time for Completion: The Contractor shall perform fully, entirely, and in a satisfactory and acceptable manner the Work contracted, within the number

of calendar days stipulated in the Agreement. Time will be assessed against the Contractor beginning with the actual date of the Notice to Proceed. In adjusting the Contract Time for the completion of the Project, all strikes, lockouts, unusual delays in transportation, or any condition over which the Contractor has no control, such as fires, floods, abnormal weather conditions, or acts of God, and also any suspensions ordered by the Project Manager for causes not the fault of the Contractor, shall be excluded from the computation of the Contract Time for completion of the Work. If the satisfactory execution and completion of the Agreement shall require work or materials in greater amounts or quantities than those set forth in the Agreement, then the Contract Time shall automatically be increased as negotiated between Contractor and Project Manager and accepted by City as set forth in a Change Order. No allowances will be made for delays or suspensions of the prosecution of the Work due to the fault of the Contractor. In order to secure an extension of time for delays beyond his control, the Contractor shall within ten (10) days from the beginning of any such delay notify the Project Manager in writing of the causes of delay, whereupon the Project Manager shall ascertain the facts and the extent of the delay and extend the time for completing the Work in an amount equal to time lost due to said delay when, in his judgment, the findings of fact justify such an extension, and his finding of fact thereon shall be final and conclusive. The Contract Time may only be changed by Change Order or Supplemental Agreement.

10.09 Failure to Complete Work on Time: In case the Contractor shall fail to fully perform and complete the Work in conformity to the provisions and conditions of the Agreement within the specified time limit for such performance and completion or within such further time as, in accordance with the provisions of this Agreement, shall be fixed or allowed for such performance and completion, the Contractor shall and will pay to the City for each and every day of the additional time in excess of the Contract Time and any granted extensions thereof, the sum set forth in the Agreement as liquidated damages and not as a penalty. The parties agree that City will suffer loss and damage; however, due to the uncertainty and difficulty of measuring actual damages for every day the Work remains uncompleted and unfinished, the parties agree that said sum is a reasonable forecast of compensatory damages. The City shall recover said damages by deducting the amount thereof out of any moneys which may be due or become due the contractor, or by an action at law against the Contractor or his Surety, or by either or both of these methods. If the completion of the Work is delayed beyond the time herein set, in addition to any other penalty or damage, all costs of engineering and inspection on behalf of the City which are incurred after the Contract Time has elapsed may be charged to the Contractor and be deducted from any payment, or collected by an action of law against the Contractor or his Surety, or by either or both of these methods.

10.10 Adjustment for Suspended Work: In the event the Contractor is ordered by the Project Manager, in writing, to suspend work for some unforeseen cause not provided for in the Specifications, and over which the Contractor has no control, the Contractor may be reimbursed for actual money expended on the job during the period of shutdown. No allowance will be made for anticipated profits. The period of shutdown shall be computed from the date set out in written order for work to cease until the date of the order for work to resume. Claims for such compensation shall be filed with the Project Manager within ten (10) days after the date of the order to resume work or such claims will not be considered. The Contractor shall submit with his claims substantiating papers covering the entire amount shown on the claim. After receiving relevant information, the City shall take the claim under consideration, and may make such investigations as are deemed necessary, and shall be the sole judge as to the equitability of such claim and such decision shall be final. No provision of this Part shall be construed as entitling the Contractor to

compensation for delays due to inclement weather, delays due to failure of surety, for suspensions made at the request of the Contractor, or for any other delay provided for in the Specifications.

10.11 Termination of Contract: The Contract may be terminated by the City for the following reasons:

(a) Failure of the Contractor to start the Work on the date given in the Notice to Proceed;
(b) Substantial evidence that the progress being made by the Contractor is insufficient to complete the Work within the specified time;
(c) Deliberate failure on the part of the Contractor to observe any requirement of the Contract Documents;
(d) Failure of the Contractor to promptly make good any defects in materials or work or any defects of any other nature, the correction of which has been directed in writing by the Project Manager;
(e) Substantial evidence of collusion for the purpose of illegally procuring a contract or perpetrating fraud on the City in the construction of work under the Agreement;
(f) If the Contractor is adjudged a bankrupt or insolvent;
(g) If the Contractor shall allow any final judgment to stand against him unsatisfied for a period of ten (10) days;
(h) If the Contractor makes an assignment for the benefit of creditors;
(i) If a trustee or receiver is appointed for Contractor or for any of Contractor's property;
(j) If Contractor files a petition to take advantage of any debtor's act, or to reorganize under the bankruptcy or similar laws;
(k) If Contractor repeatedly fails to supply sufficient skilled workmen or suitable materials or equipment;
(l) If Contractor repeatedly fails to make prompt payments to Subcontractors or for labor, materials, or equipment;
(m) If Contractor disregards laws, ordinances, rules, regulations or orders of any public body having jurisdiction;
(n) If Contractor disregards the authority of Project Manager or Consultant; or
(o) If Contractor otherwise violates in any substantial way any provisions of the Contract Documents.

10.11.01 Before the Agreement is terminated, the Contractor and his Surety will first be notified in writing by the Project Manager of the conditions which make termination of the Agreement imminent. Seven (7) days after this is given, if a satisfactory effort has not been made by the Contractor or his Surety to correct the conditions, the City may declare the Contract terminated and notify the Contractor and his Surety accordingly. Upon receipt of notice from the City that the Agreement has been terminated, the Contractor shall immediately discontinue all operations. The City may then proceed with the Work in any lawful manner that they may elect until it is finally completed. City may exclude Contractor from the site and take possession of the Work and of all Contractor's tools, appliances, construction equipment and machinery at the site and use the same to the full extent they could be used by Contractor (without liability to Contractor for trespass or conversion), incorporate in the Work all materials and equipment stored at the site or for which City has paid Contractor but which are stored elsewhere, and finish the Work as City may deem expedient. In such case Contractor shall not be entitled to receive any further payment until the Work is finished.

10.11.02 If the unpaid balance of the Contract Price exceeds the direct and indirect costs of completing the Work, including compensation for additional professional services, such excess shall be paid to Contractor. If such costs exceed such unpaid balance, Contractor shall pay the difference to City. Such costs incurred by City shall be verified by Consultant and incorporated in a Change Order, but in finishing the Work, City shall not be required to obtain the lowest figure for the Work performed.

10.11.03 Where Contractor's services have been so terminated by City, the termination shall not affect any rights of City against Contractor then existing or which may thereafter accrue. Any retention or payment of moneys due Contractor by City will not release Contractor from liability.

10.11.04 Upon seven (7) days written notice to Contractor, City may, without cause and without prejudice to any other right or remedy, elect to abandon the Work and terminate the Contract. In such case, Contractor shall be paid for all work executed and any expense sustained plus reasonable termination expenses.

10.12 Cooperation with Other Contractors: In connection with the improvements under this Agreement, the right is reserved to award any work not included in the Contract to another Contractor for performance during the progress of this Agreement, or to perform such work with the City's forces, and the Contractor for this Contract shall cooperate and so conduct his operations as to minimize the interference therewith, as directed by the Project Manager.

10.13 Termination of Contractor's Responsibility: This Agreement will be considered complete when all work has been finished, the final inspection made and the work accepted by the Project Manager and all claims for payment of labor, materials, or services of any kind used in connection with the Work have been settled for by the Contractor or his Surety. The Contractor will then be released from further obligation except that the Performance Bond executed for performance of this Contract shall be in full effect for the full Warranty Period following completion and acceptance of the Work and final payment. Neither the final payment nor any provision in the Contract Documents shall relieve the Contractor of the responsibility for negligence or workmanship within the Warranty Period . Corrections during said period shall be made in accordance with the provisions of Section 12.05.

PART 11 – MEASUREMENT AND PAYMENT

11.01 Detail Estimate: When requested by Project Manager, Contractor shall furnish a detailed estimate and breakdown of the Bid for any lump sum item involving more than one item of construction. This breakdown, when approved by the Project Manager, may be used as the basis for making partial payments to the Contractor.

11.02 Measurement of Quantities: The determination of quantities of work acceptably completed under the terms of this Agreement, will be made by the Project Manager and based on measurements taken by his assistants. These measurements will be taken according to the United States standard measure. All surface and linear measurements will be taken horizontally unless otherwise shown on plans or specified. Structures shall be measured as shown on the Plans. When base course, topsoil,

surface course, or any materials are measured by the cubic yard in the vehicle, such measurement shall be taken at the point of delivery. The capacity of all vehicles shall be plainly marked on said vehicle and the capacity or marking shall not be changed without permission of the Project Manager. The Project Manager may require all vehicles to have uniform capacity.

11.03 Scope of Payment: The Contractor shall accept the compensation, as herein provided, in full payment for furnishing all materials, equipment, labor, tools, and incidentals necessary to complete the Work and for performing all work contemplated and embraced under this Agreement; also for loss or damage arising from the nature of the Work, or from the action of the elements, or from any unforeseen difficulties which may be encountered during the prosecution of the Work until the final acceptance by the Project Manager, and for all risks of every description connected with the prosecution of the Work, for all expenses incurred in consequence of the suspension or discontinuance of the Work as herein specified, and for any infringement of patent, trademark, or copyright; and for completing the Work according to the Plans, Specifications, and Contract Documents. Neither the payment of any estimate or progress payment, nor the payment of any retained percentage shall relieve the Contractor of any obligations to make good any defective work or material. No moneys, payable under this Agreement, or any part thereof, shall become due and payable if the City so elects, until the Contractor shall satisfy the City that he has fully settled or paid for all materials and equipment used in or upon the Work and labor done in connection therewith, and the City, if it so elects, may pay any or all such bills, wholly or in part, and deduct the amount or amounts so paid from any moneys due Contractor. In the event the Surety on any contract, Performance Bond or Payment Bond given by the Contractor becomes insolvent, or is placed in the hands of a receiver, or has its right to do business in the state revoked, the City may, at its election, withhold payment any moneys due Contractor until the Contractor shall give a good and sufficient bond in lieu of the bond so executed by such Surety.

11.04 Change Orders:

11.04.01 Regardless of the basis of bids, the Contract Price shall not be exceeded without a Change Order approved in writing by the City. If the Contract Price is based on unit prices, Contractor shall notify City immediately upon determining inaccuracies in bid tab quantities.

11.04.02 Changes in the Work, Contract Price, Contract Time, or progress schedule shall be made only by a Change Order in writing specifying what changes are to be made. The Contractor shall not make changes in the Work, Contract Price, and/or Contract Time without written authorization from an authorized representative of the City.

11.04.03 The Contractor shall, before commencing work pursuant to a Change Order, submit to the City a proposal for adjusting the Contract Price to accomplish the change as described in the Change Order. If the Contractor's proposal is accepted in writing by the City, the Contractor shall proceed with the work, and the Contract Price shall be adjusted in accordance with the proposal. In the event the total cost increase due to unforeseen circumstances cannot be reasonably estimated prior to completion of the extra work, Contractor shall submit a proposal outlining the means by which the total cost increase shall be determined to City for written approval.

11.04.04 Except as hereinafter provided, Contractor shall not commence any work covered by a Change Order until City and Contractor have first agreed upon the adjustment, if any, of the Contract Price and/or Contract Time as herein provided.

11.04.05 Additional work performed by the Contractor without written authorization from the City will not entitle the Contractor to an increase in the Contract Price or Contract Time.

11.04.06 Notwithstanding any provisions contained herein to the contrary, the Contractor, in an emergency immediately affecting the safety of persons or property, without special authorization from the City, may act at its discretion to prevent injury or damage and the Contractor shall so act if instructed to do so by the City. Any compensation claimed by the Contractor for actions necessitated by the emergency shall be determined in the manner provided for herein, except that the failure of the Contractor to obtain a written order prior to the performance of such emergency work shall not affect its right, if any, to extra compensation.

11.04.07 The Contractor should be familiar with the City & County of Broomfield Ordinances as set forth in the Broomfield Municipal Code. The following contract deduction schedule will be implemented for violation of the City Code.

First violation	Written warning
Second violation	$1000 deduction from contract price
Third violation	$2500 deduction from contract price
Fourth violation	$5000 deduction from contract price

If another violation occurs, the Contractor's Agreement may be terminated and may be cause to reject future bids from the Contractor.

The Contractor is advised to pay particular attention to the following sections of the City Code.

- The work hours for construction are Monday – Friday 7 am to 7 pm unless expressly changed in the project specifications. The Contractor shall not fuel, transport equipment, or start equipment outside of these hours.
- The Contractor shall stay within the project work limits.
- Contractor shall pay particular attention to section 9.06 and 9.10 of the General Conditions to this Agreement.

City shall be entitled to process a deductive change order for any such penalties.

11.05 Payment for Increased or Decreased Quantities: When alterations in the Plans or quantities of work, not requiring supplemental agreements, are ordered and performed, the Contractor shall accept payment in full at the unit prices for the actual quantities of work done. No allowance will be made for anticipated profits. Increased or decreased work involving supplemental agreements will be paid for as stipulated in such agreements.

11.06 Payment for Deleted Items: As provided in Section 6.03 the Project Manager shall have the right to cancel or alter the portions of the Agreement relating to the construction of any item or items therein by the payment to the Contractor of a fair and equitable amount covering all items of cost incurred prior to the date of cancellation, alteration, or suspension of the Work by order of the Project Manager. The Contractor shall accept payment in full at unit prices or per the schedule of values for any work actually performed prior to the date of cancellation, alteration, or suspension of the work by order of the Project Manager. No allowance will be made for anticipated profits in reimbursements to the Contractor for deleted items of work. Acceptable materials ordered by the

Contractor or delivered on the Work site prior to the date of cancellation, alteration, or suspension of the Work by order of the Project Manager will be paid for at the actual cost to the Contractor and shall thereupon become the property of the City. The Contractor shall immediately submit certified statements covering all money expended in preparation for any deleted item, and he shall be reimbursed for any money expended in preparation for any work on any deleted item when such preparation has no value to the remaining items of this Agreement, or for a proportionate amount based on the total Contract Price over which such preparation would ordinarily be distributed when other items are included in such preparation.

11.07 Extra Work: Extra work shall be covered by a Supplemental Agreement or Change Order to be signed by both parties before such work is commenced. Extra work will be paid for either at a unit price or lump sum basis agreed upon, or on the basis of the Cost of the Work as set forth in Sections 11.08 and 11.09 plus a contractor's fee for overhead and profit as set forth in Section 11.10. The Contractor shall make no claim for work done on cost of work basis unless performed on written order and in accordance therewith. Work performed prior to a written order by the Project Manager will not be paid for.

11.08 Cost of the Work: The term "Cost of the Work" means the sum of all costs necessarily incurred and paid by Contractor in the proper performance of the Work. Except as otherwise may be agreed to in writing by City, such costs shall be in amounts no higher than those prevailing in the locality of the Project, shall include only the following items and shall not include any of the costs itemized in Section 11.09.

11.08.01 Payroll costs for employees in the direct employ of Contractor in the performance of the Work under schedules of job classifications agreed upon by City and Contractor. Payroll costs for employees not employed full time on the Work shall be apportioned on the basis of their time spent on the Work. Payroll costs shall include, but not be limited to, salaries and wages plus the cost of fringe benefits which shall include social security contributions, unemployment, excise and payroll taxes, worker's compensation, health, and retirement benefits, bonuses, sick leave, vacation and holiday pay applicable thereto. Such employees shall include Superintendents and foremen at the site. The expenses of performing Work after regular working hours, on Sunday or legal holidays shall be included in the above to the extent authorized by City.

11.08.02 Cost of all materials and equipment furnished and incorporated in the Work, including costs of transportation and storage thereof, and manufacturer's field services required in connection therewith. All cash discounts shall accrue to Contractor unless City deposits funds with Contractor with which to make payments, in which case the cash discounts shall accrue to City. All trade discounts, rebates and refunds, and all returns from sale of surplus materials and equipment, shall accrue to City, and Contractor shall make provisions so that they may be obtained.

11.08.03 Payments made by Contractor to the Subcontractors for Work performed by Subcontractors. If required by City, Contractor shall obtain competitive bids from Subcontractors acceptable to Contractor and shall deliver such bids to City who will then determine, with the advice of Consultant, which bids will be accepted. If a subcontract provides that the Subcontractor is to be paid on the basis of Cost of the Work plus a fee, the Subcontractor's Cost of the Work shall be determined in the same manner as Contractor's Cost of the Work. All subcontracts shall be subject to the other provisions of the Contract Documents insofar as applicable.

11.08.04 Costs of special consultants employed for services specifically related to the Work.

11.08.05 Supplemental Costs including the following:

(a) The proportion of necessary transportation, travel and subsistence expenses of Contractor's employees incurred in discharge of duties connected with the Work.

(b) Cost, including transportation and maintenance, of all materials, supplies, equipment, machinery, appliances, office and temporary facilities at the site and hand tools not owned by the workmen, which are consumed in the performance of the Work, and cost less market value of such items used but not consumed which remain the property of the Contractor.

(c) Rentals of all construction equipment and machinery and the parts thereof whether rented from Contractor or others in accordance with rental agreements approved by the City with the advice of Consultant and the costs of transportation, loading, unloading, installation, dismantling and removing thereof, all in accordance with terms of said rental agreements. The rental of any such equipment, or machinery or parts shall cease when the use thereof is no longer necessary for the Work.

(d) Sales, use or similar taxes related to the Work, and for which Contractor is liable, imposed by any governmental authority; however, as set forth in Section 9.03, it is intended that no such taxes be applicable.

(e) Deposits lost for causes other than Contractor's negligence, royalty payments and fees for permits and licenses.

(f) Losses and damages (and related expenses), not compensated by insurance or otherwise, to the Work or otherwise sustained by Contractor in connection with the execution of the Work, provided they have resulted from causes other than the negligence of Contractor, or any Subcontractor, or anyone directly or indirectly employed by any of them or for whose acts any of them may be liable. Such losses shall include settlements made with the written consent and approval of City. No such losses, damages and expenses shall be included in the Cost of the Work for the purpose of determining Contractor's fee. If, however, any such loss or damage requires reconstruction and Contractor is placed in charge thereof, Contractor shall be paid for services a fee proportionate to that stated in Section 11.10.02.

(g) The cost of utilities, fuel and sanitary facilities at the site.

(h) Minor expenses such as telegrams, long distance telephone calls, telephone service at the site, expressage and similar petty cash items in connection with the Work.

(i) Cost of premiums for additional bonds and insurance required because of changes in the Work.

11.09 Exclusions to Cost of the Work: The term "Cost of the Work" shall not include any of the following:

11.09.01 Payroll costs and other compensation of Contractor's officers, executives, principals (of partnership and sole proprietorships), general managers, engineers, architects, estimators, lawyers, auditors, accountants, purchasing and contracting agents, expediters, timekeepers, clerks, and other personnel employed by Contractor whether at the site or in his principal or a branch office for general administration of the Work and not specifically included in

the agreed upon schedule of job classifications referred to in Section 11.08.01, all of which are to be considered administrative costs covered by the Contractor's fee.

11.09.02 Expenses of Contractor's principal and branch offices other than Contractor's office at the site.

11.09.03 Any part of Contractor's capital expenses, including interest on Contractor's capital employed for the Work and charges against Contractor for delinquent payments.

11.09.04 Cost of premiums for all bonds and for all insurance whether or not Contractor is required by the Contract Documents to purchase and maintain the same (except for additional bonds and insurance required because of changes in the Work).

11.09.05 Costs due to the negligence of Contractor, any Subcontractor, or anyone directly or indirectly employed by any of them or for whose acts any of them may be liable, including but not limited to, the correction of defective Work, disposal of materials or equipment wrongly supplied and making good any damage to property.

11.09.06 Other overhead or general expense costs of any kind and the costs of any item not specifically and expressly included in Section 11.08.

11.10 Contractor's Fee: The Contractor's fee allowed to Contractor for overhead and profit shall be determined as follows:

11.10.01 A mutually acceptable fixed fee; or if none can be agreed upon,

11.10.02 A fee based on the following percentages of the various portions of the Cost of the Work:

(a) For costs incurred under Sections 11.08.01 and 11.08.02, the Contractor's fee shall be 10%.
(b) For costs incurred under Section 11.08.03, the Contractor's fee shall be 5%; and if a subcontract is on the basis of Cost of the Work plus a fee, the maximum allowable to the Subcontractor as a fee for overhead and profit shall be 10%.
(c) No fee shall be payable on the basis of costs itemized under Sections 11.08.04, 11.08.05, and 11.09.

11.11 Credit: The amount of credit to be allowed by Contractor to City for any such change which results in a net decrease in cost will be the amount of the actual net decrease. When both additions and credits are involved in any one change, the combined overhead and profit shall be figured on the basis of the net increase, if any.

11.12 Substantiation of Cost of the Work: Whenever the cost of any work is to be determined pursuant to Sections 11.08 and 11.09, Contractor will submit in a form acceptable to Project Manager an itemized cost breakdown together with supporting data.

11.13 Application for Progress Payment: By the 5th day of each month, Contractor shall submit to Project Manager for review and approval an application for payment filled out and signed by

Contractor covering the Work completed through the last day of the prior month and accompanied by such supporting documentation as is required by these Contract Documents and also as Project Manager may reasonably require. Materials on hand but not complete in place shall not be included for payment. Each subsequent application for payment shall include an affidavit of Contractor stating that all previous progress payments received on account of the Work have been applied to discharge in full of all of Contractor's obligations reflected in prior applications for payment. The Contractor shall be paid ninety-five (95) percent of the calculated value of completed work with respect to progress payments as provided by Article 91, Title 24, C.R.S.

11.14 Contractor's Warranty of Title: Contractor warrants and guarantees that title to all Work, materials, and equipment covered by any application for payment, whether incorporated in the project or not, will pass to City at the time of payment free and clear of all liens, claims, security interests and encumbrances (hereafter referred to as "liens").

11.15 Review of Applications for Progress Payment: Project Manager will, within ten (10) days after receipt of each application for payment, either indicate in writing a recommendation of payment and present the application to City, or return the application to Contractor indicating in writing Project Manager's reasons for refusing to recommend payment. In the latter case, Contractor may make the necessary corrections and resubmit the application. City shall, within thirty (30) days of Project Manager's recommendation, pay Contractor the amount recommended.

11.15.01 Project Manager's recommendation of any payment requested in an application for payment will constitute a representation by Project Manager to City, based on Project Manager's on-site observations of the Work in progress as an experienced and qualified design professional and on Project Manager's review of the application for payment and the accompanying data and schedules that the Work has progressed to the point indicated; that, to the best of Project Manager's knowledge, information and belief, the quality of the Work is in accordance with the Contract Documents (subject to an evaluation of the Work as a functioning Project upon Substantial Completion, to the results of any subsequent tests called for in the Contract Documents and any qualifications stated in the recommendation), and that Contractor is entitled to payment of the amount recommended. However, by recommending any such payment, Project Manager will not thereby be deemed to have represented that exhaustive or continuous on-site inspections have been made to check the quality or the quantity of the Work, or that the means, methods, techniques, sequences, and procedures of construction have been reviewed or that any examination has been made to ascertain how or for what purpose Contractor has used the monies paid or to be paid to Contractor on account of the Contract Price, or that title to any work, materials or equipment has passed to City free and clear of any claims.

11.15.02 Project Manager's recommendation of final payment will constitute an additional representation by Project Manager to City that the conditions precedent to Contractor's being entitled to final payment as set forth in paragraph 11.20 have been fulfilled.

11.16 Project Manager's Refusal to Recommend Payment: Project Manager may refuse to recommend the whole or any part of any payment if, in his opinion, it would be incorrect to make such representation to City. Project Manager may also refuse to recommend any such payment, or because of subsequently discovered evidence or the results of subsequent inspections or tests, nullify

any such payment previously recommended to such extent as may be necessary in Project Manager's opinion to protect the City from loss because:

11.16.01 the Work is defective, or completed work has been damaged requiring correction or replacement.

11.16.02 written claims have been made against City or statement of claims have been filed in connection with the Work.

11.16.03 the Contract Price has been reduced because of Modifications.

11.16.04 City has been required to correct defective work or complete the Work in accordance with paragraph 8.06.

11.16.05 the Contractor's prosecution of the Work in accordance with the Contract Documents has been unsatisfactory, or

11.16.06 Contractor has failed to make payment to Subcontractors, or for labor, material or equipment.

11.17 Progress Payments: The progress payment will be approximate only, and all partial or monthly progress payment shall be subject to correction in the payment following discovery of an error in any previous payment. Should any defective work or material be discovered, or should a reasonable doubt arise as to the integrity of any part of the work completed previous to the final acceptance and payment, there will be deducted from the first payment made after the discovery of such work an amount equal in value to the defective or questioned work, and this work will not be included in a subsequent payment until the defects have been remedied or the causes for doubt removed.

11.18 Final Inspection: Upon written notice from the Contractor that the Work is complete, Project Manager will make a final inspection with Consultant, as required, and Contractor. Project Manager will notify Contractor in writing of all particulars in which this inspection reveals that the Work is incomplete or defective. Contractor shall immediately take such measures as are necessary to remedy such deficiencies.

11.19 Final Application for Payment: After Contractor has completed all such corrections to the satisfaction of Project Manager and delivered all maintenance and operating instructions, schedules, guarantees, Bonds, certificates of inspection, marked-up record documents and other documents, all as required by the Contract Documents, and after Project Manager has indicated that the Work is acceptable, Contractor may make application for final payment. The final application for payment shall be accompanied by all documentation called for in the Contract Documents and such other data and schedules as Project Manager may reasonably require, together with complete and legally effective releases or waivers (satisfactory to City) of all claims arising out of or filed in connection with the Work. In lieu thereof and as approved by the City, Contractor may furnish receipts or releases in full; an affidavit of Contractor that the releases and receipts include all labor, services, material and equipment for which a claim could be filed, and that all payrolls, material and equipment bills, and other indebtedness connected with the Work for which the City or City's

property might in any way be responsible, have been paid or otherwise satisfied; and consent to the Surety, if any, to final payment. If any Subcontractor, manufacturer, fabricator, supplier or distributor fails to furnish a release or receipt in full, Contractor may furnish a bond or other collateral satisfactory to the City to indemnify the City against any claim.

11.20 Final Payment and Acceptance: If, on the basis of Project Manager's observation of the Work during construction and final inspection, and Project Manager's review of the final application for payment and accompanying documentation, all as required by the Contract Documents, Project Manager is satisfied that the Work has been completed and Contractor has fulfilled all of his obligations under the Contract Documents, Project Manager will, within ten (10) days after receipt of the final application for payment, indicate in writing his recommendation of payment and present the application to the City for payment. Thereupon Project Manager will give written notice to the City and Contractor that the Work is acceptable subject to continuing obligations under the Contract Documents. Otherwise, Project Manager will return the application to Contractor, indicating in writing the reason for refusing to recommend final payment, in which case Contractor shall make the necessary corrections and resubmit the application.

All prior progress payments shall be subject to correction in the final payment.

If the application and accompanying documentation are appropriate as to form and substance, and acceptable to City, City shall cause publication to commence of the notice of final settlement in accordance with the City's statutory requirements and City shall make final settlement in accordance with section 38-26-107 CRS.

In the event no claims are made against Contractor in response to said publication, City shall pay Contractor the amount of final payment recommended by the Project Manager. In the event claim(s) are made against Contractor, City shall withhold the amount of any asserted claim(s) against Contractor until said claims have been resolved; however, City shall pay Contractor the balance of the final payment.

The acceptance by the Contractor of the final payment shall operate as and shall be a release to the City from all claims or liability arising from the prosecution of the Work under the Contract.

11.21 Contractor's Continuing Obligation: Contractor's obligation to perform and complete the Work in accordance with the Contract Documents shall be absolute. Neither recommendation of any payment by Project Manager, nor any payment by City to Contractor under the Contract Documents, nor any use or occupancy of the Work or any part thereof by City, nor any act of acceptance by City nor any failure to do so, nor the issuance of a notice of acceptability by Project Manager pursuant to Section 11.20, nor any correction of defective Work by City shall constitute an acceptance of the Work not in accordance with the Contract Documents or a release of Contractor's obligation to perform the Work in accordance with the Contract Documents.

11.22 Change in Contract Price: The Contract Price may only be changed by Change Order or Supplemental Agreement.

PART 12 – WARRANTY AND GUARANTEE; ACCESS TO WORK; CONTINUATION OF WORK; AND PARTIAL UTILIZATION

12.01 Warranty and Guarantee: Contractor warrants and guarantees to City that all Work will be in accordance with the Contract Documents and will not be defective. Prompt notice of all defects shall be given to Contractor. All defective Work, whether or not in place, may be rejected, corrected or accepted as provided in the Specifications.

12.02 Access to Work: Project Manager and Project Manager's representatives, other representatives of the City, testing agencies and governmental agencies with jurisdictional interests will have access to the Work at reasonable times for their observation, inspection and testing. Contractor shall provide proper and safe conditions for such access.

12.03 Continuing the Work: Contractor shall carry on the Work and maintain the progress schedule during all disputes or disagreements with the City. No work shall be delayed or postponed pending resolution of any disputes or disagreements, except as Contractor and the City may otherwise agree in writing.

12.04 Partial Utilization: Use by the City of completed portions of the Work may be accomplished prior to completion of all the Work subject to the following:f

12.04.01 City at any time may request Contractor in writing to permit City to use any part of the Work which City believes to be substantially complete and which may be so used without significant interference with construction of the other parts of the Work. If Contractor agrees, Contractor will certify to City that said part of the Work is substantially complete. Within a reasonable time thereafter, Project Manager, Contractor and City shall make an inspection of that part of the Work to determine its status of completion.

Prior to City's use, Project Manager will deliver to City and Contractor a written recommendation as to the division of responsibilities pending final payment between City and Contractor with respect to security, operation, safety, maintenance, utilities and insurance for that part of the Work which is binding upon City and Contractor as to that part of the Work, unless City and Contractor shall have otherwise agreed in writing, or shall have objected to the Project Manager in writing within fifteen (15) days of receiving Project Manager's recommendations.

City shall have the right to exclude Contractor from any part of the Work which City uses, but City shall allow Contractor reasonable access to complete or correct items.

12.04.02 In lieu of the provisions of Section 12.04.01, City may take over operation of a facility constituting part of the Work whether or not it is substantially complete if such facility is functionally and separately useable; provided that prior to any such takeover, City and Contractor have agreed as to the division of responsibilities between City and Contractor for security, operation, safety, maintenance, correction period, heat, utilities and insurance with respect to such facility.

12.04.03 No occupancy of part of the Work or taking over of operations of a facility will be accomplished prior to acknowledgment from the insurers providing the property insurance on the

Work that notice of such occupancy has been received and that said insurers, in writing, have effected the changes in coverage necessitated thereby. The insurers providing the property insurance shall consent to such use or occupancy by endorsement on the policy or policies, but the property insurance shall not be cancelled or lapsed on account of any such partial use or occupancy.

12.05 Warranty Period: The Warranty Period may be as prescribed by law, by the terms of any applicable special guarantee required by the Contract Documents, by any specific provision of the Contract Documents, or per the City's Standards and Specifications. The Warranty Period shall commence after the date of final payment as set forth in Section 11.20.

If any Work is found to be defective, Contractor shall promptly, without cost to City and in accordance with City's written instructions, either correct such defective Work, or, if it has been rejected by City, remove it from the site and replace it with non-defective Work.

If Contractor does not promptly comply with the terms of such instructions, or in an emergency where delay would cause serious risk of loss or damage, City may have the defective Work corrected or the rejected Work removed and replaced, and all direct and indirect costs of such removal and replacement, including compensation for additional professional services, shall be paid by Contractor. Contractor shall also pay for any damage done to other work, other property or persons which occurred as a result of the defective Work within Warranty Period.

12.06 Acceptance of Defective Work: If, instead of requiring correction or removal and replacement of defective Work, City prefers to accept it, City may do so. In such case, if acceptance occurs prior to Project Manager's recommendation of final payment, a Change Order shall be issued incorporating the necessary revisions in the Contract Documents, including appropriate reduction in the Contract Price; or, if the acceptance occurs after such recommendation, an appropriate amount shall be paid by Contractor to City.

PART 13 – WORK BY OTHERS

13.01 City may perform additional Work related to the project by itself, or have additional work performed by utility service companies, or let other direct contracts therefor which shall contain General Conditions similar to these. Contractor shall afford the utility service companies and the other contractors who are parties to such direct contracts (or City, if City is performing the additional Work with City's employees) reasonable opportunity for the introduction and storage of materials and equipment and the execution of work, and shall properly connect and coordinate Contractor's Work with that of others.

13.02 If any part of Contractor's Work depends for proper execution or results upon the work of any such other Contractor or utility service company (or City), Contractor shall inspect and promptly report to Project Manager, in writing, any patent or apparent defects or deficiencies in such work that render it unsuitable for proper execution and results. Contractor's failure so to report shall constitute an acceptance of the other work as fit and proper for integration with Contractor's Work, except for latent or nonapparent defects and deficiencies in the other work.

13.03Contractor shall do all cutting, fitting and patching of his Work that may be required to make its several parts come together properly and integrate with such other work. Contractor shall not

endanger any work of others by cutting, excavating or otherwise altering their work and will only cut or alter their work with the written consent of Project Manager and the others whose work will be affected.

13.04 If the performance of additional work by other contractors or utility service companies or City was not noted in the Contract Documents, written notice thereof shall be given to Contractor prior to starting any such additional work.

PART 14 - MISCELLANEOUS

14.01 Giving Notice: Whenever any provisions of the Contract Documents requires the giving of written notice it shall be deemed to have been validly given if delivered in person to the individual or to a member of the firm or to an officer of the corporation for whom it is intended, or if delivered at or sent by depositing it in the United States mail, postage prepaid, to the last business address known to the giver of the notice.

14.02 Computation of Time: When any period of time is referred to in the Contract Documents by days, it shall be computed to exclude the first and include the last day of such period. If the last day of any such period falls on a Saturday or Sunday or on a day made a legal holiday by the law of the applicable jurisdiction, such day shall be omitted from the computation.

14.03 Notice of Injury or Damage: Should City or Contractor suffer injury or damage to person or property because of any error, omission or act of the other party or of any of the other party's employees or agents or others for whose acts the other party is legally liable, claim shall be made in writing to the other party within a reasonable time of the first observance of such injury or damage, and in accordance with any statutory requirements.

14.04 General: The duties and obligations imposed by the General Conditions and the rights and remedies available hereunder to the parties hereto, and, in particular but without limitation, the warranties, guarantees and obligations imposed upon Contractor and all of the rights and remedies available to City and Consultant thereunder, shall be in addition to, and shall not be construed in any way as to limitation of, any rights and remedies available to any or all of them which are otherwise imposed or available by law or contract, by special warranty or guarantee or by other provisions of the Contract Documents, and the provisions of this Section shall be as effective as if repeated specifically in the Contract Documents in connection with each particular duty, obligation, right and remedy to which they apply. All representations, warranties and guarantees made in the Contract Documents shall survive final payment and termination or completion of the Agreement.

14.05 Titles and Headings: The titles and headings used in the Contract Documents are for guidance and convenience and are not intended to control over the specific language contained in the body of the Sections in the event a conflict, error, or discrepancy occurs. Further, titles and headings shall not limit the scope of a part or section.

14.06 GPS Monuments: The Contractor is responsible for protecting all Broomfield GPS Monuments in the work area. If a monument is damaged or destroyed, the Contractor will be required to pay for the Broomfield County Surveyor to replace the monument.

City and County of Broomfield

City Council Regular Meeting

C. Resolution - Second Amendment to the Intergovernmental Agreement (IGA) with Colorado Department of Transportation (CDOT) for CO 7

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6C.

Presented By
Sarah Grant, Transportation Manager

Community Goals
☑ Thriving, Diverse, Safe and Welcoming Community

Overview

View Correspondence
View Presentation

The scope of the project in the second Colorado Department of Transportation (CDOT) Intergovernmental amendment will advance Segment E: County Line Road to Sheridan Parkway in the Town of Erie and City & County of Broomfield from 15% to 30%. Intersections and segments identified will include multimodal and vehicular improvements for safety, accessibility, operations and capacity for all modes. Design will include improvements for transit reliability, transit access, and advance design of transit station areas as identified in previous plans and studies. This Intergovernmental Agreement (IGA) will also amend the previous IGA with CDOT to increase the local funding share by $60,000 for the overall CO 7 Corridor preconstruction from $1,515,000 to $1,575,000.

Attachments

Memo - Amendment No_ 2 IGA Between Broomfield and CDOT for CO 7 Preconstruction (2).pdf
Resolution 2025-138 - CO 7 IGA and Local Match .pdf
Complete Draft Amendment 2
Intergovernmental Agreement for Local Share Funding CO 7 County Line to Sheridan.pdf

Approving the Second Amendment to the Intergovernmental Agreement Between Broomfield and CDOT for CO 7 Preconstruction
Prepared By: Sarah Grant, Transportation Manager

Summary

View Correspondence
View Presentation

Proposed Resolution No. 2025-138 will authorize the second amendment to an intergovernmental agreement (IGA) with the Colorado Department of Transportation (CDOT) for the CO 7 Preconstruction Project. The IGA commits Broomfield to an additional $60,000 in local match and will enable CDOT to utilize an additional $600,000 in funding, including $420,000 in federal funding, $60,000 in state funding, and $60,000 from Broomfield local match contributions.

Proposed Resolution No. 2025-138 will also approve a new IGA with the Town of Erie for CO 7 Preconstruction County Line Road to Sheridan Parkway Local Share of Funding, providing the $60,000 local match, to continue design efforts between County Line Road to Sheridan Parkway in Broomfield and Erie.

Background

The CO 7 Pre-Construction Project is a continuation of the CO 7 project, which was selected as a Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP) priority project by the Broomfield Transportation Forum and was submitted as a grant application to the 2020-2023 DRCOG TIP round. The project was approved and awarded $10 million by the DRCOG Board of Directors on August 21, 2019. In 2022, Broomfield applied on behalf of multiple agencies for the 2022-2025 DRCOG TIP and was awarded an additional $9,770,000 in regional TIP Funding for CO7 Priority 1A Preconstruction (Amendment One). Subsequent to this award, Broomfield and Erie identified the County Line to Sheridan project for the 2024-2027 DRCOG TIP and was awarded $600,000, which is the proposed second amendment for consideration.

As a result of this additional TIP award, Broomfield needs to: 1) amend the existing IGA with CDOT for the TIP funding to reflect the inclusion of additional scope and funding, and 2) enter into an additional agreement with the Town of Erie to be reimbursed for the local agency funding match similar to what was done in 2020 with the original agreement and the first amendment in 2024.

Amendments to the CDOT IGA

The scope of the project in the second CDOT IGA amendment will advance Segment E: County Line Road to Sheridan Parkway in the Town of Erie and City & County of Broomfield from 15% to 30%. Intersections and segments identified will include multimodal and vehicular improvements for safety, accessibility, operations and capacity for all modes. Design will include improvements for transit reliability, transit access, and advance design of transit station areas as identified in previous plans and studies.

This IGA will also amend the previous Intergovernmental Agreement(IGA) with CDOT to increase the local funding share by $60,000 for the overall CO 7 Corridor preconstruction from $1,515,000 to $1,575,000.

Local Agency Funding Match IGA

Proposed Resolution No. 2025-138 will also approve a new IGA with the Town of Erie for CO 7 Preconstruction County Line Road to Sheridan Parkway local share of funding. This IGA is for $60,000 to meet the additional required local match, which is shared equally and proportionately. Broomfield will receive $30,000 in direct local match funding from Erie for the project.

Approving the Second Amendment to the Intergovernmental Agreement Between Broomfield and CDOT for CO 7 Preconstruction
Prepared By: Sarah Grant, Transportation Manager

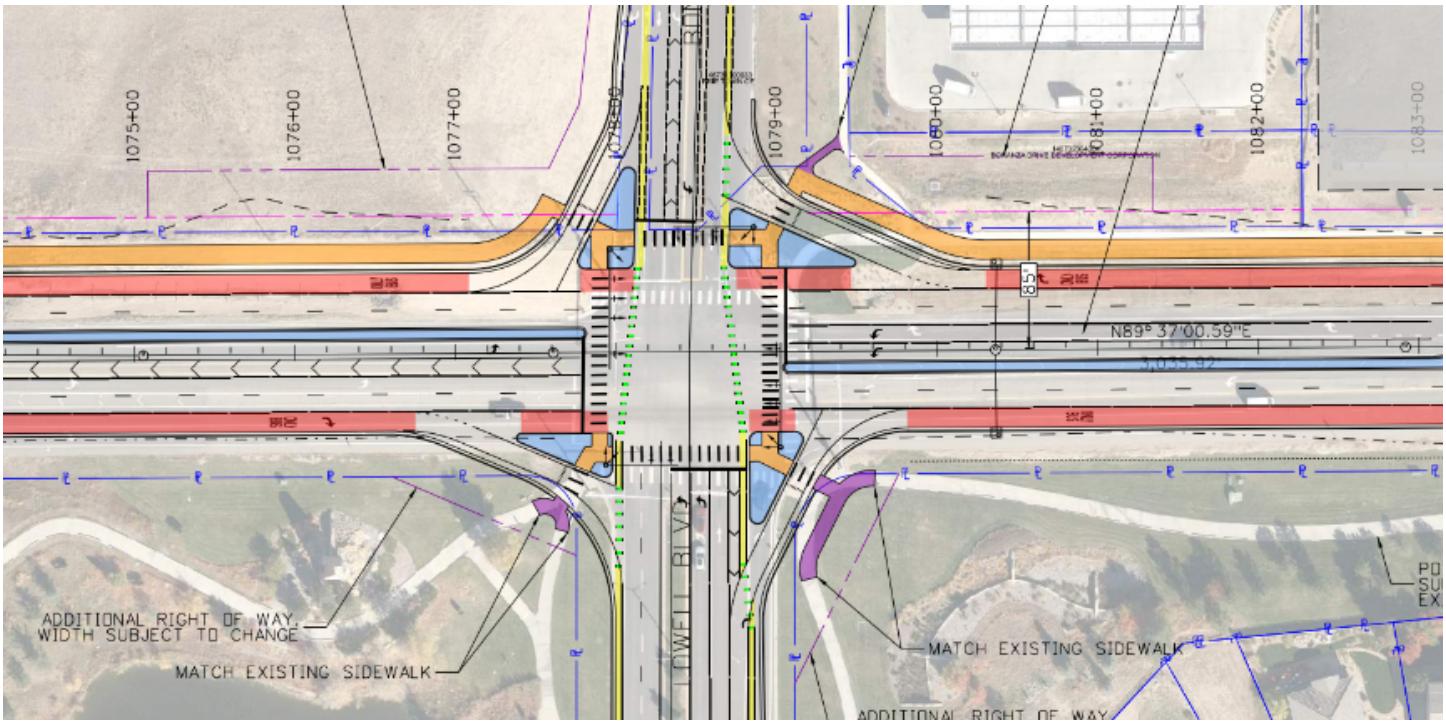


Image: Plan View - CDOT 15% design CO 7 Corridor at Lowell Blvd. Intersection

Financial Considerations

As shown in the sources and uses of funds summary below, the project can be completed within the budgeted amount.

Sources and Uses of Funds	Amount
CO 7 Preconstruction - County Line to Sheridan (24T0009) (20-70070-55200)	$30,000
Town of Erie Local Match Contribution	$30,000
CO 7 - County Line to Sheridan CDOT Project	-$60,000
Projected Balance	**$ 0**

Prior Council or Other Entity Actions

March 10, 2020 - Resolution 2020-45 and Resolution 2020-46 Approving the IGA with CDOT through the 2020-2023 Transportation Improvement Program for SH7 (CO7) Preliminary & Environmental Engineering and the IGA with local government agencies for the local share funding, respectively.

October 24, 2023 - Council authorized funds in the 2024 Budget.

Approving the Second Amendment to the Intergovernmental Agreement Between Broomfield and CDOT for CO 7 Preconstruction
Prepared By: Sarah Grant, Transportation Manager

June 11, 2024 - Resolution 2024-70 and Resolution 2024-71 Approving the First Amendment with CDOT for CO 7 Preconstruction Priority 1A and the IGA with local government agencies for the local share funding, respectively.

Boards and Commissions Prior Actions and Recommendations

March 22, 2019 - Broomfield Transportation Forum recommendation of approval for the 2020-2023 DRCOG Transportation Improvement Program Call for the CO 7 Preconstruction Project

February 11, 2022 - Broomfield Transportation Forum recommendation of approval for the 2022-2025 DRCOG Transportation Improvement Program for the CO 7 Preconstruction Priority 1A projects to the DRCOG Board.

March 10, 2023 - Broomfield Transportation Forum recommendation of approval for the 2024-2027 DRCOG Transportation Improvement Program for the CO 7 Preconstruction County Line to Sheridan Parkway to the DRCOG Board.

Proposed Actions / Recommendations

If Council desires to amend the Intergovernmental Agreement with CDOT and share local match costs with the Town of Erie, the appropriate motion is…

That Resolution 2025-138 be adopted.

Alternatives

Decide not to amend the IGA with CDOT and corridor partners and forgo the pre-construction funding for County Line to Sheridan to advance the CO7 corridor project in Broomfield.

RESOLUTION NO. 2025-138

A resolution approving the Second Amendment to the Intergovernmental Agreement between Broomfield and CDOT for CO 7 Preconstruction and Intergovernmental Agreement with the Town of Erie for the Share of Funding

Section 1.

The State of Colorado Amendment # 2 by and between the City and County of Broomfield and the Colorado Department of Transportation for grant funding through the 2024-2027 Transportation Improvement Program, for the CO 7 Preconstruction County Line to Sheridan Parkway Project, is hereby approved.

Section 2.

The Intergovernmental Agreement by and between the City and County of Broomfield and the Town of Erie for the local share of funding for the CO 7 Preconstruction County Line to Sheridan Parkway Project is hereby approved.

Section 3

The Mayor or Mayor Pro Tem is authorized to sign, and the City and County Clerk to attest, the Amendment #2 and the Erie Intergovernmental Agreement, in form approved by the City and County Attorney.

Section 4.

This resolution is effective upon its approval by the City Council.

Approved on September 23, 2025

The City and County of Broomfield, Colorado

_____

Mayor

Attest:

_____

Office of the City and County Clerk

Approved as to form:

KKH

_____

City and County Attorney

STATE OF COLORADO AMENDMENT

Amendment #: 2 **Project #: STU 007A-028 (23157)/STU 007A-039 (25584)**

SIGNATURE AND COVER PAGE

State Agency Department of Transportation		**Amendment Routing Number** 20-HA1-XC-00012-M0004
Local Agency CITY AND COUNTY OF BROOMFIELD		**Original Agreement Routing Number** 20-HA1-XC-00012
Agreement Maximum Amount	$1,575,000.00	**Agreement Performance Beginning Date** March 17, 2020
		Initial Agreement expiration date June 30, 2029

THE PARTIES HERETO HAVE EXECUTED THIS AMENDMENT

Each person signing this Amendment represents and warrants that he or she is duly authorized to execute this Amendment and to bind the Party authorizing his or her signature.

STATE OF COLORADO
Jared S. Polis, Governor
Department of Transportation
Shoshana M. Lew, Executive Director

_____
Keith Stefanik, P.E., Chief Engineer

Date: _____

LOCAL AGENCY
CITY & COUNTY OF BROOMFIELD

_____
Guyleen Castriotta, Mayor

Date: _____

SECOND LOCAL AGENCY SIGNATURE, IF NEEDED
CITY & COUNTY OF BROOMFIELD

Attest:_____
Crystal Clemons, City & County Clerk

Date: _____

Approved as to Form:_____
Nancy Rogers, City & County Attorney

Date: _____

In accordance with §24-30-202 C.R.S., this Amendment is not valid until signed and dated below by the State Controller or an authorized delegate.

STATE CONTROLLER
Robert Jaros, CPA, MBA, JD

By:_____
Department of Transportation

Amendment Effective Date:_____

1) PARTIES

This Amendment (the "Amendment") to the Original Agreement shown on the Signature and Cover Page for this Amendment (the "Agreement") is entered into by and between the Local Agency and the State.

2) TERMINOLOGY

Except as specifically modified by this Amendment, all terms used in this Amendment that are defined in the Agreement shall be construed and interpreted in accordance with the Agreement.

3) EFFECTIVE DATE AND ENFORCEABILITY

A. Amendment Effective Date

This Amendment shall not be valid or enforceable until the Amendment Effective Date shown on the Signature and Cover Page for this Amendment. The State shall not be bound by any provision of this Amendment before that Amendment Effective Date, and shall have no obligation to pay the Local Agency for any Work performed or expense incurred under this Amendment either before or after the Amendment term shown in **§3.B** of this Amendment

B. Amendment Term

The Parties' respective performances under this Amendment and the changes to the Agreement contained herein shall commence on the Amendment Effective Date shown on the Signature and Cover Page for this Amendment and shall terminate on the termination of the Agreement.

4) PURPOSE

The Parties entered into the agreement for the SH 7 Preliminary & Environmental Engineering - Boulder to Brighton, CO 7 and US 287 Intersection Improvements project. The Parties now desire to increase the funding and update the scope of work.

5) MODIFICATIONS

a) Increase funding from $1,515,000.00 to $1,575,000.00.
b) Exhibit A-1 shall be supplemented by the attached Exhibit A-2.

6) LIMITS OF EFFECT

This Amendment is incorporated by reference into the Agreement, and the Agreement and all prior amendments or other modifications to the Agreement, if any, remain in full force and effect except as specifically modified in this Amendment. Except for the Special Provisions contained in the Agreement, in the event of any conflict, inconsistency, variance, or contradiction between the provisions of this Amendment and any of the provisions of the Agreement or any prior modification to the Agreement, the provisions of this Amendment shall in all respects supersede, govern, and control. The provisions of this Amendment shall only supersede, govern, and control over the Special Provisions contained in the Agreement to the extent that this Amendment specifically modifies those Special Provisions.

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EXHIBIT A-2

SCOPE OF WORK

Name of Project: SH 7 Preliminary & Environmental Engineering – Boulder to Brighton, CO 7 and US 287 Intersection Improvements
Project Number: STU 007A-028/STU 007A-039
SubAccount #: 23157/25584

The original scope concept was to complete 15% of the design from County Line Road to Sheridan Parkway.

At a minimum, this project is proposed to advance the following corridor segment from 15% design to 30% design:

- Segment E; County Line Road to Sheridan Parkway in the Town of Erie and City & County of Broomfield.

Intersections and segments identified will include multimodal and vehicular improvements for safety, accessibility, operations and capacity for all modes. Design will include improvements for transit reliability, transit access, and advance design of transit station areas as identified in previous plans and studies.

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INTERGOVERNMENTAL AGREEMENT

THIS INTERGOVERNMENTAL AGREEMENT (the "Agreement") , dated this ___ day of ____, 2025, is made by and between the CITY AND COUNTY OF BROOMFIELD, a municipal corporation and county ("Broomfield") and the TOWN OF ERIE ("Erie") each a Colorado home-rule municipal corporation. Each of the governmental entities shall be referred to herein, individually by name or as a "Party" and, collectively, as the "Parties."

RECITALS

A. The Parties are authorized by the provisions of Colo. Const. art. XIV, §(18)(2)(a) and C.R.S. §29-1-201 et seq., to enter into contracts with one another for the performance of functions that they are authorized by law to perform on their own; and

B. The Parties are governmental entities, each with authority to build and maintain public roads and regulate traffic within their respective boundaries; and

C. The Parties desire to set forth their understanding relating to the Colorado State Highway 7 County Line to Sheridan ("Project") which physically relates to proposed improvements to Colorado State Highway 7 in Broomfield and Erie; and

D. Broomfield was the applicant for federal Transportation Improvement Program ("TIP") funds through the Denver Regional Council of Governments ("DRCOG") and the Colorado Department of Transportation ("CDOT") will be the lead for the Project and, as such, Broomfield and CDOT have entered or will enter into an Intergovernmental Agreement regarding the Project; and

E. Each of the Parties, has committed non-federal funds which this Agreement hereby is meant to memorialize in addition to outlining any other necessary obligations and responsibilities between the Parties; and

F. The Parties desire to enter into this Agreement to share costs for the preliminary and environmental engineering and design of Colorado State Highway 7 and provide for funding for the same in accordance with the terms and conditions hereof.

AGREEMENT

In consideration of the foregoing recitals and the mutual covenants and promises herein contained, the Parties agree as follows:

1. TERM. The term of this Agreement shall commence upon execution of the last of the Parties and be effective through the completion of fiscal year 2028.

2. NON- FEDERAL FUNDING OBLIGATIONS. The Parties agree to provide non-federal funding in the amounts identified on the Funding Commitments chart identified as Exhibit A, attached hereto and incorporated by this reference, solely for the Project. Timing of funding obligations shall be as shown on Exhibit A. Each Party shall provide the designated funding to Broomfield within 30 days of receipt of a request for the funded amount, email requests are sufficient for this purpose, and Broomfield shall use the funds solely for the Project.

3. NO WAIVER OF GOVERNMENTAL IMMUNITY. Nothing herein shall be construed as or is intended as a waiver of the rights and protections afforded any of the Parties under the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101 et seq., as the same may be amended from time to time. Further, the Parties agree that in the event any claim or suit is brought against any or some of the Parties, the Parties will cooperate with one another and with the insuring entities of the respective Parties in defending such claim or suit.

4. FINANCIAL OBLIGATIONS. All financial obligations of the Parties under this Agreement are subject to appropriation, budgeting, and availability of funds to discharge such obligations. Nothing in this Agreement shall be deemed to pledge any Parties credit or faith, directly or indirectly. Nothing in this Agreement shall constitute a multi-year fiscal obligation of any Party.

5. NO NON-PARTY BENEFICIARIES. This Agreement is intended to describe the rights and responsibilities only as to the Parties. This Agreement is not intended and shall not be deemed to confer any rights on any person or entity not named as a Party.

6. AUTHORIZED REPRESENTATIVES. Each Party will identify the Name, Title, telephone number and email address of an authorized representative who will be able to field questions or find the appropriate local government agent to assist with questions related to funding, right-of-way acquisitions, utilities and railroad crossings. This information shall be provided to and maintained by Sarah Grant, Transportation Manager for the City and County of Broomfield, 303-438-6385, sgrant@broomfield.org.

7. INTEGRATION AND AMENDMENT. This Agreement represents the entire agreement between the Parties and there are no oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by all Parties.

8. SEVERABILITY. If any provision of this Agreement as applied to any Party or to any circumstance shall be adjudged by a court to be void or unenforceable, the same shall in no way affect any other provision of this Agreement, the application of any such provision in any other circumstances, or the validity or enforceability of the Agreement as a whole.

9. ASSIGNMENT. This Agreement shall not be assigned by any Party without the prior written consent of the other Parties.

10. BINDING EFFECT. This Agreement shall inure to the benefit of and be binding upon the Parties and their respective legal representatives, successors, heirs, and assigns, provided that nothing in this paragraph shall be construed to permit the assignment of this Agreement except as otherwise expressly authorized herein.

11. WAIVER OF BREACH. A waiver by any Party of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach by any Party.

12. GOVERNING LAW. This Agreement shall be governed by the laws of the State of Colorado. Venue for any legal action related to this Agreement shall lie in the District Court, Broomfield County, Colorado.

13. EXECUTION. This Agreement may be executed electronically and/or in counterparts, each of which shall be deemed an original and all of which shall constitute but one and the same instrument. This Agreement shall not be binding upon any Party unless and until all the Parties have executed this Agreement.

The Parties have caused this Agreement to be duly authorized and executed.

REMAINDER OF PAGE INTENTIONALLY BLANK.
SIGNATURE PAGES FOLLOW.

CITY AND COUNTY OF BROOMFIELD,
a Colorado municipal corporation and county

_____ Date: _____
Guyleen Castriotta, Mayor

ATTEST:

_____
City and County Clerk

APPROVED AS TO FORM:

_____
City and County Attorney

TOWN OF ERIE, COLORADO

_____ Date: _____
Andrew J. Moore, Mayor

ATTEST:

_____
Debbie Stamp, Town Clerk

APPROVED AS TO FORM:

_____
Town Attorney

EXHIBIT A

Local (non-federal) share of funding by year of commitment:

Participant	2025	2026	Total Commitment
Town of Erie		$30,000	$ 30,000
City & County of Broomfield	$30,000		$ 30,000
Total			**$60,000**

City and County of Broomfield

City Council Regular Meeting

D. Resolution - Social Services Expenditures Second Quarter 2025

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6D.

Presented By
Lisana Muñoz, Director of Human Services

Community Goals
☑ Financial Sustainability and Resilience ☑ Thriving, Diverse, Safe and Welcoming Community

Overview

Each quarter, Human Services staff report to the City Council, sitting as the Board of Social Services, financial and statistical activity to inform the Board of the Department of Human Services (DHS) programmatic trends. This report provides information on Human Services programs along with the related revenue and expenditures for the second quarter of 2025 with comparisons of activity over three state fiscal years.

Attachments

Memo for Electronic Benefit Transfers for 2nd Quarter 2025.pdf
Resolution No. 2025-136-BSS.pdf
Attachment 1.pdf
Attachment 2.pdf
Attachment 3.pdf
Attachment 4.pdf
Attachment 5.pdf

Proposed Resolution re: HHS Revenue and Expenditure Report
Prepared by: Venita Dye

Summary

View Correspondence

Each quarter, Human Services staff report to the City Council, sitting as the Board of Social Services pursuant to C.R.S. 26-1-116(1)(2), financial and statistical activity to inform the Board of the Department of Human Services (DHS) programmatic trends. This report provides information on Human Services programs along with the related revenue and expenditures for the second quarter of 2025 with comparisons of activity over three state fiscal years. Graphics of programmatic and financial activity are shown in Attachments 1 to 4 of this memo. Attachment 5 summarizing the graphs in Attachments 1-4 is provided as a digitally accessible tabular view.

DHS administers the following programs on behalf of the State of Colorado:

1. Colorado Works/Temporary Assistance to Needy Families (TANF)
2. Food Assistance - Supplemental Nutrition Assistance Program (SNAP)
3. Health First Colorado (Medicaid)
4. Colorado Child Care Assistance Program (CCCAP)
5. Adult Financial Programs
6. Child Support Services
7. Child Welfare
8. Adult Protective Services

In addition, DHS staff report benefit payments and unduplicated households served for Broomfield residents who participate in the Low Income Energy Assistance Program (LEAP). Goodwill now handles administrative functions during the LEAP season.

Trends in Human Services Programs

DHS provides assistance to Broomfield families to meet their daily needs with human services benefits, including food and medical benefits, cash assistance through the CO Works/TANF program, child care assistance, unemployment and job search assistance, health and wellness resources, and rent and housing support. Please note, this report contains information on clients served and electronic benefit transfer expenditures for state fiscal year 2024/2025 (SFY 24/25) with comparisons over three fiscal years.

Since the passage of H.R. 1 - the One Big Beautiful Bill Act - county departments of human services throughout Colorado have continued to seek guidance from state and federal partners to gauge the impact of H.R. 1 on their daily operations. Although certain provisions were effective immediately after the bill passed, Colorado Department of Human Services (CDHS) staff have advised counties to continue business as usual until CDHS receives guidance from the federal government. H.R. 1 will have the greatest impact on the Supplemental Nutrition Program (SNAP) and the Medicaid Program for human services clients. Almost every human services program has or will be affected to some degree by the cumulative effect of recent state and federal legislation.

Colorado Works (a/k/a TANF)

As one of human services' most flexible funding sources, CO Works/TANF funding is available to Human Services case managers to assist eligible low-income families in meeting a variety of basic needs. DHS' current CO Works/TANF allocation is $790,743 for SFY 25/26, a 1.1% increase over the prior fiscal year.

House Bill 22-1259 (HB1259) modified the CO Works/TANF program by increasing basic cash assistance grants and loosening participant work requirements. HB1259 proposed using state TANF reserves and state general fund dollars for several months to mitigate the financial impact to counties; since December 2024 counties began paying one-sixth of the increased costs associated with HB1259. Other legislation seeks to utilize state and county TANF reserve funding to pay for the initiatives outlined in Senate Bill 24-008 which increases support for kinship foster care homes and House Bill 24-1431 which creates a program to provide stable housing assistance for survivors of abuse. These bills put added pressure on a block grant that has not been increased since its creation in 1996.

The top graph in Attachment 1 provides a comparative look at the number of distinct Broomfield, CO Works/TANF households served over three state fiscal years. Monthly household numbers fluctuated within a narrow band throughout SFY 24/25, averaging approximately 55 households served each month from July 2024 to June 2025. Basic cash assistance provided to CO Works/TANF clients over three state fiscal years is shown in the bottom graph. American Rescue Plan Act (ARPA) funds were available in SFY 23/24 to support CO Works/TANF clients with basic cash assistance grants, which increased the total amount of cash assistance received by CO Works/TANF clients. With ARPA funds now exhausted, cash assistance to support CO Works/TANF clients in SFY 24/25 declined below levels in SFY 23/24.

DHS saw a 3.79% decrease in CO Works/TANF households served from SFY 23/24 to SFY 24/25, serving 164 unique households in SFY 23/24 and 158 unique households in SFY 24/25. DHS staff believe this decrease is an anomaly and anticipates serving an increasing number of CO Works/TANF households as job layoffs continue. DHS underspent its CO Works/TANF allocation in SFY 24/25 by $25,271.

Food Assistance (SNAP)

H.R. 1 will have a significant impact on the SNAP program including, but not limited to,

- More strict work requirements for Able-Bodied Adults Without Dependents (ABAWDs);
- Administrative cost sharing which will require states to cover 75% of SNAP administrative costs (up from 50% required currently);
- Benefit cost sharing will require states to pay between 5% and 25% of SNAP benefit costs depending on the individual state's payment error rate.

Broomfield continues to see increases in the number of Food Assistance/SNAP households served. Food Assistance/SNAP unduplicated households increased 4.65% from 3,011 unique households served in SFY 23/24 as compared to 3,151 unique households served in SFY 24/25. The top graph shown in Attachment 2 illustrates the distinct SNAP households served each month throughout SFY 24/25. The bottom dual-axis graph in Attachment 2 illustrates the cumulative unduplicated households served compared to the cumulative SNAP benefits issued throughout SFY 24/25. CDHS issued $8,458,798 net SNAP benefits throughout SFY 24/25 to Broomfield residents.

Health First Colorado (Medicaid)

The Medicaid program also faces sweeping changes due to H.R. 1. Following is a list of some of the major impacts:

- Federal Medicaid spending will be reduced by $840 - $930 billion over the next 10 years resulting in a loss of health coverage for an estimated 10 - 12 million people nationwide;
- In Medicaid expansion states, new work requirements of 80 hours per month will be required for adults aged 19-64;
- Eligibility checks will be required every six months rather than annually;
- States will gain more flexibility in determining who qualifies and what services are covered.

From SFY 23/24 to SFY 24/25, DHS saw a decrease in qualifying Medicaid clients of 14.50% as the Public Health Emergency (PHE) Unwind period closed in April 2024 and clients who were locked in to coverage due to a federal mandate were determined to no longer be eligible for the program. The cumulative number of Medicaid households receiving services from DHS decreased from 7,656 throughout SFY 23/24 to 6,580 households throughout SFY 24/25. Attachment 3 illustrates the distinct Medicaid households served by month over three state fiscal years.

H.R. 1 will have significant impacts to both Colorado's Food Assistance/SNAP and Medicaid programs over the next several years. Increased work requirements and more frequent eligibility checks for clients will increase workload for eligibility technicians across the state. Funding arrangements for these functions will also change dramatically as the cost sharing will shift more to the states. Adjustments to the funding landscape for the State of Colorado and for Colorado counties are unknown at the current time. State leaders are seeking guidance from the federal government on implementation. Currently, eligibility functions for SNAP and Medicaid are funded by the combined County Administration allocations through CDHS and HCPF. DHS received increased County Administration funding for SFY 25/26, however, with the passage of H.R. 1, funding for these programs will look very different in years to come.

CO Child Care Assistance Program (CCCAP)

DHS staff acted swiftly when its Colorado Child Care Assistance Program (CCCAP) allocation was projected to be significantly overspent in SFY 24/25, implementing a freeze on participation in the program for new participants in November 2024. With the freeze, DHS staff saw a decrease in the number of children enrolled in the program from highs in June and October 2024 of 133 to 111 children receiving CCCAP benefits in June 2025 as some children naturally dropped off the program. With the decrease in children enrolled in the program, direct provider payments have also begun to decrease.

Counties around the state were faced with a similar dilemma as a new federal rule, Improving Child Care Access, Affordability, and Stability in the Child Care and Development Fund, created significant changes to Colorado's child care program. County human services directors and their legal teams contested the state's demand for counties to cover significant overexpenditures in the CCCAP program. They argued that counties should not be compelled to pay for exceeding allocations over which they have no control. In light of these difficult circumstances, the Colorado Department of Early Childhood (CDEC) staff requested an additional $15 million be added to the CCCAP appropriation in SFY 24/25. With added funding and most counties implementing freezes or waitlists, CDEC was able to cover statewide overexpenditures for the program in SFY 24/25.

The top graph shown in Attachment 4 reflects the increasing numbers of CCCAP children served each month over three state fiscal years and the bottom graph reflects the monthly direct provider payments and the cumulative total of provider benefits paid throughout the fiscal year. ARPA stimulus funds supported some of the required expenditures for the first three months of the fiscal year, July to September 2024. In October 2024, provider rate increases went into effect which kept provider payments high through June 2025. Cumulative provider payments for SFY 24/25 were $1,043,808. DHS' CCCAP allocation for SFY 25/26 is $1,102,811.

Child Welfare

DHS faced a variety of challenges over the past state fiscal year from devoting many intensive staff hours to a number of high acuity youth to operationalizing recent legislative changes. DHS child welfare staff continue their efforts in prevention work offering supportive services to struggling families, children, and youth. At state fiscal year end close, DHS received over $579,000 in increased child welfare funds across all

three child welfare funding streams to meet the need. Drivers of the increase in child welfare costs are improved salaries for DHS child welfare staff and a variety of legislative requirements enacted in 2024. In particular, House Bill 23-1027 (HB23-1027), Concerning Family Time Provided Pursuant to the Children's Code for children and youth placed outside of the home had a significant impact on Broomfield's child welfare core service allocation throughout SFY 24/25.

Second Quarter 2025 In Summary

Through the second quarter of 2025, the estimated number of unduplicated households served began to decline slightly from the same period in 2024. DHS staff served an estimated 7,701 unduplicated households across all social services programs through June 30, 2025 compared to serving an estimated 7,885 unduplicated households in the same time period in 2024. The Department saw increases in households served in Food Assistance/SNAP, Adult Financial programs, and Adult Protection. There were decreases in households served in CO Works/TANF, Medicaid, CCCAP, Low Income Energy Assistance Program (LEAP), and Child Support in the first quarter of 2025. Overall, child welfare unduplicated households served remained flat in the first six months of 2025.

Financial Considerations

As shown in the sources and uses of funds summary below in Table A, DHS' sources of funds increased 9.95% through the second quarter of 2025 as compared to the first six months of 2024. DHS' uses of funds increased 19.22% through the second quarter of 2025 compared to the same time period in 2024. The largest decrease in sources of funds relates to Other Revenues and Taxes decreasing 11.38% as compared to 2024 while other sources of funds increased substantially. DHS Operations increased 19.39% related primarily to merit increases and improved classification of child welfare and adult protection personnel. As of the second quarter of 2025, DHS has utilized $8,838,904 of budgeted funds, representing 48.21% of its amended budget allocation of $18,332,488 for the year.

Table A

CITY AND COUNTY OF BROOMFIELD
HUMAN SERVICES - SOURCES AND USES OF FUNDS BY PROGRAM

Sources and Uses of Funds	Actual Q2 Apr - Jun 2024	Actual Q2 Apr - Jun 2025	% Change	Actual Jan - Jun 2024	Actual Jan - Jun 2025	% Change	Original Budget 2025	Amended Budget 2025
Beginning Balance	$4,704,830	$5,393,960	14.65%	$4,695,006	$5,836,704	24.32%	$ 5,237,064	$ 5,734,470
TOTAL HUMAN SERVICES								
Sources of Funds								
State & Federal Reimbursements	$1,227,721	$1,544,792	25.83%	$1,795,183	$2,147,268	19.61%	$ 4,127,205	$ 4,472,472
State & Federal Share of Electronic Benefit Transfers (EBT's)	2,510,690	3,152,065	25.55%	4,158,523	4,916,202	18.22%	10,292,910	10,292,910
Other Revenues & Taxes	1,574,011	1,577,287	0.21%	2,424,042	2,148,083	-11.38%	3,146,956	3,203,789
Total Sources of Funds	$5,312,422	$6,274,144	18.10%	$8,377,748	$9,211,553	9.95%	$17,567,071	$17,969,171
Uses of Funds								
State & Federal Share of Electronic Benefit Transfers (EBT's)	$2,516,616	$3,195,891	26.99%	$4,164,310	$4,968,099	19.30%	$10,298,652	$10,358,807
County Share of Electronic Benefit Transfers (EBT's)	77,787	92,202	18.53%	129,594	145,856	12.55%	269,944	269,944
Operations	1,764,041	2,170,659	23.05%	3,120,041	3,724,949	19.39%	7,465,156	7,703,737
Total Uses of Funds	$4,358,444	$5,458,752	25.25%	$7,413,945	$8,838,904	19.22%	$18,033,752	$18,332,488
Balance - TOTAL HUMAN SERVICES	$ 953,978	$ 815,392	-14.53%	$ 963,803	$ 372,649	-61.34%	$ (466,681)	$ (363,317)
Ending Balance	$5,658,808	$6,209,352	9.73%	$5,658,809	$6,209,353	9.73%	$ 4,770,383	$ 5,371,153

Prior Council or Other Entity Actions

City Council, sitting as the Board of Social Services, reviews human services expenditures each quarter.

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

If the Council, sitting as the Board, desires to acknowledge the review of social services' expenditures for the period January 1 to June 30, 2025, as presented, the appropriate motion is…

That Resolution 2025-136-BSS be adopted.

Alternatives

As desired by the Council.

RESOLUTION NO. 2025-136-BSS

A Resolution Acknowledging Review of Expenditures and Electronic Benefit Transfers for April, May, and June 2025

Be it resolved by the City Council, sitting as the Board of Social Services of the City and County of Broomfield, Colorado:

Section 1.

City Council, sitting as the Board of Social Services, hereby acknowledges the review of expenditures from the social services fund from January 1, 2025 through June 30, 2025 summarized in Table A, incorporated into the attached memorandum.

Section 2.

This resolution is effective upon its approval by the Board of Social Services.

Approved on September 23, 2025

City Council, sitting as the Board of Social Services of the City and County of Broomfield, Colorado

_____

Mayor/Chair

Attest:

_____

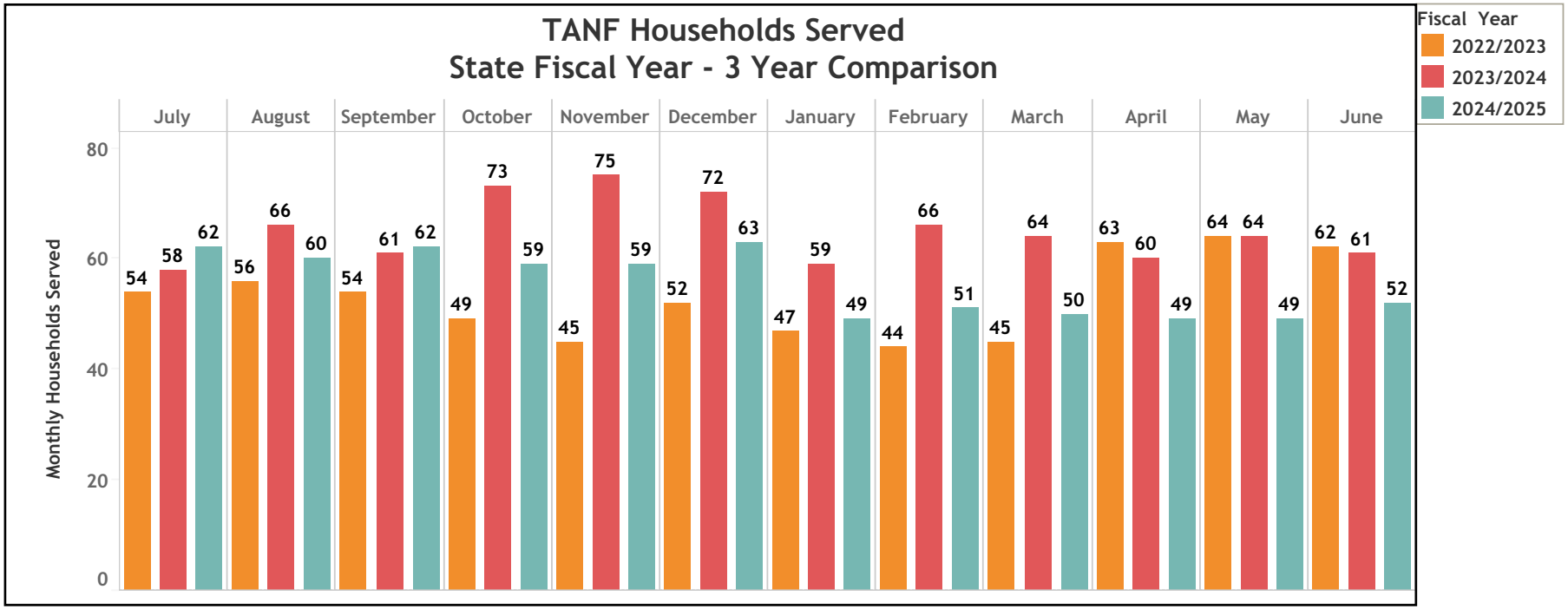
Office of the City and County Clerk

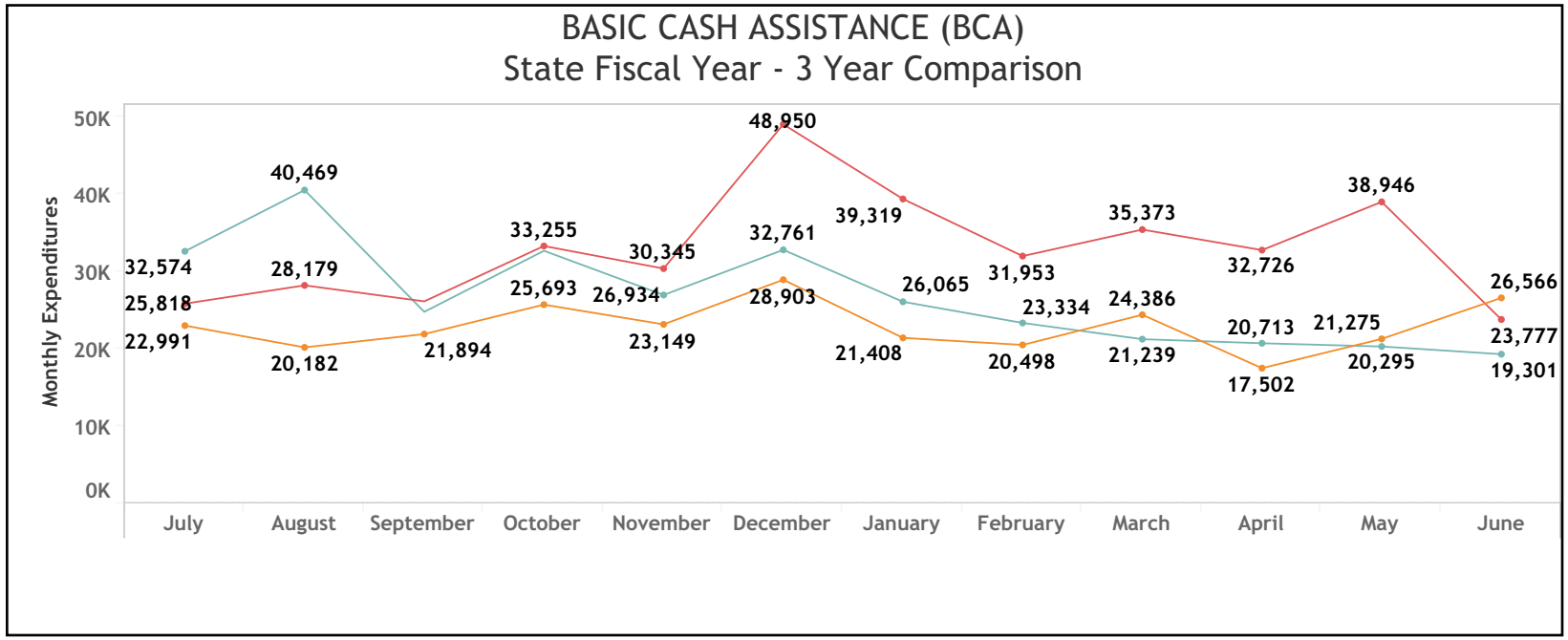
Approved as to form:

NCR

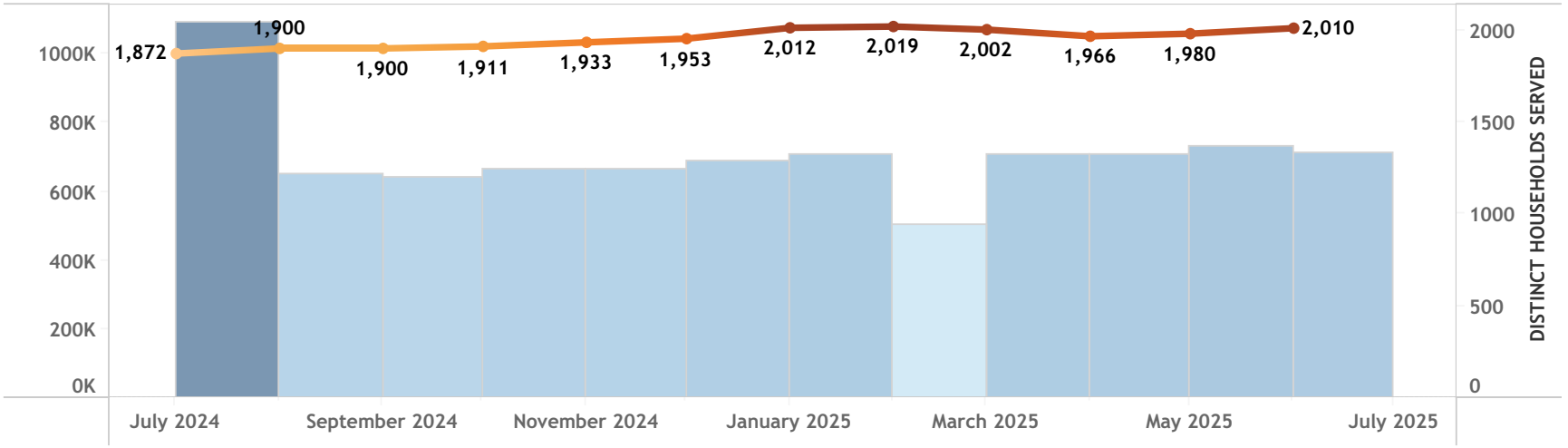
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City and County Attorney

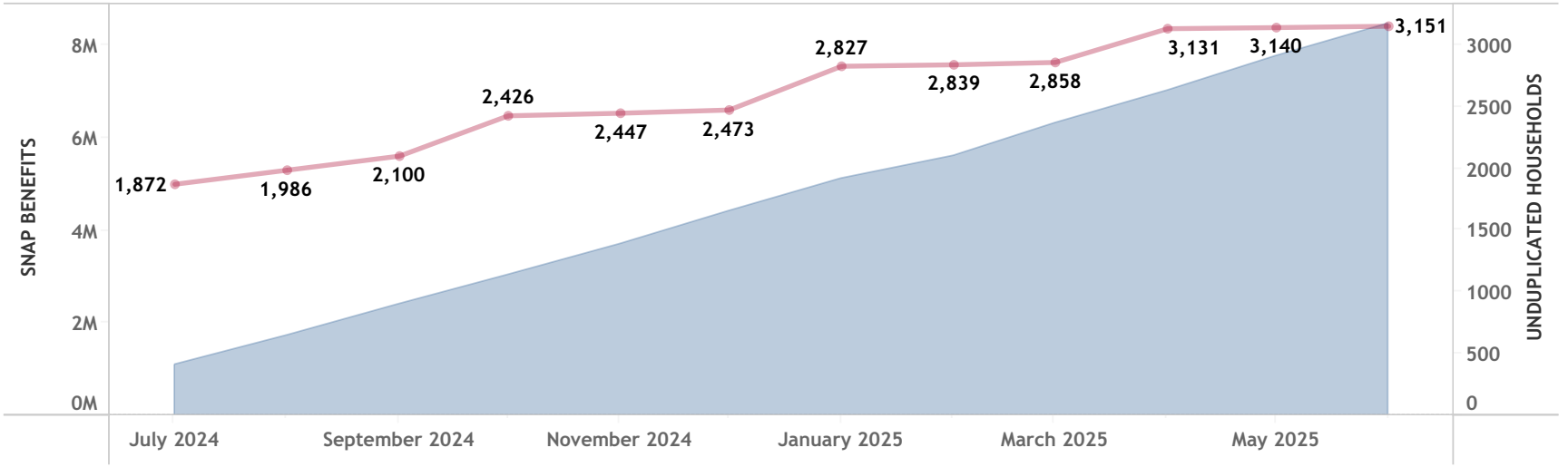

TANF Households Served
State Fiscal Year - 3 Year Comparison
Fiscal Year
2022/2023
2023/2024
2024/2025
Monthly Households Served
0
20
40
60
80
July
August
September
October
November
December
January
February
March
April
May
June
54 58 62
56 66 60
54 61 62
49 73 59
45 75 59
52 72 63
47 59 49
44 66 51
45 64 50
63 60 49
64 64 49
62 61 52


BASIC CASH ASSISTANCE (BCA)
State Fiscal Year - 3 Year Comparison
Monthly Expenditures
0K
10K
20K
30K
40K
50K
July
August
September
October
November
December
January
February
March
April
May
June
32,574 40,469 22,991
25,818 28,179 20,182
33,255 25,693 21,894
30,345 26,934 23,149
48,950 32,761 28,903
39,319 26,065 21,408
31,953 23,334 20,498
35,373 24,386 21,239
32,726 20,713 17,502
38,946 21,275 20,295
26,566 23,777 19,301

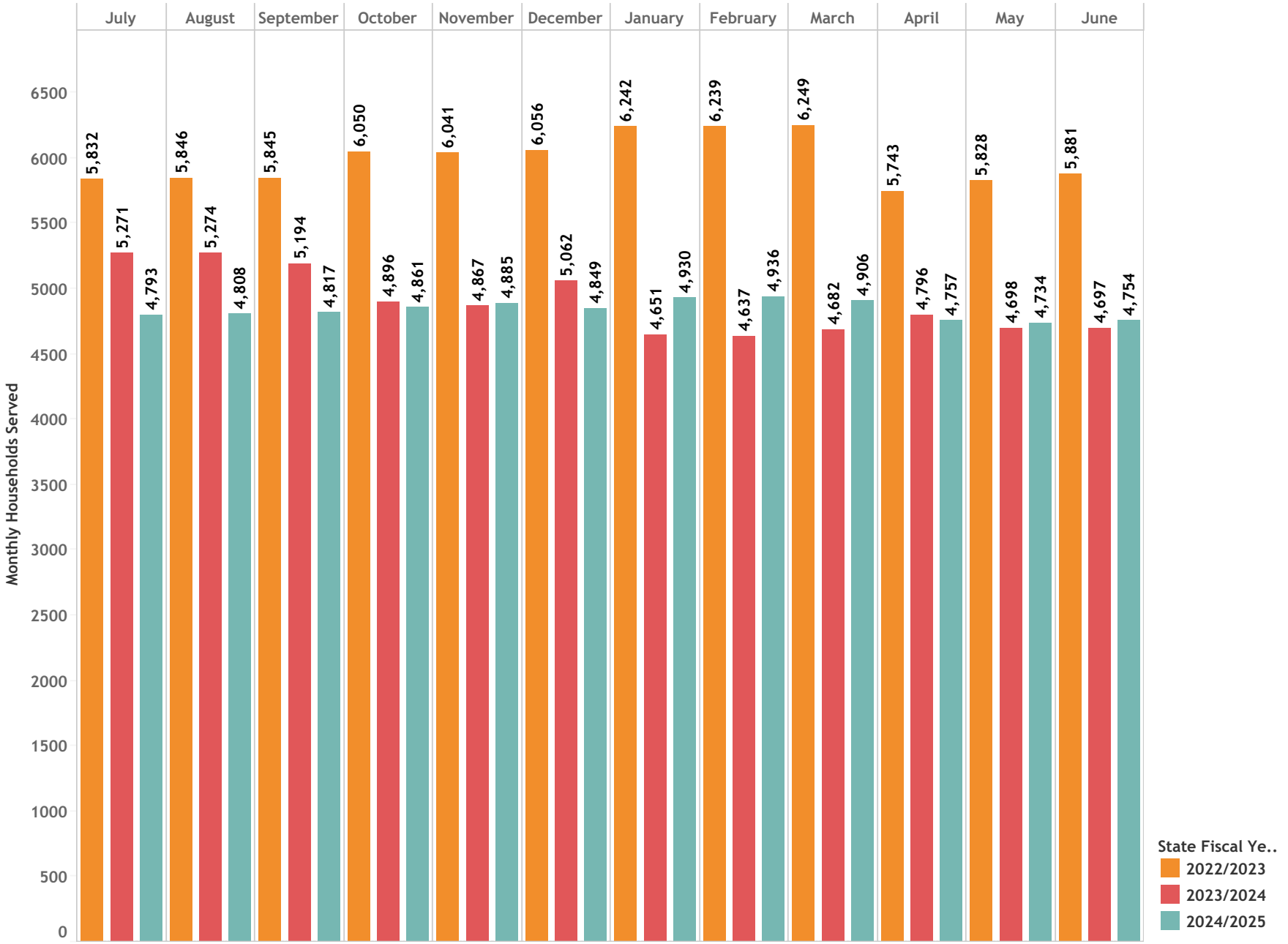
Food Assistance (SNAP)
Monthly SNAP Benefit Expenditures & Households Served
State Fiscal Year 2024/2025

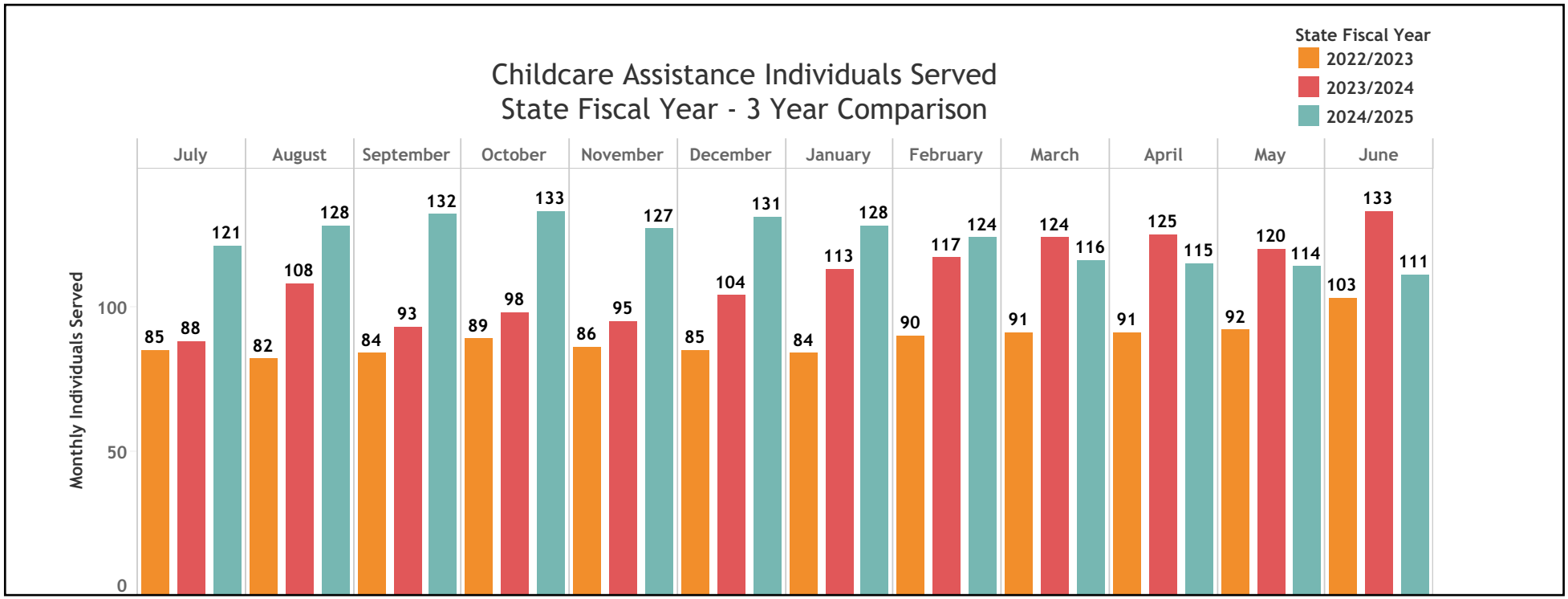


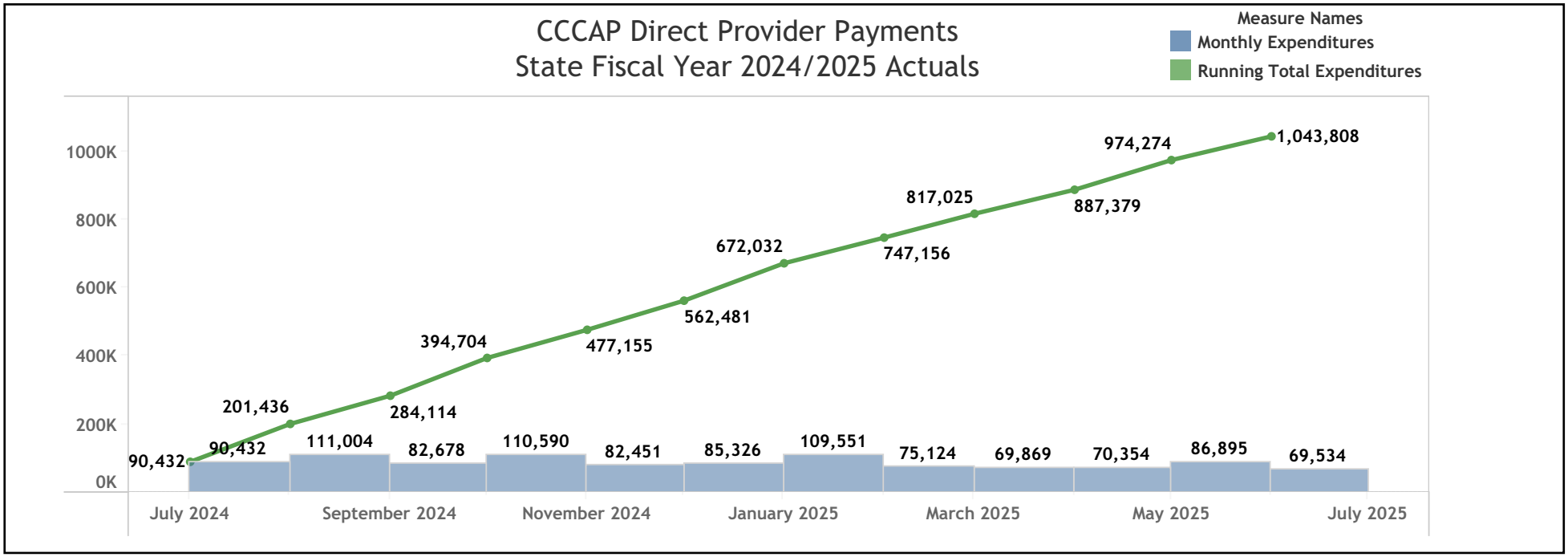
Food Assistance (SNAP)
Cumulative SNAP Benefit Expenditures & Unduplicated Households Served
State Fiscal Year 2024/2025



Medical Assistance Households Served
State Fiscal Year - 3 Year Comparison




Childcare Assistance Individuals Served
State Fiscal Year - 3 Year Comparison
State Fiscal Year
2022/2023
2023/2024
2024/2025
Monthly Individuals Served
0
50
100
July
August
September
October
November
December
January
February
March
April
May
June
85 88 121
82 108 128
84 93 132
89 98 133
86 95 127
85 104 131
84 113 128
90 117 124
91 124 116
91 125 115
92 120 114
103 133 111


CCCAP Direct Provider Payments
State Fiscal Year 2024/2025 Actuals
Measure Names
Monthly Expenditures
Running Total Expenditures
0K
200K
400K
600K
800K
1000K
July 2024
September 2024
November 2024
January 2025
March 2025
May 2025
July 2025
90,432
201,436
284,114
394,704
477,155
562,481
672,032
747,156
817,025
887,379
974,274
1,043,808
90,432
111,004
82,678
110,590
82,451
85,326
109,551
75,124
69,869
70,354
86,895
69,534

Social Services Expenditures 2025 Second Quarter
Tabular Data of Attachments 1 through 4

Attachment 1 - CO Works/TANF - top graph

Month	Distinct Monthly Households Served
Jul-22	54
Aug-22	56
Sep-22	54
Oct-22	49
Nov-22	45
Dec-22	52
Jan-23	47
Feb-23	44
Mar-23	45
Apr-23	63
May-23	64
Jun-23	62
Jul-23	58
Aug-23	66
Sep-23	61
Oct-23	73
Nov-23	75
Dec-23	72
Jan-24	59
Feb-24	66
Mar-24	64
Apr-24	60
May-24	64
Jun-24	61
Jul-24	62
Aug-24	60
Sep-24	62
Oct-24	59
Nov-24	59
Dec-24	63
Jan-25	49
Feb-25	51
Mar-25	50
Apr-25	49
May-25	49
Jun-25	52

Attachment 1 - CO Works/TANF - bottom graph

Month	Basic Cash Assistance Monthly Expenditures
Jul-22	$ 22,991
Aug-22	$ 20,182
Sep-22	$ 21,894
Oct-22	$ 25,693
Nov-22	$ 23,149
Dec-22	$ 28,903
Jan-23	$ 21,408
Feb-23	$ 20,498
Mar-23	$ 24,386
Apr-23	$ 17,502
May-23	$ 21,275
Jun-23	$ 26,566
Jul-23	$ 25,818
Aug-23	$ 28,179
Sep-23	$ 26,115
Oct-23	$ 33,255
Nov-23	$ 30,345
Dec-23	$ 48,950
Jan-24	$ 39,319
Feb-24	$ 31,953
Mar-24	$ 35,373
Apr-24	$ 32,726
May-24	$ 38,946
Jun-24	$ 23,777
Jul-24	$ 32,574
Aug-24	$ 40,469
Sep-24	$ 24,763
Oct-24	$ 32,639
Nov-24	$ 26,934
Dec-24	$ 32,761
Jan-25	$ 26,065
Feb-25	$ 23,334
Mar-25	$ 21,239
Apr-25	$ 20,713
May-25	$ 20,295
Jun-25	$ 19,301

Attachment 2 - Food Assistance (SNAP) - top graph

Month	Monthly SNAP Benefit Expenditures	Distinct Households Served
Jul-24	$ 1,089,121	1,872
Aug-24	$ 652,334	1,900
Sep-24	$ 639,618	1,900
Oct-24	$ 663,270	1,911
Nov-24	$ 662,274	1,933
Dec-24	$ 687,635	1,953
Jan-25	$ 705,106	2,012
Feb-25	$ 502,983	2,019
Mar-25	$ 705,021	2,002
Apr-25	$ 707,498	1,966
May-25	$ 732,160	1,980
Jun-25	$ 711,778	2,010

Attachment 2 - Food Assistance (SNAP) - bottom graph

Month	Cumulative SNAP Benefit Expenditures	Unduplicated Households Served
Jul-24	$ 1,089,121	1,872
Aug-24	$ 1,741,455	1,986
Sep-24	$ 2,381,073	2,100
Oct-24	$ 3,044,343	2,426
Nov-24	$ 3,706,617	2,447
Dec-24	$ 4,394,252	2,473
Jan-25	$ 5,099,358	2,827
Feb-25	$ 5,602,341	2,839
Mar-25	$ 6,307,362	2,858
Apr-25	$ 7,014,860	3,131
May-25	$ 7,747,020	3,140
Jun-25	$ 8,458,798	3,151

Attachment 3 - Medical Assistance Households Served

Month	Distinct Monthly Households Served
Jul-22	5,832
Aug-22	5,846
Sep-22	5,845
Oct-22	6,050
Nov-22	6,041
Dec-22	6,056
Jan-23	6,242
Feb-23	6,239
Mar-23	6,249
Apr-23	5,743
May-23	5,828
Jun-23	5,881
Jul-23	5,271
Aug-23	5,274
Sep-23	5,194
Oct-23	4,896
Nov-23	4,867
Dec-23	5,062
Jan-24	4,651
Feb-24	4,637
Mar-24	4,682
Apr-24	4,796
May-24	4,698
Jun-24	4,697
Jul-24	4,793
Aug-24	4,808
Sep-24	4,817
Oct-24	4,861
Nov-24	4,885
Dec-24	4,849
Jan-25	4,930
Feb-25	4,936
Mar-25	4,906
Apr-25	4,757
May-25	4,734
Jun-25	4,754

Attachment 4 - Colorado Child Care Assistance Program (CCCAP) - top graph

Month	Distinct Children Served Monthly
Jul-22	85
Aug-22	82
Sep-22	84
Oct-22	89
Nov-22	86
Dec-22	85
Jan-23	84
Feb-23	90
Mar-23	91
Apr-23	91
May-23	92
Jun-23	103
Jul-23	88
Aug-23	108
Sep-23	93
Oct-23	98
Nov-23	95
Dec-23	104
Jan-24	113
Feb-24	117
Mar-24	124
Apr-24	125
May-24	120
Jun-24	133
Jul-24	121
Aug-24	128
Sep-24	132
Oct-24	133
Nov-24	127
Dec-24	131
Jan-25	128
Feb-25	124
Mar-25	116
Apr-25	115
May-25	114
Jun-25	111

Attachment 4 - Colorado Child Care Assistance Program (CCCAP) - bottom graph

Month	Monthly CCCAP Provider Payments	Cumulative CCCAP Provider Payments
Jul-24	$ 90,432	$ 90,432
Aug-24	$ 111,004	$ 201,436
Sep-24	$ 82,678	$ 284,114
Oct-24	$ 110,590	$ 394,704
Nov-24	$ 82,451	$ 477,155
Dec-24	$ 85,326	$ 562,481
Jan-25	$ 109,551	$ 672,032
Feb-25	$ 75,124	$ 747,156
Mar-25	$ 69,869	$ 817,025
Apr-25	$ 70,354	$ 887,379
May-25	$ 86,895	$ 974,274
Jun-25	$ 69,534	$ 1,043,808

City and County of Broomfield

City Council Regular Meeting

E. Resolution - Aggregate Spend Memo with Thyssen-Krupp Elevator Corporation (TK Elevators)

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6E.

Presented By
Justin Mundt, Deputy Director Public Works

Community Goals

Overview

View Correspondence
View Presentation

The City and County of Broomfield's Facility Services Division is seeking approval for Resolution 2025-116 to authorize aggregate spend limits to Thyssen-Krupp Elevator Corporation (TK Elevators) totaling $278,842 in 2025, and to allow for future payments exceeding $200,000 for elevator maintenance and upgrades. This is due to ongoing issues, particularly with the Paul Derda Recreation Center elevator, which requires modernization. The resolution aims to ensure continued compliance with safety regulations and ADA requirements while managing the capital improvement budget.

Attachments

_Aggregate Spend with TK Elevator Corporation .pdf
Resolution 2025-116.pdf
Copy of FINAL CCOB_Cooperative_TK_Elevator_(Sourcewell)_2025-2028_(VS).pdf

Memo for Aggregate Spend with TK Elevator Corporation
Prepared By: Ken Rutt - Director of Water Utilities, Justin Mundt - Deputy Director of Public Works, Jill Johnson - Facilities Superintendent

Summary

View Correspondence
View Presentation

The Facility Services Division of the Public Works Department manages the maintenance and repair of fourteen elevators across eight city facilities. This includes ensuring compliance with safety regulations to prevent fines and legal issues. Elevators typically have a lifespan of 20 to 30 years, influenced by usage and regular preventive maintenance, which is crucial for the City and County of Broomfield's elevators to meet safety standards.

Facility Services is currently under agreement with Thyssen-Krupp Elevator Corporation (TK Elevator) based on a Sourcewell cooperative bid from the State of Minnesota (RFP#050224). This agreement, signed by the City and County Manager under her purchasing authority, extends through June 25, 2028, and allows for up to three additional one-year extensions.

The Capital Improvement budget includes funding for:
- George Di Ciero Building - interior cab replacement
- Police and Court - mechanical upgrade
- Library - mechanical upgrade
- #6 Garden Center - mechanical upgrade

Due to service issues experienced with the Paul Derda Recreation Center (PDRC) elevator in late 2024 and into 2025, the list of planned repairs has been reprioritized to address the modernization of the PDRC elevator.

History of Elevator Service Calls and Maintenance at PDRC:

- **Recurring Elevator Issues (April - Dec. 2024):** Eleven service calls were made to the PDRC due to recurring problems with the 22-year-old elevator, including the car failing to respond, slow door closing, becoming stuck between floors, and passenger entrapments. A new door operator was installed.
- **Continued Elevator Issues (Jan. - March 2025):** Approximately two weeks after the new door operator was installed, the elevator began to have issues again. Eleven additional service calls were made due to entrapments and the cab not responding.

Staff obtained an estimate of $169,546 for the modernization of the PDRC elevator. This project would involve replacing all existing mechanical and electrical components, including controllers, power units, and cab fixtures, to ensure compliance with the latest ADA requirements.

The Capital Improvement funds are being redistributed over the next few years due to long lead times of components and vendor availability as we work toward the completion of the remaining identified elevator projects.

Broomfield Municipal Code, Section 3-20-040(B), requires Council approval for cumulative purchase agreements exceeding $200,000 in a calendar year with a single vendor for similar supplies or services. The

proposed resolution covers planned and emergency maintenance, as well as contingency for potential emergency repairs through the end of 2025.

Proposed Resolution 2025-116 would authorize the City and County Manager or a designee thereof to approve agreements and purchase orders from TK Elevator Corporation with aggregate total payments of $278,842 in 2025. This resolution would also allow the City and County Manager or designee to approve purchase orders in excess of $200,000 from TK Elevator Corporation in future years, subject to the cooperative agreement term and budget appropriations approved by City Council.

Financial Considerations

As shown in the sources and uses of funds summary below, the project can be completed within the budgeted amount.

Sources and Uses of Funds	Amount
Fund 20-70011-55200 25U0016 Citywide Elevator Mechanical Upgrades	$750,000
Fund 20-70010-55200 25U0015 City and County Building Elevator Cab Upgrades	$62,545
2025 Expense 1 - Preventive Maintenance and Repairs	-$21,500
2025 Expense 2 - PDRC Elevator Modernization	-$169,456
2025 Expense 3 - George DiCiero City and County Building - Cab Upgrade	-$62,545
2025 Expense 5 - Contingency For Emergency Elevator Repairs	-$25,341
Projected Balance	**$533,703**

Prior Council or Other Entity Actions

October 1, 2024 Council Approval of the 2025 Budget

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

If Council desires to approve the resolution, the appropriate motion is.

That Resolution 2025-116 be adopted.

Alternatives

Council could choose not to approve the resolution, postponing maintenance and repair work until 2026 or beyond.

Deferring these projects will cause ongoing maintenance costs to increase as these assets age.

RESOLUTION NO. 2025-116

A resolution authorizing and approving an increase in aggregate spend with TK Elevator Corporation

Be it resolved by the City Council of the City and County of Broomfield, Colorado:

Section 1. The City and County Manager or a designee thereof is authorized to approve purchase orders from TK Elevator Corporation, with aggregate total payments not to exceed $278,842 in 2025.

Section 2. The City and County Manager or designee is authorized to approve purchase orders in excess of $200,000 from TK Elevator Corporation in future years, subject to the cooperative agreement term and budget appropriations approved by City Council.

Section 3. This resolution is effective upon its approval by the City Council

Approved on September 23, 2025

The City and County of Broomfield, Colorado

_____

Mayor

Attest:

_____

Office of the City and County Clerk

Approved as to form:

_____

City and County Attorney

Docusign Envelope ID: 54ADEFEE-B0D3-413C-9E63-22B13DCB516D

AN AGREEMENT BY AND BETWEEN THE CITY AND COUNTY OF BROOMFIELD AND TK ELEVATOR CORPORATION FOR ELEVATOR EQUIPMENT, REPAIR AND MAINTENANCE SERVICES

1. PARTIES. The parties to this Agreement for Elevator Equipment, Repair and Maintenance Services (this "Agreement") are the City and County of Broomfield, a Colorado municipal corporation and county, (the "City") and TK Elevator Corporation, a Delaware corporation (the "Contractor"), collectively, the "Parties," or individually, a "Party."

2. RECITALS. The Recitals to this Agreement are incorporated herein by this reference as though fully set forth within the body of this Agreement.

   2.1. The City seeks to purchase elevator equipment, repair and maintenance services for elevators located throughout the City.

   2.2. Sourcewell, a State of Minnesota local government unit and service cooperative which offers cooperative procurement solutions to government entities, completed a competitive solicitation (RFP #050224) for elevator equipment, repair and maintenance services and selected the Contractor to provide such services which other local governments can utilize through a cooperative purchasing effort as documented in the contract attached hereto as Exhibit A (the "Cooperative Contract").

   2.3. The City desires to utilize the terms of the Cooperative Contract with the agency indicated above, and the Parties therefore desire to enter into an Agreement for completion of the services further described herein.

3. TERMS AND CONDITIONS. In consideration of the mutual covenants and promises of the Parties contained herein, and other valuable consideration, the receipt and adequacy of which are hereby acknowledged, the Parties agree as follows:

   3.1. Term. The Term of this Agreement shall commence on April 1, 2025 and extend and continue until the Cooperative Contract expires or terminates, which currently extends through June 25, 2028 and allows up to three additional one-year extensions. To the extent the Cooperative Contract terminates earlier, this Agreement shall terminate as well except as otherwise terminated by the City pursuant to Section 31 below.

   3.2. Scope. The Contractor shall furnish the labor, equipment, materials and supervision necessary for or incidental to the complete and timely performance of everything described or reasonably implied from the Cooperative Contract attached hereto as Exhibit A and incorporated by this reference and Exhibit B.

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3.3. Price. The City shall pay the Contractor for goods and services set forth in the Cooperative Contract in accordance with the amount or amounts shown in Exhibit C, and in accordance with any amendments and renewals of the Cooperative Contract. In no event shall the total price escalations at the end of each twelve (12) month period be more than five percent (5%) in any subsequent one (1) year period. The Contractor shall provide thirty (30) days advance written notice to the City of all annual price adjustments. The Contractor shall provide the City upon request with the current pricing or renewal amendment as requested by the City from time to time to verify the current pricing.

3.3.1. *Purchase Orders*. Once the City has identified a project for which it desires to obtain the Contractor's services, it shall issue a request for services to the Contractor to provide the service. The Contractor will submit a proposal based on that request in accordance with the pre-established rates set forth in this Agreement and consistent with the pricing established pursuant to the Cooperative Contract, and if accepted by the City, the City will issue a written purchase order ("Purchase Order") for those services including a mutually acceptable scope of work developed by the Parties based on the services described in Exhibit A. A written Purchase Order shall, at a minimum, contain a description of the project/Work, the Purchase Order price, the period of performance for the Work, and the insurance requirements if different from the requirements specified herein.

3.3.2. *City Council Approvals*. The Parties acknowledge and agree that any single purchase order in excess of $200,000, or any cumulative combination of individual purchase orders exceeding $200,000 in one fiscal year, must be approved by City Council in accordance with City Council's policies and procedures as such policies and procedures may be updated from time-to-time.

3.4. Payment. The Contractor will timely issue invoices for products and/or services delivered or rendered pursuant to this Agreement. Invoices shall be paid within thirty (30) days of approval by the City representative. The City will notify the Contractor of any dispute with respect to an invoice in writing. Both Parties will use best efforts to resolve any dispute within 180 days. Incorrect payments to the Contractor due to omission, error, fraud, or defalcation may be recovered from the Contractor by deduction for subsequent payments due to the Contractor under this Agreement or other contracts between the City and the Contractor.

4. NOTICE AND AUTHORIZED REPRESENTATIVES. Any notice required or permitted by this Agreement shall be in writing and shall be sufficiently given for all purposes if sent by

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email to the authorized representative identified below. Such notice shall be deemed to have been given when the email was sent and received. The City may change its representative at any time by notice to the Contractor. The Contractor shall not replace the Contractor Representative unless: (a) the City requests a replacement, or (b) the Contractor terminates the employment of the Contractor Representative and provides a satisfactory substitute. The City must approve a substitute Contractor Representative, and, if no substitute is acceptable, the City may terminate this Agreement. The Parties each designate an authorized representative as follows:

4.1. The City designates the Facility Services Superintendent as the authorized representative of the City under this Agreement. Email address is jnjohnson@broomfield.org.

4.2. The Contractor designates Brandon Ray as the authorized representative of the Contractor under this Agreement. Email address is Brandon.Ray@tkelevator.com.

If the Contractor is alleging that the City is in breach of this Agreement or has violated any term of this Agreement, Legal Notice shall be made by making the notice above with a copy to citycountyattorney@broomfield.org.

5. INDEPENDENT CONTRACTOR. **The Contractor is an independent contractor as provided in C.R.S. § 8-40-202(2). The Contractor is not entitled to workers' compensation benefits and the Contractor is obligated to pay federal and state income tax on monies earned pursuant to this Agreement.**

6. INDEMNIFICATION. The Contractor expressly agrees to indemnify, defend and hold harmless the City or any of its officers or employees, agents, or officials from any and all claims, damages, liability, or court awards, including costs and attorney's fees, that are or may be awarded as a result of any loss, injury, or damage sustained or claimed to have been sustained by anyone, including but not limited to, any person, firm, partnership, or corporation, in connection with or arising out of any willful misconduct or negligent act or omission by Contractor or any of its employees or agents in performing work pursuant to this Agreement, provided that neither party shall be liable for consequential damages. In the event that any such suit or action is brought against the City, the City will give timely notice thereof to the Contractor.

7. DEFAULT. If the Contractor fails to comply with any provision of this Agreement and does not correct such failures within fifteen (15) days after written notice from the City, the City may terminate this Agreement and the Contractor's right to proceed hereunder. If the City terminates this Agreement under this paragraph, the Contractor may, at the option of the City, be required to cease any or all work provided for under this Agreement and shall be liable for any additional cost to the City for services

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acceptable to the City from another contractor as well as any actual damages associated with such failure to perform.

8. APPROVAL OF SUBCONTRACTORS AND CONSULTANTS. The Contractor shall not employ any subcontractors or consultants without the prior written approval of the City Representative. Prior to commencing any work, each subcontractor or consultant shall provide the appropriate insurance as required for the Contractor under this Agreement. The Contractor shall be responsible for coordination of the work and the acts and omissions of its agents, employees, subcontractors, consultants and suppliers, and shall bind each to the terms of this Agreement so far as are applicable. This Agreement is voidable by the City if subcontracted by the Contractor without the express written consent of the City.

9. PROTECTION OF PROPERTY. The Contractor shall protect against damages or interrupted services all City property at all times during the term of this Agreement. The Contractor shall be held responsible for repairing or replacing any and all property that is damaged by reason of the Contractor's work to the satisfaction of the City within three (3) weeks of the notification of such damage, which may be extended with written approval of the City.

10. NO THIRD PARTY BENEFICIARIES. This Agreement is intended to describe the rights and responsibilities only as to the parties hereto. This Agreement is not intended and shall not be deemed to confer any rights on any person or entity not named as a party hereto.

11. FINANCIAL OBLIGATIONS OF THE CITY. All financial obligations of the City under this Agreement are subject to appropriation, budgeting, and availability of funds to discharge such obligations. Nothing in this Agreement shall be deemed to pledge the City's credit or faith, directly or indirectly, to the Contractor. If funds for this Agreement are not appropriated and budgeted in any year subsequent to the fiscal year of execution of this Agreement as determined by the City, this Agreement may be terminated by the City upon written notice to the Contractor. The City's fiscal year is currently the calendar year.

12. EXHIBITS. All exhibits referred to in this Agreement are by reference incorporated herein for all purposes.

13. CONFLICTS WITHIN THE CONTRACT DOCUMENTS. In the event that conflicts exist within the terms and conditions of this Agreement and the attached or referenced exhibits the former shall supersede.

14. INTEGRATION AND AMENDMENT. This Agreement represents the entire agreement between the Parties and there are no oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by the Parties. For purposes of clarity, the terms and conditions of any Contractor invoice,

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Contractor timesheet, or other form, including but not limited to indemnification, limitation of liability, or cancellation fees, shall be void and of no effect against the City notwithstanding any signatures on such form by a City employee. The Contractor's rights and obligations shall be solely governed by the terms and conditions of this Agreement.

15. SEVERABILITY. If any provision of this Agreement as applied to either Party or to any circumstance shall be adjudged by a court to be void or unenforceable, the same shall in no way affect any other provision of this Agreement, the application of any such provision in any other circumstances, or the validity or enforceability of the Agreement as a whole.

16. ADDITIONAL DOCUMENTS OR ACTION. The parties agree to execute any additional documents or take any additional action that is necessary to carry out this Agreement.

17. MINOR CHANGES. The Parties executing this Agreement are authorized to make nonsubstantive corrections to this Agreement and attached exhibits, if any, as they consider necessary upon mutual agreement of the Parties.

18. DOCUMENTS. All drawings, analyses, plans, tests, maps, surveys, electronic files and written material of any kind generated in the performance of this Agreement or developed specifically for work performed under this Agreement shall remain the sole and exclusive property of the City, and the other Party shall not provide copies of any such material to anyone without the express written consent of the City.

19. RECORDS RETENTION. The Contractor shall maintain complete and accurate records of time spent and materials used for performance of the Work, together with any invoices, time cards, or other supporting data reasonably requested. All records, data and documentation shall be retained by the Contractor for a period of not less than three (3) years after completion of the Work, and shall be subject to review, inspection and copying by the City upon reasonable notice.

20. OFFICIALS NOT TO BENEFIT. No elected or employed member of City government shall directly or indirectly be paid or receive any share or part of this Agreement or any benefit that may arise therefrom. The Contractor warrants that it has not retained any entity or person, other than a bona fide employee working solely for the Contractor, to solicit or secure this Agreement.

21. ASSIGNMENT. This Agreement shall not be assigned by either Party without the prior written consent of the other Party.

22. BINDING EFFECT. This Agreement shall inure to the benefit of and be binding upon the parties and their respective legal representatives, successors, heirs, and assigns,

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provided that nothing in this paragraph shall be construed to permit the assignment of this Agreement except as otherwise expressly authorized herein.

23. DAYS. If the day for any performance or event provided for herein is a Saturday, a Sunday, a day on which national banks are not open for the regular transactions of business, or a legal holiday pursuant to C.R.S. § 24-11-101(1), such day shall be extended until the next day on which such banks and state offices are open for the transaction of business.

24. DELAYS. Any delays in or failure of performance by any Party of its obligations under this Agreement shall be excused if such delays or failure are a result of acts of God, fires, floods, strikes, labor disputes, accidents, regulations or orders of civil or military authorities, shortages of labor or materials, or other causes, similar or dissimilar, which are beyond the control of such Party.

25. NO PRESUMPTION. The Parties to this Agreement and their attorneys have had a full opportunity to review and participate in the drafting of the final form of this Agreement. Accordingly, this Agreement shall be construed without regard to any presumption or other rule of construction against the Party causing the Agreement to be drafted.

26. GOOD FAITH OF PARTIES. In the performance of this Agreement or in considering any requested approval, acceptance, or extension of time, the Parties agree that each will act in good faith and will not act unreasonably, arbitrarily, capriciously, or unreasonably withhold, condition, or delay any approval, acceptance, or extension of time required or requested pursuant to this Agreement.

27. WAIVER OF BREACH. This Agreement or any of its provisions may not be waived except in writing by a Party's authorized representative. A waiver by any party to this Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach by either party.

28. GOVERNING LAW. This Agreement shall be governed by the laws of the State of Colorado. Venue for any legal action related to this Agreement shall lie in the District Court, Broomfield County, Colorado.

29. LAWS TO BE OBSERVED. The Contractor shall be cognizant of all federal and state laws and local ordinances and regulations that in any manner affect those engaged or employed in the work or which in any manner affect the conduct of the work, and of all such orders and decrees of bodies or tribunals having any jurisdiction or authority over the same, and shall at all times observe and comply with all such existing laws, ordinances, regulations and decrees, and shall protect and indemnify the City against any claim or liability arising from or based on the violations of any such law, ordinance, regulation, order or decree, whether by itself, its subcontractors, agents or employees. The Contractor shall procure all necessary approvals, licenses and permits

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at its own expense; provided, that, the Contractor will be able to receive no cost permits when such permits are issued by the City directly.

30. TERMINATION. The City reserves the right to terminate this Agreement, in whole or in part, with or without cause by written notice to the Contractor. In the event of termination, the Contractor shall incur no additional expenses and shall perform no further work for the City under this Agreement after the date of receipt of the notice of termination, unless otherwise specified by the City. The City shall pay the Contractor for all work satisfactorily performed prior to receipt of the notice of termination and for other services required by the City to be completed prior to termination and satisfactorily performed.

31. SURVIVAL OF OBLIGATIONS. Notwithstanding anything to the contrary, the Parties understand and agree that all terms and conditions of this Agreement that require continued performance or compliance beyond the termination or expiration of this Agreement, including without limitation the indemnification provision, shall survive such termination or expiration and shall be enforceable against a Party if such Party fails to perform or comply with such term or condition.

32. DIGITAL ACCESSIBILITY STANDARDS. In 2021, the State of Colorado adopted HB21-1110 relating to the digital accessibility standards required to be implemented under the Colorado Anti-Discrimination Act which makes it unlawful to discriminate against individuals with a disability. In order to comply with the law on or before July 1, 2024, the Contractor shall ensure that all digital deliverables and digital technology provided pursuant to the terms of this Agreement shall comply with at least the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA, or such updated standard as the Colorado Governor's Office of Information Technology may adopt from time-to-time.

33. EXECUTION; ELECTRONIC SIGNATURES. This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which shall constitute but one and the same instrument. This Agreement shall not be binding upon any Party hereto unless and until the Parties have executed this Agreement. The Parties approve the use of electronic signatures for execution of this Agreement. All documents must be properly notarized, if applicable.

[*The remainder of this page is intentionally left blank*.]

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This Agreement is executed by the Parties hereto in their respective names as of May 14, 2025.

THE CITY AND COUNTY OF BROOMFIELD,
a Colorado municipal corporation and county

Jennifer Hoffman

City and County Manager
One DesCombes Drive
Broomfield, CO 80020

APPROVED AS TO FORM:

Kourtney Hartmann

City and County Attorney's Office

CONTRACTOR:

TK Elevator Corporation, a Delaware corporation

Signed by:
By: Caleb Evans
7EB833B294874D9...
Name:
Address: 788 Circle 75 Pkwy SE Ste 500, Atlanta, GA 30339

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EXHIBIT A
COOPERATIVE CONTRACT

See Attached.

Cooperative Pricing Attached.

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EXHIBIT B
SCOPE OF WORK

The Contractor will provide elevator equipment, repair and maintenance services consistent with the Cooperative Agreement and in accordance with the specifications provided below. These services include, but are not limited, to the following:

1. Service Standards.

   1.1. The services shall be performed in a diligent and first class manner, with quality supplies, materials, equipment and workmanship and in such a manner so as to minimize the possibility of any annoyance, interference, or disruption to tenants or other occupants of the Property and their invitees. Upon completion of the services, the Contractor shall restore the Property to its original condition and shall leave the Property clean and free of all tools, equipment, waste materials and rubbish.

2. Testing and Inspections.

   2.1. The Contractor shall be required to service, inspect and test all elevator components per Local, State and Federal regulations. The Contractor will follow the American National Standard Safety Code for Elevators and Escalators, ANSI A17.1. Contractors will be required to include a schedule of when inspection and tests will be conducted and supply a copy of the inspection and tests to the City and County of Broomfield.

   2.2. The Contractor is responsible for determining if any elevator or component of the elevator is not satisfactory to the inspecting official. The Contractor will submit in writing the deficiencies and plan of action to the City and County of Broomfield.

3. Traction Elevators. The Contractor agrees to and shall maintain the traction elevator equipment described on any Location Agreements on the following terms and conditions:

   3.1. The Contractor will use trained employees directly employed and supervised by the Contractor. Such employees shall be qualified to keep the equipment properly adjusted.

   3.2. The Contractor will regularly and systematically examine, adjust, clean and lubricate the following as required, and if conditions warrant, repair or replace the same:

      3.2.1. Machine worm gear, thrust bearings, drive sheave, drive sheave shaft bearings, brake pulley and brake coil, contact linings and component parts;

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3.2.2. Motor and motor generator, motor windings, rotating element, commutator, brushes, brush holders and bearings;

3.2.3. Silicon control rectifiers, reactors, filters, heat sinks, amp traps, transducers, and all control components;

3.2.4. Controller, selector and dispatching equipment, leveling devices and cams, all relays, solid state components, resistors, condensers, transformers, contacts, leads, dash pots, timing devices, computer and micro computer devices, steel selector cable or tape, and mechanical and electrical driving equipment;

3.2.5. Governor, governor sheave and shaft assembly, bearings, contacts, and governor jaws;

3.2.6. Deflector or secondary sheave, bearings, car and counterweight guide rails, top and bottom limit switches, governor tension sheave assembly, compensating sheaves assembly, counterweight and counterweight guide shoes including rollers or gibs;

3.2.7. Hoistway door interlocks and hangers, bottom door guides and auxiliary door closing devices and all fastening devices and associated reinforcement in attached components;

3.2.8. Hoistway entrance door sill areas beyond the entrance frame opening; will be cleaned.

3.2.9. Automatic power operated door operator, car door hanger, car door contact, door protective device, car ventilation system platform, load weighing equipment, car safety mechanism, elevator car guide shoes, gibs or roller;

3.3. The Contractor shall maintain the individual minimum performance standards defined below:

3.3.1. “Start to Stop Time” as measured from the moment the car begins motion till the time it stops for a single floor run.

3.3.2. “Door Open Time” as measured from the fully closed door position to a fully open stopped position.

3.3.3. “Door Close Time” as measured from the fully open door position to a fully closed stopped position. Door closing pressure shall not exceed 30 lbs.

3.3.4. “Leveling Accuracy” as measured from car sill to landing sill at a fully stopped position under all load conditions.

3.3.5. “Rated Speed” as the same shall be that noted and shall not vary by more than 5% regardless of direction or load.

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3.3.6. The Contractor shall maintain the Rated Speed in feet per minute, the original performance time, including acceleration and retardation as designed and installed by the manufacturer and perform the necessary adjustments as required to maintain the original Door Open Time and Door Close Time, within limits of applicable codes, or to adjust and maintain revised Door Open Time and/or door close Time upon direction of the City.

3.3.7. The Contractor shall maintain smooth ride quality, smooth acceleration and deceleration and comfortable stop.

3.3.8. The Contractor shall maintain positive and quiet door operation with rapid and smooth checking at limits of travel. The Contractor shall annually, check the group dispatching systems and make necessary tests to insure that all circuits and time settings are properly adjusted and that the system performs as designed and installed by the manufacturer or to adjust and maintain revised settings upon direction of the City.

3.3.9. The Contractor shall examine periodically all safety devices and governors and conduct an annual no-load test.

3.3.10. The Contractor shall calibrate load-weighing devices to Purchaser's selected settings, after annual and, as applicable, five-year safety tests are conducted.

3.3.11. The Contractor shall renew all wire ropes as often as is necessary to maintain an adequate factor of safety; equalize the tension on all hoist and compensation ropes, lubricate ropes appropriately and when necessary remove all residue and accumulated deposits from the rope surface and shorten ropes and chains as required to provide legal and reasonable bottom clearances.

3.3.12. The Contractor shall repair or replace conductor cables and hoistway and machine room elevator wiring in such a way as to maintain the percentage of spare conductors present at the acceptance of the location requirement. In no case shall the number of spare conductors be less than 5%.

3.3.13. The Contractor shall furnish lubricants compounded to the manufacturer's rigid specifications.

3.3.14. The Contractor shall make other safety tests recommended or directed by all applicable governmental authorities in force at the time of the acceptance of the Agreement.

3.3.15. The Contractor shall coordinate all testing requiring an independent witness or inspector with the City's appointed representative.

3.3.16. The Contractor shall not be required to make renewals or repairs necessitated by reason of City's negligence or City's misuse of the

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Equipment or by reason of any other cause beyond the Contractor's reasonable control except ordinary wear and tear.

3.3.17. The Contractor shall also maintain, and if conditions warrant, repair or replace the following auxiliary equipment:

3.3.17.1. All handicap devices;

3.3.17.2. All elevator related earthquake devices if applicable.

3.3.18. The Contractor shall have no responsibility for the following items of Equipment, which are not included, unless specifically contracted for such services:

3.3.18.1. the finishing, repairing, or replacement of cab enclosure, hoistway door panels, door frames, sills, car flooring, floor covering, lighting fixtures, light bulbs and tubes, main line power switches, breaker, feeders to controller, alignment of elevator guide rails, smoke and fire sensors, fire service reports, air conditioners and all other items as set forth and excluded in this Agreement. Elevator signal light bulbs will be replaced during regular service calls.

4. Hydraulic Elevators. The Contractor shall maintain the hydraulic elevator equipment described on any fully executed Location Agreements under the same terms and conditions described under 7.1 entitled "Traction Elevators," as the same are applicable to hydraulic elevators, with the following additions:

4.1. The Contractor shall have no responsibility for the following items of Equipment in addition to those listed in provision 3.3.18.1 above: the finishing, repairing, or replacement of cab enclosure, hoistway door panels, door frames, sills, car flooring, floor covering, lighting fixtures, light bulbs and tubes, main line power switches, breaker, feeders to controller, hydraulic elevator jack, hydraulic elevator outer casing, any type of underground piping or other material, alignment of elevator guide rails, smoke and fire sensors, fire service reports, air conditioners and all other items as set forth and excluded in this agreement. Elevator signal light bulbs will be replaced during regular service calls.

4.2. Filters, mufflers and muffler components are included.

4.3. The Contractor shall periodically examine all safety devices and conduct pressure tests and other tests required by ANSI A1 7.1 or other applicable codes.

4.4. The Contractor shall periodically conduct an inspection of hydraulic fluid to detect contaminants and assure proper viscosity, make necessary corrections and replace fluid as required and furnish hydraulic fluid compounded to the manufacturer's rigid specifications.

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4.5. The Contractor shall clean excessive fluid leakage from pump pans, cylinder heads, machine room and pit floors.

5. After Hours Work.

5.1. All Services are to be provided during the Contractor's regular working hours of its regular working days unless otherwise specified below which are 7:00 am to 5:00 pm Monday through Friday, excluding holidays.

5.1.1. For specified locations marked as "Gold" within the Exhibit C, any overtime work requested by the City, the City agrees to pay us overtime labor at our normal billing rates, including travel time, travel expenses, and time spent on the property.

5.1.2. For specified locations marked as "Platinum" within the Exhibit C, any overtime work requested by the City, the City agrees to pay us for the difference between regular and overtime labor at our normal billing rates, including travel time, travel expenses, and time spent on the property.

5.1.3. For specified locations marked as "Platinum Premier" within the Exhibit C, for overtime calls involving one mechanic, the Contractor will include our services at no additional cost.

5.1.4. For specified locations marked as "Bronze" within the Exhibit C, oil & grease only contract. All repairs are billable.

6. Emergency Calls.

6.1. Upon receipt of a call from the City for an emergency, the Contractor must respond on-site within two (2) hours after the call is made. The service technician must inform City staff of their arrival, report time spent on repairs, and action taken to correct the problem. The City and County of Broomfield will not incur any transportation costs.

7. Call Back.

7.1. The Contractor shall be responsible for all callback services and must also respond within two (2) hours after the call is placed.

8. Uniforms.

8.1. The Contractor will ensure that all service technicians are properly uniformed in clean, neat and easily identifying the company's name.

9. Service Log.

9.1. The Contractor will maintain a service log for each facility where elevators are maintained. This log is to be provided by the Contractor, kept up-to-date by the service technician, and contain all activities and time spent by the service

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technicians. All logs are to be consistent in each location. Facility Services will provide a location for and have access to these logs at each facility.

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EXHIBIT C
PRICING SCHEDULE

Property list/Location
Contract Type and Price

Contract Type	Customer Name	Install Site Name	Address	Nicknar	Controller Model	Serial Number	Monthly Value
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	PAUL DERDA RECREATION CENTER	13201 LOWELL BLVD	1	300A	US1276980	$ 152.97
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	6 GARDEN CENTER - 6	6 GARDEN CENTER	1	Miprom 2100 Hydraulic	US1277030	$ 148.92
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	CITY AND COUNTY BUILDING	1 DESCOMBES DR	1	300A	US1277029	$ 156.40
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	MAMIE DOWD EISENHOWER LIBRARY	3 COMMUNITY PARK RD	1	Miprom 2100 Hydraulic	US1277028	$ 152.35
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	DETENTION FACILITY	11600 RIDGE PKWY	1	DMC IA	US1277039	$ 133.28
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	POLICE DEPARTMENT/COURT	17 DESCOMBES DR	5	330A	US1277040	$ 141.20
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	POLICE DEPARTMENT/COURT	17 DESCOMBES DR	1	300A	US1277032	$ 141.20
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	POLICE DEPARTMENT/COURT	17 DESCOMBES DR	4	330A	US1277034	$ 141.20
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	POLICE DEPARTMENT/COURT	17 DESCOMBES DR	2	300A	US1277033	$ 141.20
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	HEALTH & HUMAN SERVICES	100 SPADER WAY	1	KCM831	US1277038	$ 312.03
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	POLICE DEPARTMENT/COURT	17 DESCOMBES DR	3	330A	US1277035	$ 141.20
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	HEALTH & HUMAN SERVICES	100 SPADER WAY	2	KCM831	US1277037	$ 312.03
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	BROOMFIELD COMMUNITY CENTER	280 SPADER WAY	1	TAC32	US1277036	$ 177.46
C131US (Gold)	CITY & COUNTY OF BROOMFIELD	BROOMFIELD COMMUNITY CENTER	280 SPADER WAY	2	TAC32	US642785	$ 177.46
							$ 2,428.91

- Billing Frequency (Quarterly)
- Annual Escalations Capped at 5%

City and County of Broomfield

City Council Regular Meeting

F. Resolution - Supporting Adams 12 Five Star Schools' Ballot Initiative

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6F.

Presented By
Danee Brouillard

Community Goals

Overview

View Correspondence
View Presentation

This memo seeks approval of Resolution No. 2025-129 which advocates for Adams 12 Five Star Schools' 2025 ballot initiative and conveys the City Council's support.

Attachments

Memo for Resolution No_ 2025-129 Supporting Adams 12 Five Star Schools' 2025 Ballot Initiative.pdf
Resolution 2025-129 Supporting Adams 12 Ballot Initiative.pdf

Memo for Resolution No. 2025-129 Supporting Adams 12 Five Star Schools' 2025 Ballot Initiative
Prepared By: Danee Brouillard, Director of Strategic Initiatives and Governmental Affairs

Summary

View Correspondence
View Presentation

Background: Adams 12 Five Star Schools serves approximately 36,000 students, including students who reside in Broomfield. The district is facing increasing demands with limited funding to address aging facilities, operational needs, and competitive compensation for educators.

In August 2024, the Adams 12 district voters considered two ballot measures.

1. A bond override (5E) aimed at funding building improvements and modernization efforts, such as safety improvements, and replacing aging roofs and HVAC/plumbing systems.
    - Outcome: The bond override was approved by the district voters.
2. A mill levy override (5D) intended to support operations, including competitive salaries for educators, expanded access to special classes, and hands-on career and technical education courses.
    - Outcome: The mill levy override failed to pass.

Due to the failure of the mill levy override and continued inadequate state funding, Adams 12 Five Star Schools announced in March 2025 that over $27M in reductions would be necessary, impacting classroom sizes, libraries, academic intervention programs, and staff supporting mental health and behavioral needs.

In response to this continued shortfall, the Adams 12 Five Star School Board unanimously approved on August 27, 2025, to place a 8.795 mill levy increase that would raise $39.42M for operations on the November 2025 ballot. If passed, the increase would fund ongoing operating expenses, including staffing, academic programming, and investments in mental health, safety, and security.

The attached resolution encourages Broomfield voters in the school district to approve the mill levy override for operations, benefiting the educational infrastructure and programs of Adams 12 schools.

Impact on Broomfield: Approval of this funding measure will directly benefit Adams 12 students and their families who reside in Broomfield, as well as the entire Broomfield community. The proposed improvements will enhance the quality of education, help attract and retain high-quality teachers, and prepare students for the workforce by equipping them with skills aligned with emerging industries.

By supporting this resolution, the City Council signals its commitment to fostering a high-quality public education system, which is essential to Broomfield's social, economic, and public health and safety outcomes. The investment in Adams 12 will ensure a better future for our community by preparing students to succeed in a competitive job market and become the next generation of leaders.

Financial Considerations

N/A

Prior Council or Other Entity Actions

Resolution No. 2024-146: City Council approved a resolution supporting 2024 Adams 12 Five Star Schools' bond measure and mill levy override.

Resolution 2008-179: City Council approved a resolution supporting the 2008 Adams 12 Five Star Schools' proposed mill levy override and bond issue.

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

If Council desires to support the resolution as outlined above, the appropriate motion is...

That Resolution 2025-129 be adopted.

Alternatives

Council may take no action or amend this resolution to oppose this legislation.

RESOLUTION NO. 2025-129

A resolution supporting Adams 12 Five Star Schools' 2025 Ballot Initiative related to a mill levy override

Recitals.

Whereas, high-quality public education is critical to fostering a vibrant community and social and economic prosperity, preparing young people for the workforce, developing future leaders, and furthering public health, safety, and welfare; and

Whereas, Adams 12 Five Star Schools ("Adams 12") provides public education to around 36,000 students, including students who reside in Broomfield; and

Whereas, Adams 12 is facing increasing demands with respect to programming and facilities, and diminishing or flattening funding sources; and

Whereas, adequate funding for operations and facilities is essential for Adams 12 to provide a high-quality public education to its students; and

Whereas, on August 27, 2025, the Adams 12 Board of Education unanimously approved placing on the November 2025 ballot an 8.795 mill levy increase that would raise $39.42 million for operations; and

Whereas, the mill levy override would allow Adams 12 to attract and keep high-quality staff by bringing salaries closer to the market average for teachers, support staff, and school leaders in surrounding districts; expand career and technical education opportunities; increase the number of trained safety and security staff to maintain a safe learning environment; and provide additional mental health support for students; and

Whereas, approval of this funding measure would substantially benefit Adams 12 students and parents who reside in Broomfield, as well as the entire community, now and in the future.

Now, therefore, be it resolved by the City Council of the City and County of Broomfield, Colorado:

Section 1.

The City Council expresses its support for, and encourages Broomfield voters to vote yes on, Adams 12 Five Star Schools' proposed 8.795 mill levy increase for operations to help further the district's educational objectives and ability to provide high-quality public education to its students, including those who live in Broomfield.

Section 2.

This resolution is effective upon its approval by the City Council.

Approved on September 23, 2025.

The City and County of Broomfield, Colorado

_____

Mayor

Attest:

_____

Office of the City and County Clerk

Approved as to form:

NCR

_____

City and County Attorney

City and County of Broomfield

City Council Regular Meeting

G. Ordinance First Reading - Regarding Disposition of Unclaimed Property

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6G.

Presented By
Graham Clark

Community Goals

Overview

View Correspondence
View Presentation

These proposed amendments to the Broomfield Municipal Code (BMC) Chapter 3-25 - Disposition of Unclaimed Intangible Property aim to modify the existing code so that it is consistent with Revised Uniform Unclaimed Property Act, C.R.S. 38-13-101 *et. seq*. and bring the Broomfield Municipal Code into alignment with changes to the Colorado Revised Uniform Unclaimed Property Act.

Attachments

Memo for Ordinance No. 2285 Updating the Code Regarding the Disposition of Unclaimed Property.pdf
Ordinance No. 2285 - Updates to Unclaimed Property - with HB 25-1224.pdf

Memo for Ordinance No. 2285 Updating the Code Regarding the Disposition of Unclaimed Property
Prepared By: Graham Clark, Director of Finance

Summary

View Correspondence
View Presentation

These proposed amendments to the Broomfield Municipal Code (BMC) Chapter 3-25 - Disposition of Unclaimed Intangible Property aim to modify the existing code so that it is consistent with Revised Uniform Unclaimed Property Act, C.R.S. 38-13-101 *et. seq.* and bring the Broomfield Municipal Code into alignment with changes to the Colorado Revised Uniform Unclaimed Property Act.

Chapter 3-25 of the Code was adopted by the Council in 1992 and provides for the administration and disposition of unclaimed intangible property that is in the possession of or under the control of the city. The primary example of unclaimed property is outstanding checks that have been issued from various City and County of Broomfield checking accounts, such as Accounts Payable, Treasury, Payroll, Court, and Inmate checking.

During the 2025 legislative session, HB25-1224 was passed by the state legislature and signed by the Governor on June 4, 2025. Effectively, the legislation repealed a previously granted exception from the Revised Uniform Unclaimed Property Act for local governments. As a result of the local government exemption being removed, Broomfield is treated as any other holder of unclaimed property and needs to make certain filings with the state treasurer's office on an annual basis and needs to send any unclaimed property to the State.

The proposed Broomfield Municipal Code revisions will align the definitions with the Colorado Revised Uniform Unclaimed Property Act. In order to comply with Colorado's Revised Uniform Unclaimed Property Act, Broomfield must provide certain prescribed information to the State Treasurer each year for any property that has been unclaimed for one year that was held by or under the control of the City, including a list of the owners and the value of the unclaimed property. The State Treasurer reports the unclaimed property through a state website known as the Great Colorado Payback.

For unclaimed property value $25.00 or more, staff will attempt to contact the owner by electronic mail, or by first class mail if no email address is available, and notify the owner about the unclaimed property. The notice will give the owner thirty days to contact the city to obtain the funds. If the owner fails to take action within thirty days, the property will be deemed abandoned, and Broomfield will include the item on the unclaimed property report provided to the State Treasurer. Property valued at less than $25.00 will be automatically sent to the State, and owners can make their claim to the property through the state system. All unclaimed property will remain on the State Treasurer unclaimed property until the rightful owner or heir comes forward to collect the funds. At any time, the rightful owner can contact the State and submit a claim for the funds.

These proposed code revisions in Ordinance 2285 will bring the Broomfield Municipal Code into conformance with the Colorado Revised Uniform Unclaimed Property Act and the repeal of the local government exemption.

Financial Considerations

The proposed code revisions align with the new state law and are more administrative in nature. Upon submitting a report to the State Treasurer, Broomfield will now be required to remit the unclaimed property to the State. The unclaimed property already reflects money outlays by the City so there is no impact on

expenses, but now Broomfield will not retain the revenue from unclaimed property, the State will receive the benefit of any unclaimed property. With the holding period being reduced from five years to one year, the initial reporting year is estimated to be between $30,000 - $60,000, depending on the responses received from the correspondence sent to the property owners. Future years are expected to be much less since it will only include one fiscal year, but it will also depend on the specific property that is unclaimed in any given year.

Prior Council or Other Entity Actions

BMC Chapter 3-25 - Disposition of Unclaimed Property, Ord. 932 §1, Ord. 932 §1, was approved by the City Council in 1992 to provide for the administration and disposition of unclaimed intangible property that is in the possession of or under the control of the city.

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

If Council desires to adopt the proposed ordinance, the appropriate motion is...

> **That Ordinance No. 2285 be adopted on first reading and ordinance published, and that a public hearing and second reading be held on October 14, 2025.**

Alternatives

- Make no changes to the Broomfield Municipal Code.
- Make changes to the Broomfield Municipal Code as directed by City Council.

Bold type indicates new material to be added to the Broomfield Municipal Code
~~Strikethrough type~~ indicates deletions from the Broomfield Municipal Code

ORDINANCE NO. 2285

An ordinance amending Chapter 3-25 of the Broomfield Municipal Code relating to the Disposition of Unclaimed Property

Be it ordained by the City Council of the City and County of Broomfield, Colorado:

Section 1.

Chapter 3-25 - Disposition of Unclaimed Intangible Property, of the Broomfield Municipal Code is amended as follows:

Chapter 3-25 - Disposition of Unclaimed Intangible Property

3-25-010 - Purpose.

The purpose of this chapter is to provide for the administration and disposition of unclaimed intangible property that is in the possession of or under the control of the city.

3-25-020 - Definitions.

Unless otherwise required by context or use, the words and terms used in this chapter are defined as follows:

(A) *Director* means the director of finance or designee thereof.

(B) ~~*Intangible* **P***roperty* is that property described in section 38-13-102(~~7~~**24**), C.R.S.

(C) *Owner* **shall have the meaning set forth in section 38-13-102(21), C.R.S.**~~means a person or entity, including a corporation, partnership, association, governmental entity other than this city, or a duly authorized legal representative or successor in interest of same, that owns unclaimed property held by the municipality.~~

(D) *Revised Act* shall mean the Colorado Revised Uniform Unclaimed Property Act at C.R.S. 38-13-101 *et seq*. as amended from time-to-time.

(E) ~~(D)~~ *Unclaimed property* means any ~~intangible~~ property, including any income or increment derived therefrom, less any lawful charges, that is held by or under the control of the city and which has not been claimed by its owner for a period of **at least** ~~more than five~~ **one** year~~s~~ after it became payable or distributable **consistent with 38-13-201(1)(j), C.R.S**.

3-25-030 - Procedure for disposition of ~~intangible~~ **unclaimed** property.

(A) Prior to disposition of any unclaimed ~~intangible~~ property having an estimated value of $**25**~~50~~.00 or more, the director will send **an electronic mail to the**

email address on record for the owner. If an email address is not available, a written notice by first class mail properly addressed to the last known address, if any, of any owner of unclaimed ~~intangible~~ property. The last known address of the owner is the last address of the owner as shown by the records of the city. The notice will include a description of the ~~intangible~~ property, the amount or estimated value of the ~~intangible~~ property, and, when available, the purpose for which the property was deposited or otherwise held. The notice shall be in compliance with 38-13-502, C.R.S. ~~will state where the owner may make inquiry of or claim the property.~~ The notice will also state that if the owner fails to provide the director with a written claim for the return of the property ~~within~~ **not less than thirty** ~~sixty~~ days of the date of the notice, the ~~intangible~~ property will **be turned over to the state treasurer in accordance with the Revised Act.** ~~becomes the sole property of the city and any claim of the owner to such intangible property is forfeited.~~

(B) ~~Prior to disposition of any~~ **U**nclaimed ~~intangible~~ property having an estimated value of less than $**25**~~50~~.00 **shall be turned over with the state treasurer without further notice to the owner.** ~~,or having no last known address of the owner, the director will publish a notice in a newspaper of general circulation in the city. The notice will include a description of the intangible property, the owner of the intangible property, the amount or estimated value of the intangible property and, when available, the purpose for which the intangible property was deposited or otherwise held. The notice will state where the owner may make inquiry of or claim the intangible property. The notice will also state that if the owner fails to provide the director with a written claim for the return of the intangible property within sixty days of the date of the publication of the notice, the intangible property becomes the sole property of the city and any claim of the owner to such intangible property is forfeited.~~

(C) **Reports to the state treasurer in conformance with the Revised Act shall be filed by November 1 of each year and cover the twelve months preceding July 1 of that year.** ~~If the director receives no written claim within the **five year** sixty-day claim period, the intangible property becomes the sole property of the city and any claim of the owner to such intangible property is forfeited.~~

~~(D) If the director receives a written claim within the **five year** sixty-day claim period, the director will evaluate the claim and give written notice to the claimant within ninety days thereof that the claim has been accepted or denied in whole or in part. The director may investigate the validity of a claim and may request further supporting documentation from the claimant prior to disbursing or refusing to disburse the intangible property.~~

~~(E) If there is more than one claimant for the same intangible property, the director may, in the director's sole discretion, resolve said claims, or may resolve such claims by depositing the disputed property with the registry of the district court in an interpleader action.~~

~~(F) If the director denies **a** all claims filed, the intangible **owner may resubmit additional documentation proving their claim to the property at any time. At the expiration of the five year claim period, any property from**~~

~~**outstanding denied claims shall** property becomes the sole property of the city and any claim of the owner of such property is forfeited.~~

~~(G) Any legal action filed challenging a decision of the director will be filed pursuant to Rule 106 of the Colorado Rules of Civil Procedure within thirty days of such decision, or any action on the claim is forever barred. If a legal action is timely filed, the intangible property will be disbursed by the director pursuant to the order of the court having jurisdiction over the claim.~~

(H) The director is authorized to establish and administer procedures for the administration and disposition of unclaimed ~~intangible~~ property consistent with this chapter **and the Revised Act, as amended**, including compliance requirements for other city officers and employees in the identification and disposition of such ~~intangible~~ property.

Section 4.

This ordinance is effective seven days after publication following final passage.

Introduced and approved after first reading on September 23, 2025, and ordered published in full.

Introduced a second time and approved on October 14, 2025, and ordered published.

The City and County of Broomfield, Colorado

_____

Mayor

Attest:

_____

Office of the City and County Clerk

Approved as to form:

NCR

_____

City and County Attorney

H. Request for Executive Session Regarding Council's Annual Review and Evaluation of their Direct Reports

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Consent Items Item: 6H.

Presented By
Niki Macklin, HR Director

Community Goals

Overview

View Correspondence
View Presentation

As part of Council's annual review and evaluation of their direct reports, to include contract renewal and negotiations, a virtual executive session has been proposed to be held on Tuesday, September 30, 2025 at 6:00 for the purpose of meeting with a consultant to assist with the process. This executive session is permitted under C.R.S. § 24-6-402 (4)(f)(I) - Personnel Matters and 4(e)1 - Determining positions relative to matters that may be subject to negotiation. An executive session requires an affirmative vote of two-thirds of the quorum present.

Attachments

Memo for Request for Executive Session.pdf

Request for Executive Session Regarding Council's annual review and evaluation of their direct reports
Prepared By: Niki Macklin, Director of Human Resources

Summary

View Correspondence
View Presentation

As part of Council's annual review and evaluation of their direct reports, to include contract renewal and negotiations, a virtual executive session has been proposed to be held on Tuesday, September 30, 2025 at 6:00 for the purpose of meeting with a consultant to assist with the process. This executive session is permitted under C.R.S. § 24-6-402 (4)(f)(I) - Personnel Matters and -402(4)(e)1 - Determining positions relative to matters that may be subject to negotiation. An executive session requires an affirmative vote of two-thirds of the quorum present.

The open meetings provision of the Colorado Sunshine Act of 1972 (Act) requires that any local public body announce in public the topic for discussion for the executive session. In addition, the local public body must include the specific citation in the Act that authorizes the local public body to meet in executive session. The local public body must also identify the particular matter to be discussed in as much detail as possible without compromising the purpose for which the executive session is authorized. C.R.S. § 24-6-402(4).

The virtual executive session will be electronically recorded. The record of an executive session must also state the specific citation in the Act authorizing the executive session. Portions of an executive session that are purely for purposes of obtaining legal advice do not need to be recorded.

Financial Considerations

N/A

Prior Council or Other Entity Actions

July 29, 2025 - City Council held a Study Session where direction was provided related to City Council Direct Reports - Evaluation Process Discussion

April 22, 2025 - Councilmembers Henkel, Leslie, and Cohen's Request for Future Action regarding Staff Exploring an Evaluation Tool for Direct Hires by Council

Each year, Council holds executive sessions regarding the annual review and evaluation of its appointed employees.

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

Based on the above, it is recommended that Council approve, by 2/3rds vote, the following motion …

> **That the Council schedule a virtual executive session for Tuesday, September 30, 2025 at 6:00 p.m. for the purpose of discussing the evaluation process, including the contract renewal process, for Council appointees, as permitted by CRS § 24-6-402(4)(f)(I) and 4(e)(1).**

Alternatives

Deny motion and not schedule the executive session.

Agreements for Enterprise Resource Planning (ERP) System
Prepared By: Graham Clark, Director of Finance, Kateri Abeyta, Director of Information Technology, and Niki Macklin, Director of Human Resources

Summary

View Correspondence
View Presentation

The City and County of Broomfield (CCOB) is requesting City Council approval of Resolution No. 2025-133 to authorize contracts totaling approximately $10.9 million over five years for a new Enterprise Resource Planning (ERP) system. This includes agreements with Oracle for cloud software licenses ($4.7 million) and Highstreet IT Solutions for implementation services ($6.2 million). This ERP system represents a generational opportunity for CCOB that will facilitate modernized functions, new capabilities for serving internal and external customers, improved processes and policy, and enhanced reporting, transparency, and accountability.

In October 2023, the City and County of Broomfield (CCOB) entered into an agreement with the Government Finance Officers Association (GFOA), an independent, vendor agnostic consulting firm, to assist CCOB in identifying program goals and requirements for identifying a new Enterprise Resource Planning (ERP) solution that provides for a modern, core financial and human resource system.
CCOB, in partnership with GFOA, has developed a governance structure featuring a steering committee, project management office (PMO) and approximately 14 internal cross-functional teams (called PIT Crews) to analyze opportunities for process improvement, evaluation of best practice recommendations, and develop goals, expectations, and functional requirements for the project. In January 2025, CCOB prepared a detailed request for proposal (RFP) for both ERP software and related implementation services. Nine vendors proposed a software solution and implementation approach.

An Evaluation Team made up of key staff from stakeholder departments completed a thorough and detailed evaluation process that included anonymous reviews, initial interviews, detailed proposal reviews, in-depth demos, formal interviews, and discovery workshops to evaluate, score, and make a decision to select the software solution and implementer that best met CCOB’s functional and technical requirements, aligned with CCOB’s change management goals, and is compatible with CCOB’s collaborative culture.

The Evaluation Team ultimately determined the proposal from Highstreet IT Solutions, a highly qualified professional firm, to lead the implementation of the Oracle Fusion Cloud ERP software which entails the management of the entire process from planning and data migration to system configuration, testing, and user training to ensure seamless adoption and improved business operations. Highstreet demonstrated the most comprehensive understanding of how to align the ERP system with CCOB's specific goals and processes, and their team of technical specialists and project managers are best able to deliver a functional, efficient, and integrated system that will be transformative for CCOB operations now and into the future.

The total ERP project period will cover an initial five year period. The project is planned to be paid in part by CIP Budget, of which $2,730,000 is budgeted for 2025 and $3,640,313 is proposed for 2026 budget, and in part with the General Fund operational budget. Additional budget appropriations for the services that will be required in 2027 and beyond will be presented to City Council through the annual budget process. The current schedule is for the majority of Highstreet’s services to be complete by July of 2027. Software services will be on-going, but implementation services will decrease over time with 2026 and 2027 expected to be the years with the largest expenditures. All of the contracts that are proposed with this resolution are subject to annual appropriation of funding by City Council and can be terminated if future appropriations are not available.

Proposed Resolution No. 2025-133 authorizes the following agreements:

- Oracle Public Sector Cloud Services Agreement for Oracle Cloud ERP resold through Mythics. This five year agreement will include licenses for financial management, procurement, budget, human resource, and payroll functionality in an amount not to exceed $4,744,758.75 for a five year period. (Attachment A)
- Master Services Agreement with Highstreet IT Solutions LLC to lead implementation of Oracle Cloud ERP software which includes implementation services for the Oracle software in the amount of $4,507,482 over two years, reseller costs for the Teller software with Can/Am Technologies in the an anticipated amount of $862,043 for five years, separate implementation services for Teller software anticipated in the amount of $339,517, and additional services utilizing Highstreet's Bridges integration platform bid at $496,600 for five years for a total anticipated amount of $6,205,642 over five years. (Attachment B - only includes Statement of Work #1 for ERP project implementation services. The Teller software, Teller implementation services and Bridges integrations platform will be added as additional Statements of Work shortly after implementation begins.)
- In order to move forward with the implementation of the ERP system in the most efficient manner, staff is also requesting that City Council delegate authority to the City and County Manager to authorize change orders, statements of work, and amendments to the Agreements not to exceed the budgeted amounts for that fiscal year for each given service.

Financial Considerations

The ERP project spans a five-year period with the first three years of the project period being the implementation phase and costs will be paid out of the CIP budget. The projected total for capital expenditures and future operational costs associated with the ongoing software costs is detailed in the Sources and Uses of Funds table below. Additionally, for the highest impacted departments, three new full-time staff will be included in the budget. This includes an HR Project Manager and Finance ERP Analyst, who have recently been hired and an IT Data Warehouse Engineer, to be included in amendment three of 2025.

The ERP implementation project phase is detailed in the 2025 and 2026 CIP Long Range plans (Project code 22R0024) and ongoing software costs will be presented to Council during the annual budget process each year. As shown in the sources and uses of funds summary below, the project can be completed within the expected budgeted amount, subject to annual appropriations.

Sources and Uses of Funds	Amount Proj. Year 1-3	Amount Proj. Year 4-5	Amount Total: Year 1-5
20-70031-55600 22R0024 (CIP Budget)	$9,556,251		$9,556,251
Pending Appropriation (GF Operating Budget)		$2,437,961	$2,437,961
GFOA Consultation Agreements (not part of the proposed resolution; included for reference on overall projected expenses)	-$339,375		-$339,375

Mythics/Oracle	-$2,846,855	-$1,897,904	-$4,744,759
Highstreet IT Solutions Implementation Services (SOW #1)	-$4,507,482		-$4,507,482
Can/Am Technologies - Teller Software Resell Costs	-$517,226	-$344,817	-$862,043
Can/Am Technologies - Teller Software Implementation	-$339,517		-$339,517
Highstreet Bridge's Integration Platform	-$301,360	-$195,240	-$496,600
Contingency for potential change orders, SOW, and amendments	-$704,436		-$704,436
Projected Balance	**$0**	**$0**	**$0**

Prior Council or Other Entity Actions

October 24, 2023 - Resolution No. 2023-124 approving the GFOA Agreement for ERP system assessment, RFP development, and implementation advisory services.

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

If Council desires to proceed with the project, the appropriate motion is...

That Resolution 2025-133 be adopted.

Alternatives

Do not approve the resolution and direct staff to research other ERP system vendors and/or implementers.

Enterprise Resource Planning And Local Government

Modern ERP systems provide critical infrastructure to manage all administrative functions for local government. The systems provide a common platform for managing data, process, and tools for reporting, integrations, security administration, and more.

Scope for CCOB ERP System
Financials

- Budgeting and Financial Planning
- Accounting and Financial Reporting
- Project and Grant Accounting
- Procurement
- Contracts Management
- Accounts Payable

- Accounts Receivable
- Point of Sale / Cashiering
- Capital Asset Tracking

Human Resources/Payroll

- Position Control
- Employee Records
- Time & Attendance
- Payroll Administration
- Compensation Administration
- Benefits Administration
- Performance Management
- Talent Acquisition
- Workforce Planning & Analytics
- Leave Management
- Compliance & Risk Management

The system will serve as the infrastructure to manage all of CCOB's resources and both direct and track the flow of funds. Every year, approximately $500 million dollars will be processed through the ERP system. The system will be used to make all payments to employees and suppliers. The system will also provide critical tools for employees across every department to manage their budget, their employees, and their operations. By investing in ERP, we are providing employees with the modern tools - informational dashboards, reporting features, electronic workflow processes, security controls, online records, and analytic capabilities. However, the system alone is not responsible for all improvements. CCOB's project has also focused on policy compliance & modernization, process improvement, and organizational efficiencies. The implementation of the ERP system will also provide a foundation for future initiatives. Additional systems for enterprise asset management, utility billing, sales tax administration and more are planned for the future and will be integrated into the larger ERP system.

Enterprise Resource Planning (ERP) systems are often misunderstood as tools designed to reduce staffing. In reality, our goal in implementing an ERP is not to shrink the workforce, but to give our employees the tools and information they need to do their work more effectively. Today, many of our processes are siloed, manual, or reliant on outdated systems that require significant staff time to manage. The new ERP integrates financials, human resources, payroll, procurement, and other core functions into one platform, reducing duplication of effort and eliminating inefficiencies. This shift allows staff to spend less time on transactional tasks and more time on strategic, value-added work that supports our community.
Equally important, an ERP enhances our ability to make data-driven decisions. Instead of piecing together information from multiple systems, leadership and Council will have access to timely, accurate, and comprehensive data. This will enable us to identify trends, allocate resources wisely, and align with community priorities in a transparent way. In short, the ERP is not a staff-reduction tool. It is a workforce-enablement tool — designed to help us work smarter, increase accountability, and ensure the City and County of Broomfield continues to deliver high-quality services efficiently and responsibly.

Background

CCOB has been using its current financial software system (Innoprise) for 18 years, approximately 50% longer than the typical useful life of 10-15 years. When implemented in 2007, Innoprise Software, Inc., a Broomfield based software firm, represented modern technology with a web-based user interface. While the City has attempted to keep the software current, staff has also faced significant challenges. The system has

not evolved as Broomfield grew and the needs of finance, procurement, and budget have become more complex.

Innoprise was sold to Harris Computer Systems in 2011, and CCOB has suffered from both inconsistent support and lack of new product development. For comparison, in 2007, Apple launched the first iPhone, MySpace was the most popular social media platform and cloud computing was still in its infancy. At the same time, Broomfield's population had just passed 50,000. As both the technology market and Broomfield have matured, the system has not kept pace and the system currently used by staff lacks the functionality, flexibility, scalability, and current technological benefits of a modern, enterprise software system. Staff are forced to perform significant manual calculations, maintain several manual shadow systems, and process redundant data entry. Common tools available in other peer governments to automate business processes, provide advanced analytics, extend self-service access to employees, managers, and customers, or use of artificial intelligence (AI) to support staff are not available within the existing system and not planned for future development. Going forward the Innoprise/Harris solution does not represent a viable option for CCOB.

In October 2023, Council approved a contract with GFOA to provide analysis of current systems, provide recommendations for process improvement, develop an action plan for system replacement, development of the Request for Proposal (RFP), and the solicitation, evaluation, and procurement of the new system. GFOA's Research and Consulting Center (RCC) is nationally recognized for its comprehensive analytical and advisory services and has assisted hundreds of governments, including approximately 30 in Colorado with similar projects. GFOA began working with CCOB staff to analyze process and policy, facilitate workshops focused on best practice capabilities, and identify appropriate scope and strategic direction for the project.

As part of the pre-implementation analysis of current systems and processes, GFOA made recommendations to include human resource/payroll functionality, allowing CCOB to benefit from a fully integrated ERP solution that will provide "one source of the truth" across all administrative functional areas. In mid 2024, the scope of the project was expanded to include the full suite of HR system tools that integrate various modules including payroll administration, benefits management, talent acquisition (ATS), performance management, and onboarding/offboarding, all accessible through an employee self-service portal.

CCOB currently uses the Oracle Cloud human capital management (HCM) and payroll and benefits solution that was initially implemented in 2017. The implementation was among the earliest deployments of Oracle Cloud in the public sector and encountered several setbacks that impacted long-term system effectiveness. Due to shortcomings in the initial implementation, CCOB has been unable to realize the full value of the HCM system. Core functionalities such as reporting, automation of business rules, and system support have not been effectively enabled due to limitations in the original system configuration, resulting in areas that remain constrained and continue to hinder the overall efficiency and effectiveness of HR operations. Although the platform can support a broad range of business needs, the way it was implemented has resulted in access to a limited subset of available features. The challenges encountered during the original deployment have yielded valuable insights; however, they have also resulted in a system landscape that now requires a comprehensive re-implementation. This next phase must focus on policy modernization, process reengineering, simplification of system configurations, enterprise-wide standardization, and the implementation of essential tools to better enable human capital management and payroll functionality.

ERP Readiness

With assistance from GFOA, Broomfield has been working to prepare for its upcoming ERP implementation focusing on governance, process and policy improvement, goal and requirement definition, and the

development and execution of several action plans focused on ERP readiness. Significant achievements and milestones related to ERP preparation include:

- Identification of a cross-functional steering committee representing key stakeholder departments was identified as the overall project sponsor and has provided executive support for the project.
- Dedication of project management resources. The day-to-day project is led by CCOB's project management office (PMO) to include a Project Manager, Change Manager, and Senior Business Analyst.
- Creation of 14 process improvement teams (PIT Crews) made up of over 100 staff from CCOB departments to lead process and policy improvement/modernization efforts. GFOA has been facilitating meetings with PIT Crews to identify improvement opportunities, set goals, and develop action plans. Notable modernization efforts identified by the PIT Crews include:
    - Development of a new chart of accounts that will feature integrated tracking of both programs and projects
    - Modernization of CCOB's procurement function that will include better integration of contract management and budget control
    - Improved capital asset tracking policies
    - Refined position control
    - Opportunities to modernize human resource practices and policies
    - Automation of time entry and payroll processing
- Development of a project scorecard that tracks key goals and performance metrics for the project.
- Commencement of organization change management process focusing on communications, collaboration, building a foundation for sustainable support for the staff and the changes, and growing a network of change champions throughout the organization.

Competitive Vendor Selection

After working with GFOA to analyze current policies, processes, and systems, and develop future state process expectations, goals, and functional requirements, CCOB developed and released a request for proposal (RFP) 25-RFP-FIN-001 for Enterprise Resource Planning (ERP) on January 30, 2025. The RFP solicited proposals from vendors or teams of vendors offering both ERP software and implementation services.

CCOB received nine (9) proposals in response to the RFP. Eight (8) proposals were determined to be responsive to the requirements of the RFP and evaluated by an interdepartmental Evaluation Team. The list below provides both the primary software vendor and implementation firm responding to the RFP.

- Oracle/AST
- Oracle/Cloudvice
- Oracle/Creoal Consulting
- Microsoft/Ellipse Solutions
- Oracle/Highstreet IT Solutions
- NA/Pollux Software Solutions (Non Responsive)
- Oracle/SS Global
- Strada/Workday
- Tyler Technologies/Tyler Technologies

Each responsive proposal was evaluated by the Evaluation Team, made up of 15 key staff from stakeholder departments representing Information Technology, Finance, Human Resources, Library, Arts, History and Extension, Public Works, and Community Development. The first round of evaluation included anonymous reviews of the proposals, an initial virtual interview, and a full proposal review. After completing the review, Evaluation Team members scored the proposals to determine the following rank order. The Evaluation Team then decided to elevate the top four (4) for software demonstrations and additional interviews.

Those vendors then participated each in an extended demo and interview process that included full day software demos for financials and human resource/payroll functionality and half day demos for budget and overall system administration. For demos, CCOB leveraged an Observation Panel that included approximately 50 additional staff to participate in analysis of options. Each proposal team also participated in presentations to evaluate the implementation approach. At the end of the demos, the Evaluation Team scored the proposals to determine the following rank order. The Evaluation Team then decided to elevate the top (2) for Discovery.

The two finalist vendors then received a request for clarification (RFC) document that provided each an opportunity to clarify and update their proposal based on discussion during previous rounds of the procurement process. RFC responses were reviewed by the Evaluation Team and each vendor participated in a half day remote demo and a full day Discovery session with the Evaluation Team to further review critical components of the implementation approach, schedule, and scope. Vendors also participated in interviews for consultants committed to the project and a business process scenario. On July 10, 2025 the Evaluation Team identified the proposed team from Oracle and Highstreet IT Solutions to be the best value. On July 16, 2025, the ERP Steering Committee approved the recommendation of the Evaluation Team and staff, with assistance from GFOA, began contract negotiations.

Contract Details and Risk Mitigation

Staff from Finance (including Procurement), IT, Human Resources, and Attorney participated in contract negotiations to finalize agreements with Highstreet IT Solutions, Mythics (Oracle), and Can/Am Technologies. CCOB is licensing Oracle Cloud software using a re-seller agreement with Mythics and licensing Teller from Can/Am Technologies through Highstreet as the reseller. CCOB is also contracting with Highstreet IT Solutions for professional services to provide project management, implementation, and configuration of the Oracle Fusion Cloud ERP and Teller products and is looking to purchase integration services from Highstreet as well.

Software Agreements
The Oracle Public Sector Cloud Services Agreement for the Oracle software has a term of five (5) years and an annual fee of $948,952. The software provides functionality for the city to manage business processes related to finance, procurement, budgeting, human resources, and payroll and includes tools that will allow CCOB to modernize operations and become more efficient. Included in the Oracle contract are the following:

- Fixed pricing over five-year contract term.
- Pricing commitments for years 6 thru 10 are also included at our option, which will be considered and exercised at a later date.
- Service level agreements for system availability and security standards

Professional Services Agreement
The Master Services Agreement with Highstreet IT Solutions, LLC includes $6,205,642 for services to implement the Oracle, Bridges, and Teller software to meet CCOB's project goals, desired business process

expectations, and functional requirements. The implementation is planned to begin in October 2025 with go-live scheduled for March 2026 (budget), January 2027 (financials) and July 2027 (human resources and payroll).

The scope includes services for project management, system configuration, training, data conversion, interface development to existing CCOB systems, and limited post go-live support for a complete new implementation of all functionality (new deployment of Oracle Fusion Cloud ERP and Teller for financials and new deployment of Oracle Fusion Cloud ERP for human resources and payroll). Included in the Highstreet agreement are the following:

1) Statement of Work # 1, found in Attachment B, includes implementation services for the overall project including:

    a) A detailed statement of work that identifies scope, schedule, roles and responsibilities for implementation, and other expectations for the project.
    b) The scope of the project includes functional requirements that have been developed by CCOB as part of the RFP process.
    c) All payments for implementation are fixed fees based on completion of milestones per the RFP.
    d) The SOW identifies and sets expectations for deliverables (work products) that are used as a quality assurance step throughout the project. Deliverables will be formally reviewed by CCOB and accepted throughout the project.
    e) The statement of work identifies the final acceptance process to ensure scope and requirements have been fulfilled prior to sign off on the project.
2) Statement of Work # 2 - not provided but anticipated to include Highstreet Integration Management Services and access to their Bridges Integration platform. (Anticipated Cost $496,600 for five years)
3) Statement of Work # 3 - not provided but anticipated to include professional services for implementing the teller software through CanAm Technologies. (Anticipated Costs $339,517)
4) Ordering Document # 1 - not provided but anticipated to include Highstreet licensing the teller software as a reseller of the CanAm Technology to Broomfield. (Anticipated Cost $862,043 for five years)

RESOLUTION NO. 2025-133

A resolution approving agreements with Mythics, LLC and Highstreet IT Solutions LLC relating to implementation of Broomfield's Enterprise Resource Planning (ERP) System utilizing Oracle Cloud Services

Be it resolved by the City Council of the City and County of Broomfield, Colorado:

Section 1.

The Oracle Public Sector Cloud Services Agreement for Oracle Cloud ERP services between the City and County of Broomfield and Mythics, LLC, an authorized reseller of Oracle products, for enterprise resource planning software in an anticipated amount equal to $4,744,758.75 for a five year period, is hereby approved.

Section 2.

The Master Services Agreement between the City and County of Broomfield and Highstreet IT Solutions, LLC, for enterprise resource planning software and implementation services in an anticipated amount equal to $6,205,642 for a five year period, is hereby approved.

Section 3.

The Mayor or Mayor Pro Tem is authorized to sign each of the aforementioned Agreements and all exhibits and documents referenced in the Agreements. The City and County Manager is authorized to sign any Statements of Work to facilitate the work contemplated by the Agreement and those documents necessary for the completion of the transactions contemplated with implementation of the enterprise resource planning software, with such technical additions, deletions, and variations as the City and County Attorney may deem necessary and appropriate and not inconsistent with this Resolution. The Office of the City and County Clerk is authorized to attest the Agreements and any related signatures as needed.

Section 4.

The City and County Manager or a designee is authorized to amend and renew the Agreements for up to five years, as needed, subject to annual budget appropriation.

Section 5.

The City and County Manager or a designee thereof is authorized to approve change orders, statements of work and amendments to the Agreements listed above in an aggregate amount not to exceed the amount budgeted for that fiscal year for the services.

Section 6.

This resolution is effective upon its approval by the City Council.

Approved on September 23, 2025.

The City and County of Broomfield, Colorado

_____

Mayor

Attest:

_____

Office of the City and County Clerk

Approved as to form:

NCR

_____

City and County Attorney

Master Services Agreement

This MASTER SERVICES AGREEMENT (this "Agreement"), is entered into this 23rd day of September, 2025, by and between Highstreet IT Solutions, LLC, a Delaware limited liability company ("Highstreet" or "Contractor"), and the City and County of Broomfield, a Colorado municipal corporation and county ("Client" or "Broomfield"), collectively, the "Parties," or individually, a "Party."

RECTIALS

A. Client issued a competitive selection process through a request for proposal to obtain proposals for qualified suppliers for Enterprise Resource Planning ("ERP") software and implementation services through 25-RFP-FIN-001 (the "RFP"). The software and implementation services associated with the system described herein is also referred to as the "Project."

B. Highstreet's response to the above referenced RFP was determined to be of best value to the City for the procurement of the services requested.

C. In order to implement the ERP system, Client has selected Oracle as the software provider and the following agreements are anticipated relating to the ERP system implementation described in the RFP:

   i. A Public Sector Agreement for Oracle Cloud Services relating to the Oracle software with a purchase order for the purchase of the software through Omnia Partners and the Master Agreement administered by Maricopa County, Arizona and the Colorado Participating Addendum, at this time the City has elected to contract with Mytics an Oracle reseller for the Oracle software services;
   ii. This Master Services Agreement with Highstreet for software implementation services, which includes:
      a. Statement of Work No. 1 which details the scope of services for the Highstreet Implementation including financial systems and human resources modules;
      b. Additional Statements of Work will be added for additional services as needed, which are not included in the Agreement as approved September 23, 2025, but are anticipated to include:
         1. Ordering Document #1 whereby the City will purchase the Can/Am Technologies Inc. software through Highstreet as a reseller of such Can/Am's tellering software;
         2. Additional services for implementation of the CanAm Technologies Inc. software;
         3. Additional integration services from Highstreet as provided through the Bridges integration platform;
   iii. The City will also enter into a separate Teller Software as a Service Agreement directly with Can/Am Technologies Inc., which will be purchased through Highstreet as a reseller of the Can/Am teller and cashiering services software.

D. The Parties therefore desire to enter into this Agreement for completion of the services further described herein.

AGREEMENT

2600 Tower Oaks Blvd. #240 Rockville, MD 20852

In consideration of the mutual covenants and promises of the Parties contained herein, and other valuable consideration, the receipt and adequacy of which are hereby acknowledged, the Parties agree as follows:

1. SERVICES PROVIDED BY HIGHSTREET

1.1. Scope of Services and Statement of Work. Highstreet agrees to provide to Client, under the terms and conditions of this Agreement, the mutually agreed upon services which will be set forth in more detail on one or more statements of work which will become part of this Agreement (each a "Statement of Work", or "SOW") and include production of required Deliverables (collectively, the "Services"). "Deliverables**"** means the reports, documentation, code, drawings, or other materials, including custom developed software and application data setup, or training produced by Highstreet resulting from the Services that are provided by Highstreet to Client during the course of Highstreet's performance of the Agreement as detailed in each SOW. A template for SOWs is set forth in Exhibit A. All work to be performed by Highstreet shall be documented in an SOW signed by the Authorized Representatives of both parties, as defined in Section 14.6. Each SOW shall set forth, at a minimum, an estimated timetable, if applicable, for completion of the work to be done, acceptance criteria for such work, a schedule of charges for the work to be performed, and a contact person designated by each party to this Agreement, who shall be responsible for monitoring activities related to the SOW and coordinating any Change Orders. In the event of any conflict between the terms of this Agreement and any SOW, this Agreement shall govern. The Services may also be subject to, and this Agreement incorporates by reference, (1) product-specific technical specifications ("Service Order"); and (2) Service Level Agreements (collectively, "SLA"). The SOW and all of the documents listed in (1) and (2) of the preceding sentence and the terms and conditions herein are hereinafter collectively referred to as the "Agreement."

1.2.Changes to SOWs. At any time prior to completion of Services, either party may request that a change (including without limitation, a modification, addition or reduction) be made to such SOW. Any such changes shall be by written amendment detailing the changes involved and any related changes to the schedule and charges (a "Change Order"). A proposed Change Request, a template of which is included in as Exhibit 2 in Exhibit A may be initiated by the Project Manager of either Party. Both Parties' Project Managers will review the proposed Change Request and approve it or reject it within a reasonable amount of time, at which time the Parties shall create a Change Order for signature by the Parties documenting the final terms of the Change Order. The City and County Manager shall have authority to sign Change Orders and SOWs. Highstreet shall not proceed with any Services beyond the scope of work set forth in an SOW until a written change to an SOW is executed by an Authorized Representative of each party and Client shall have no duty or obligation to compensate or reimburse Highstreet for any additional Services not specifically authorized as provided herein.

1.3.Statement of Work No. 1. The first SOW is attached hereto and incorporated by this reference as Exhibit B. The Order Price for Services described in Statement of Work No. 1 (Highstreet Project Implementation) is based on a fixed-fee model and shall not exceed $4,507,482 unless otherwise mutually agreed upon by the Parties as described above.

2. TERM AND TERMINATION

2.1 Term. The initial term of this Agreement shall be one year, commencing on September 23, 2025, and extend and be effective through September 25, 2026, unless earlier terminated in accordance with the terms of this Agreement. Following the initial term, this Agreement shall automatically renew for up to four (4) additional one-year terms (each, a "Renewal Term") unless otherwise terminated in accordance with its terms.

2.2 Termination without Cause. Except as set forth below, Client may terminate this Agreement or any SOW without cause, upon ninety (90) days' advance written notice. Upon any such termination, Highstreet shall advise Client of the extent to which performance has been completed through such date and collect and deliver to Client Deliverables to the extent paid for by Client. Highstreet shall be paid for all work performed and expenses incurred through the date of termination, including charges for any products and equipment ordered by Highstreet on Client's behalf which cannot be returned for a full refund and any cancellation fee set forth in the SOW.

Notwithstanding the foregoing, Client may not terminate for convenience all or portions of any SOW for managed, third party support and/or outsourced Services except as mutually agreed upon by the Parties in such SOW. In the event Client terminates such an SOW for convenience, Client shall pay the cancellation fee set forth in the SOW.

2.3 Termination for Cause. If either party: (a) materially fails to perform its material obligations under this Agreement or any SOW and such failure continues for a period of thirty (30) days after written notice thereof, (b) ceases to carry on its business substantially as such business is conducted on the date hereof, or (c) institutes or suffers the institution against such party of bankruptcy, reorganization, liquidation receivership or similar proceedings or is generally unable to pay its debts when due because of insolvency, then, without prejudice to any other rights or remedies available to it, the other party shall have the right to terminate this Agreement immediately. In addition, Highstreet may terminate this Agreement or any SOW, upon 30 days written notice with opportunity to cure, in the event Client fails to pay Highstreet undisputed amounts in accordance with the terms of any SOW and Article 5 below.

In the event of termination for cause due to Highstreet's failure to comply with any provision of this Agreement, Highstreet shall be liable for any and all damages, including without limitation, the cost of procuring similar supplies and services and all other costs and expenses incurred by Client because of such failure.

2.4 Multi-Fiscal Year Obligation. This Agreement is subject to the limitations of Article X, Section 20 of the Colorado Constitution and any and all law construing or applying the same, which precludes any multi-year fiscal obligation and that any contract is subject to annual appropriation. In the event funds are not annually appropriated by the Client, the Client is not and cannot be lawfully obligated by the Agreement to make a payment(s) to Highstreet. Highstreet acknowledges and agrees that:

a. The Client's obligation to make any payment(s) arising out of or under the Agreement is contingent upon the annual appropriation of funds by the Client's governing body;

b. The Client's governing body has and retains sole and exclusive authority to appropriate, or not, funds necessary to fulfill the payment obligations of the Agreement;

c. If funds are not appropriated or are reduced by the governing body, the Client may terminate the Agreement or any SOW without penalty or liability;

d. In the event that Client knows that non-appropriation is a possibility, Client will give Highstreet written notice, and when the non-appropriation is determined to occur, Highstreet will have at least 30 calendar days to transition off of the project;

e. If termination occurs due to non-appropriation of funds, the Client shall not be liable for any costs, damages, or expenses, lost profit or advantage or any direct or consequential damages incurred, or claimed to be incurred, by Highstreet as a result of the termination; and

f. Client shall pay Highstreet for services rendered under the Agreement to the effective date of termination, provided that such services or goods have been satisfactorily performed or delivered by the terms of the Agreement.

2.5 Survival. Notwithstanding anything to the contrary, the Parties understand and agree that all terms and conditions of this Agreement that require continued performance or compliance beyond the termination or expiration of this Agreement, including without limitation the indemnification and warranty provisions, shall survive such termination or expiration and shall be enforceable against a Party if such Party fails to perform or comply with such term or condition.

3. INDEPENDENT CONTRACTOR STATUS

3.1 Intention of Parties. **Highstreet is an independent contractor as provided in C.R.S. § 8-40-202(2). Highstreet is not entitled to workers' compensation benefits and is obligated to pay federal and state income tax on monies earned pursuant to this Agreement. Nothing in this Agreement shall be construed as creating a joint venture, partnership, or relationship of employer and employee between Client and either Highstreet or any employee or agent of Highstreet.**

3.2 Method of Performance and Control of Own Personnel. Highstreet will determine the method, details, and means of performing the work to be carried out for Client. Each party shall have the right to control its own personnel to include termination and reassignment of said personnel, except as more particularly described in Section 6.2 below.

3.3 Nonexclusive. Highstreet shall retain the right to perform similar work for others during the term of this Agreement. Client shall retain the right to cause work of the same kind to be performed by its own personnel or other Highstreet like firms during the term of this Agreement.

4. CLIENT RESPONSIBILITIES

4.1 Access and Cooperation. Client agrees to provide office accommodations, facilities, equipment, and the assistance and cooperation of, and, to the best of Client's knowledge, shall provide complete and accurate information and data from, its employees, contractors and agents as defined in each SOW.

4.2 Client Health and Safety Hazards and Policies. Client shall advise Highstreet of any hazards to the health and safety of Highstreet's personnel on the premises and provide appropriate information regarding applicable safety procedures. Client may require Highstreet's personnel to observe Client's safety policies. Client will provide Highstreet written copies of all other applicable policies and procedures, including those governing security, use of equipment, sexual harassment and non-discrimination, alcohol and drug use, and integrity. Client will report to Highstreet any alleged violation of Client's workplace conduct rules involving Highstreet personnel and Highstreet will cooperate with Client in investigating the alleged violation.

5. COMPENSATION

Compensation amounts for all Services, Deliverable, and expenses shall be set forth in each SOW.

5.1 Time and Materials or Fixed Price Basis. The Parties agree that Services may be provided on a time and materials, fixed price or monthly recurring fee basis, as stipulated in the Statement(s) of Work. For time and materials work, Client shall pay Highstreet in accordance with the hourly rates of Highstreet set forth in the SOW. Fixed price work payments shall be as further described in the SOW, and may include payment based Client acceptance of milestones or Client acceptance of Deliverables. All payments are due pursuant to Section 5.2 below. If milestone or deliverable dates in a fixed price project schedule in an SOW change by more than seven (7) business days, or such other time as the Parties deem reasonable, the parties will enter into discussions regarding a mutually agreeable Change Order in accordance with Section 1.2 of this Agreement to confirm the agreed upon change in such schedule.

5.2 Invoice and Payment Schedule. Invoices for Services shall be issued once a month and are due and payable within thirty (30) days from the date of receipt of the invoice, unless the Client

disputes the invoice. Detailed invoices for such Services shall include (a) date on which Services were provided, (b) details of the Services provided, (c) individual providing services, and (d) include the purchase order number and shall sent to the Project Manager with a copy to apinvoices@broomfield.org to ensure payment. Client must notify Highstreet of any concern or dispute with respect to an invoice within thirty (30) days from the date of the invoice. Once the dispute has been resolved, the invoice is due and payable within 30 days. Any disputed invoices shall not affect payment of undisputed invoices. Invoices for the cost of any third-party software product or hardware purchased pursuant to this Agreement shall be invoiced upon delivery to the Client and shall be due and payable in accordance with the third-party software product or hardware terms. There shall no right of setoff from any one invoice to another; Client has the right to dispute invoices as set forth above. Invoices will be sent to Client at the Client address set forth in Section 14.4 or such other address designated by Client including the email listed above.

5.3 Taxes, Expenses and Other Charges. Client is a tax-exempt entity and will provide its tax-exempt certificate or other tax-exempt status documentation to Highstreet; however, to the extent an item is not tax-exempt or the taxing authority does not accept Client's tax-exempt certificate or proof of Client's tax-exempt status, the Client shall be responsible for such taxes. The Client shall not be responsible for taxes due to Highstreet's failure to properly structure the transactions for a tax-exempt entity. Client if required by an SOW, will reimburse Highstreet for reasonable and pre-approved out-of-pocket travel expenses, incurred by Highstreet's personnel in performing the Services hereunder in accordance with Client's travel and expense policies to be provided in writing. Lodging expense reimbursements are actual cost up to the daily lodging rates before taxes and mandatory hotel fees set by the US General Services Administration for the location of travel and must be supported by original itemized receipts, regardless of the amounts incurred. When the traveler is unable to secure lodging at the daily lodging rate or less, the traveler must submit additional documentation including three price comparisons within the proximity of the meeting location that supports the higher lodging rate incurred. The price comparisons should be performed at the time of booking. Client will provide a copy of travel and expense policy upon request. The Client does not use a third-party to process invoices. The Client will be responsible for charges for the provision of any additional Services resulting from Client's errors or occasioned by failures of Client's systems, including hardware, software and other equipment of Client.

All such expenses and other charges shall be invoiced once per month in arrears and shall be subject to the payment terms in Sections 5.2 and 5.4.

6. HIGHSTREET'S PERSONNEL; INSURANCE

6.1 Compensation of Highstreet's Personnel. Highstreet shall bear sole responsibility for payment of compensation to its personnel. Highstreet shall pay and report all federal and state income tax withholding, and social security taxes applicable to such personnel. In addition, Highstreet shall procure and maintain unemployment insurance and workers compensation insurance coverage sufficient to meet state statutory requirements. Highstreet shall bear sole responsibility for any health or disability insurance, retirement benefits, or other welfare or pension benefits, if any, to which such personnel may be entitled.

6.2. Key Personnel. Highstreet will work with Client to assess and meet staffing and resource needs for provision of the Services. If Client notifies Highstreet that it is dissatisfied with the services of any person supplied by Highstreet, Highstreet shall try in good faith to promptly resolve any concerns. If Client continues to be dissatisfied with such person, Highstreet will remove that person from the situation and will assign a different person to Client's work as soon as possible. If Highstreet believes the rationale for dissatisfaction of any person is legally impermissible (i.e. discriminatory or other legal basis), Highstreet shall promptly contact the Broomfield City and County Attorney's Office as identified in the notice provisions below to discuss the concerns, and the parties will work cooperatively to reach a mutually

agreeable resolution. Except for reasons outside of the Highstreet's control, Highstreet shall not remove or replace an assigned individual identified as "key personnel" without the Client's permission. Notwithstanding, if it becomes necessary to replace an individual filling a role identified in the SOW, Highstreet and Client will work together in good faith to identify a replacement reasonably acceptable to Client with a similarly skilled individual and to create a transition plan designed to minimize any disruptions to the project and reduce any applicable Service payment to reflect costs associated with onboarding new resource.

6.3 Subcontractors. Highstreet shall not employ any subcontractors or consultants without the prior written approval of Client. Prior to commencing any work, each subcontractor or consultant shall provide the appropriate insurance as required for Highstreet under this Agreement. Highstreet shall be responsible for coordination of the work and the acts and omissions of its agents, employees, subcontractors, consultants and suppliers, and shall bind each to the terms of this Agreement so far as are applicable. This Agreement is voidable by the Client if subcontracted by the Highstreet without the express written consent of the City.

6.4 Insurance. Highstreet agrees that it shall purchase and maintain at least minimum levels of insurance from an insurer with an AM Best FSR rating of A- or higher as more particularly set forth on Exhibit C and, Highstreet must supply Client with evidence of such coverage listing Client as an additional insured (except for Highstreet's professional liability policy) prior to beginning work on an SOW. Highstreet shall not cancel or fail to renew required insurance coverage without providing advanced written notification to Client.

7. CONFIDENTIALITY

7.1 Confidentiality. Each party hereto shall maintain all information of a confidential, competitively sensitive or proprietary nature that it receives from the other in connection with this Agreement in confidence, using commercially reasonable standards and no less care than it uses with its own information, and shall use and disclose only such information as authorized by the other party. Each party shall require its personnel to agree to do likewise. The disclosing party shall take reasonable steps to identify for the benefit of the recipient and its personnel any information of a confidential, competitively sensitive or proprietary nature, including by using confidentiality notices in written material where appropriate. These restrictions shall not be construed to apply to (1) information generally available to the public other than by a breach of this Agreement; (2) information rightfully received by the recipient from a third party who is lawfully in possession of the same and who is not subject to a confidentiality or nonuse obligation with respect to that information; (3) information independently developed by the recipient or its personnel provided the person or persons developing the information have not had access to the information as received from the disclosing party; or (4) information already known to the recipient prior to its first receipt from the disclosing party. Notwithstanding the foregoing restrictions, the recipient may use and disclose any information (1) to the extent required by law or (2) as necessary for it to protect its interest in this Agreement, but in each case only after the disclosing party has been so notified and has had the opportunity, if possible, to obtain reasonable protection for such information in connection with such disclosure. Upon termination of this Agreement, or at any other time upon the written request of one party hereto, the other party shall promptly return to the requesting party any confidential information belonging to the other party still in its possession, provided however, that if the return of such information inhibits the other party to perform its duties hereunder, then such party shall not be penalized for conforming to the request.

Notwithstanding the foregoing, Highstreet acknowledges that Client is a public entity and information provided may be subject to disclosure under the Colorado Open Records Act (C.R.S. §§24-72-200.1 et

seq.) and other similar public records act (CORA) and Client shall disclose information as required by applicable law.

7.2 Residuals. Notwithstanding anything to the contrary herein, each party and its personnel shall be free to use and employ their general skills, knowhow, and expertise of an intangible nature residing in the minds of personnel, whether gained or learned during the course of this Agreement subject to their obligations under Articles 7 and 8 of this Agreement.

8. INTELLECTUAL PROPERTY RIGHTS/LICENSE

8.1 Ownership of Deliverable. Unless Highstreet and the Client agree otherwise in writing, the Deliverables developed for Client by Highstreet pursuant to this Agreement and any SOW shall be considered "works made for hire" as defined in the Copyright Act, 17 U.S.C. §101, and shall belong to Client. The foregoing provisions do not apply to any third party works or products provided by Highstreet to Client or to Highstreet Know-How (as defined below).

8.2 Highstreet Know-How and License. Client acknowledges that Highstreet's business depends substantially on the accumulation of expertise, methodologies and general materials that Highstreet utilizes and develops during engagements for clients. Accordingly, Client agrees that Highstreet shall retain all right, title and interest in and to all "Highstreet Know-How," which includes all discoveries, concepts, and ideas, software, scripts and utilities whether installed on end-user equipment Client equipment or Highstreet equipment, business processes, pricing, proposals, methodologies, delivery strategies, approaches and practices, solutions, programs, training materials, templates, documentation, all whether or not they can be registered under patent, copyright or similar statutes, trademarks, trade secrets, as well as modifications and improvements thereof, which Highstreet, its agents or employees, whether alone or jointly with others, conceives, makes, develops, acquires or obtains knowledge of at any time before, after or during the term of this Agreement without breach of Highstreet's duty of confidentiality to Client. To the extent Highstreet Know-How is included in or reflected in any Deliverable delivered hereunder, Client shall have a limited perpetual, personal, irrevocable, nonexclusive, worldwide, royalty-free license to use, execute, reproduce, and modify the Highstreet Know-How, but only for Client's internal use in conjunction with the Deliverables. Notwithstanding the foregoing, Client may disclose the Highstreet Know-How or the Deliverables to third party vendors providing services to Client for its internal business purposes, including but not limited to, disclosures of information to Client's financial auditors and other professionals providing services to Client. Highstreet acknowledges and agrees that Client requires only those parties providing IT security audit services to sign non-disclosure agreements. In the event Client is required to disclose information that is clearly labeled confidential pursuant to an open records request, Client will provide written notification to Highstreet's Project Manager or Executive Sponsor with a copy to Highstreet Contracts at contracts@highstreetit.com 48 hours (excluding weekends and Broomfield holidays) prior to disclosure. Highstreet acknowledges and agrees that general confidentiality language indicating all items within a document are confidential will be disregarded by Client and the item will be subject to disclosure when it is clear the entire document is not confidential.

9. ACCEPTANCE OF SERVICES AND DELIVERABLES.

Acceptance criteria for Services and Deliverables shall be set forth in each SOW, or in such other document that the parties mutually agree in writing. Client must inspect the Services and Deliverables upon Highstreet's delivery of such Services or Deliverables to confirm conformance with acceptance criteria. If Highstreet has not received written notice from Client within seven (7) business days following completion of the Services or delivery of the Deliverables, Highstreet shall notify Client and the parties shall escalate the issue for resolution using the Dispute Resolution process defined in this Agreement or the applicable SOW. If the SOW does not contain acceptance criteria, the applicable Services or

Deliverables will be deemed accepted by Client seven (7) business days after Highstreet's completion of the Services or delivery of the Deliverables unless Highstreet receives written notice from Client specifying the reason for non-acceptance within such seven (7) business days period.

10. WARRANTY AND LIMITS OF LIABILITY

10.1 Warranty. Highstreet warrants that the Services provided hereunder a) will be performed in a professional and workmanlike manner, b) will comply with all applicable laws, regulations, and client policies as defined in Section 14.16, and c) and the Services and Deliverables will conform to any specifications or requirements listed in an applicable SOW or approved Deliverable. To receive warranty remedies, Client must report any deficiencies to Highstreet in writing within 90 calendar days from the date of Client's Final Acceptance of the Services or Deliverables as defined in the SOW. Client's exclusive remedy and Highstreet's entire liability is to provide Services to correct the deficiencies. If Highstreet is unable to correct the deficiencies, Client is entitled to recover the fees paid to Highstreet for the deficient portion of the Services or Deliverables. EXCEPT AS STATED IN THIS AGREEMENT OR ANY SOW, HIGHSTREET DISCLAIMS ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR PARTICULAR PURPOSE. Notwithstanding anything herein to the contrary, Highstreet makes no warranties with respect to any portion of any deliverable developed by Client. Highstreet is also not responsible for any third party software defects, bugs or failures, delays caused by the third party software or the failure of third party products or software to meet Client's needs or requirements.

10.2 Intellectual Property Warranty. Highstreet represents, warrants and agrees that: it has all intellectual property rights necessary to provide the services to the Client in accordance with the terms of this Agreement. Highstreet is the sole owner or is a valid licensee of all software, text, pictures, audio, video, logos and copy that provides the foundation for provision of the Services described herein, and has secured all necessary licenses, consents, and authorizations with respect to the use of these underlying elements. The Services and software do not and shall not infringe upon any U.S. patent, copyright, trademark or other proprietary right or violate any trade secret or other contractual right of any third party, and there is currently no actual or threatened suit against Highstreet by any third party based on an alleged violation of such right. This warranty shall survive the expiration or termination of this Agreement.

10.3 Limits of Liability. NEITHER PARTY SHALL BE LIABLE FOR ANY LOST PROFITS OR INCIDENTAL, CONSEQUENTIAL, PUNITIVE, OR OTHER INDIRECT DAMAGES OF ANY KIND FOR ANY REASON WHATSOEVER INCLUDING, BUT NOT LIMITED TO, DAMAGES BASED UPON NEGLIGENCE, INTENTIONAL MISCONDUCT, BREACH OF WARRANTY, STRICT LIABILITY, OR ANY OTHER THEORY, EVEN IF A PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. The Parties agree that Client's direct damages shall include, but are not limited to, costs for remediation of a data breach that are directly attributable to an act or omission of Highstreet including, but not limited to, forensic investigation, breach notification, regulatory fines and penalties, and prospective remediation obligations. Client agrees that Highstreet's liability hereunder for damages, regardless of the form of action, shall not exceed one hundred percent (100%) of the total amount paid by Client for Services and Deliverables pursuant to the applicable SOW upon which the claim arises. Notwithstanding the foregoing, in the event of Highstreet's gross negligence, willful misconduct, violation of PCI-DSS requirements or Highstreet's indemnification obligations, Highstreet's liability for damages arising under such claims shall not exceed Five Million Dollars ($5,000,000). The parties agree that amounts stated herein are fair under the circumstances and that the prices reflect the limitation of liability. Highstreet has agreed in Section 6.4 to maintain the insurance at the limits set forth in Exhibit C to cover claims made by Client against Highstreet. The limits of liability for damages in this Section 10.3 are not restricted by the insurance limits set forth in Exhibit C, and insurance proceeds may cover in excess of the liability limits stated herein in the

event the total amount paid under the SOW upon which a claim arises is less than the insurance limit applicable to the claim.

11. INDEMNITY

Highstreet agrees to protect, indemnify, defend and hold the Client or any of its officers or employees, agents, or officials free and harmless from third party actions, claims, demands, losses, liability, or court awards, including costs and reasonable attorney's fees, or damages, including death, personal injury and property damage to the extent caused by the negligent or intentional acts or omissions of Highstreet, or its employees or contractors in the performance of their respective duties under this Agreement. Highstreet does not have a duty to indemnify or hold Client harmless from or against any claim, action or any other damage or loss to the extent caused or to the portion contributed to by Client's or Client's employees', contractors' or agents' acts or omissions.

12. NONSOLICITATION

Throughout the term of this Agreement and for a period of one (1) year thereafter, neither Highstreet nor Client will, without the prior written consent of the other, (a) solicit for hire or engagement, directly or indirectly, any of the other party's personnel or (b) hire or engage, directly or indirectly, any person or entity who is or was employed or engaged by the other party and with whom the hiring party has had contact during this Agreement unless the solicited or hired person has not been employed or engaged by the other party for at least one hundred eight (180) days. For the purposes of this provision, "solicit" shall not be deemed to include broad based recruiting efforts, including, but not limited to, help wanted advertising and posting of open positions on a party's internet site.

13. DISPUTE RESOLUTION PROVISIONS

13.1 Informal Resolution. Except for actions for injunctive relief, the Parties will attempt to resolve any disputes that arise out of or in connection with this Agreement through good faith negotiation. If a dispute arises, the Client Project Manager and the Highstreet Project Manager, shall first try to resolve it. If the dispute is not resolved within ten (10) business days, either Party may escalate the dispute by contacting the applicable Department Director for the Client as identified in this Agreement. These parties shall attempt to resolve the dispute by agreement.

If the dispute has not been resolved within ten business days after either Party escalates the process, either Party may request a final dispute resolution meeting with the Authorized Representatives hereunder by sending notice in writing to the other Party identifying the issues in dispute and requesting a meeting.

If the dispute has not been resolved within 30 business days following the date of the request for a meeting with the Authorized Representatives or such other date as is agreed upon by the Parties, either party may move forward to resolve the dispute in the District Court of Broomfield, Colorado.

14. GENERAL PROVISIONS

14.1 Publicity. Highstreet shall not initiate any press, media, or social media contact nor respond to press, media or social media requests regarding this Agreement and/or any related matters concerning the Client without the prior written approval of the Client.

14.2 Force Majeure. In the event either party is delayed or prevented from performing this Agreement due to any cause beyond its reasonable control, including but not limited to, strike, labor or civil unrest or dispute, embargo, court order or acts of God, such delay shall be excused during the continuance of such delay, and the period of performance shall be extended to such extent as may be reasonable to perform after the cause of delay has been removed. In the event any such delay continues for a period of more than thirty (30) days, either party may terminate any SOW under which performance

is delayed upon written notice to the other party. In the event of any such termination, Client shall pay Highstreet for work performed through the effective date of termination.

14.3 Export. Neither party will knowingly export or re-export or cause to be exported or re-exported, directly or indirectly, any Deliverable that is provided under this Agreement, to any country for which the U.S. government, or any U.S. government agency, requires an export license or other government approval at the time of such export without first obtaining any required license or approval.

14.4 Notices. All notices and other communications hereunder must be in writing and will be deemed to have been duly given to the parties at the following mailing or email addresses if delivered by (1) hand the same business day, or (2) on the next business day if delivered by a recognized overnight courier, (3) on the third business day if mailed (by certified or registered mail, return receipt requested, first class postage prepaid), or (4) upon the first business day after sending by email with confirmation of receipt, except that email shall not be sufficient for notices regarding a claim, action or demand against the other party or a claim for indemnification:

If to Client:
The City and County of Broomfield
Attn: City and County Manager
One DesCombes Drive
Broomfield, CO 80020
Phone: (303) 469-3301

For purposes of this Agreement:
The City and County Manager, Jennifer Hoffman, shall be the Authorized Representative - email: manager@broomfield.org.
Project Manager - For daily communications and project management duties, the contact for the Client shall be Reuma Oliveira, email - roliveira@broomfield.org.
For Department Level authorizations the representatives shall be:
Director of IT, Kateri Abeyta - email: kabeyta@broomfield.org
Director of Finance, Graham Clark - email: graham.clark@broomfield.org
Director of Human Resources, Niki Macklin - email: nmacklin@broomfield.org

If Highstreet is alleging that the Client is in breach of this Agreement or has violated any term of this Agreement, Legal Notice shall be made by making the notice above with a copy to citycountyattorney@broomfield.org.

If to Highstreet:

Highstreet IT Solutions, LLC
8201 Greensboro Dr
Suite 530
McLean, VA 22102
(301) 348-8718
Email: Contracts@highstreetit.com

14.5 Entire Agreement /No Conflict. This Agreement (together with the Exhibits hereto and any SOW hereunder) sets forth the entire agreement of the parties relating to the rendering of services by Highstreet for Client after the date hereof and supersedes all prior written or oral agreements, statements or representations made outside of the four corners of this Agreement or any course of dealing, trade usage or course of performance. No provisions of a purchase order or similar document (except those

specifying information stipulated in an SOW) shall be applicable if they conflict with or add to the terms of this Agreement. Client and Highstreet each represent that the execution and performance of this Agreement does not and will not conflict with any contract, letter of understanding, agreement or any order, decree or finding of any kind by any court or agency to which Client or Highstreet is bound.

14.6 Approval Authority. No SOW, Change Order or modification or waiver of the provisions of this Agreement shall be effective until signed by Authorized Representatives of both parties. For purposes of this Agreement an Authorized Representative is an officer of Highstreet with a title of Senior Vice President or higher, and an Authorized Representative of the Client is the City and County Manager or their designee.

14.7 Cooperative Purchase Agreement. Client is a government entity, Highstreet and Client agree that other federal, state, county and local entities, including public institutions of higher learning, may utilize the terms and conditions established by this Agreement. Client has no obligations under any purchase orders or contracts issued by other public agencies to Highstreet.

14.8 Waiver. No delay or failure on the part of any party hereto in exercising any right, power or privilege under this Agreement or under any other instruments given in connection with or pursuant to this Agreement shall impair any such right, power or privilege or be construed as a waiver of any default or any acquiescence therein. No single or partial exercise of any such right, power or privilege shall preclude the further exercise of such right, power or privilege, or the exercise of any other right, power or privilege.

14.8 Severability. If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable to any extent, such provision shall be enforced to the greatest extent permitted by law and the remainder of this Agreement and the application of such provision to other persons or circumstances shall not be affected thereby.

14.9 Parties in Interest. This Agreement is enforceable only by Highstreet and Client.

14.10 Governing Law. This Agreement shall be governed by and construed according to the laws of the state of Colorado. Any claim or litigation arising under this Agreement shall be brought by the Parties in the federal courts in Denver, Colorado or state court in the District Court of Broomfield County, Colorado.

14.11 Assignment and Successors. Neither party may assign this Agreement without the prior written consent of the other party, not to be unreasonably withheld. Notwithstanding the foregoing, a party may assign this Agreement to any successor of a party by merger, consolidation, or sale of substantially all assets or to an affiliated entity or to a third party that has equal or greater financial net worth and profitability. This Agreement shall inure to the benefit of and shall be binding upon Highstreet, Client and their respective successors, heirs and assigns.

14.12 Protection of Property. All Client property, including but not limited to, existing structures, services, walls, or flooring, shall be protected against damage or interrupted services at all times by the Highstreet while performing services pursuant to this Agreement. Highstreet shall be held responsible for repairing or replacing any and all property that is damaged by reason of the Highstreet's work to the satisfaction of Client within three (3) weeks of the notification of such damage, which may be extended with written approval of the Client.

14.13 No Third Party Beneficiaries. This Agreement is intended to describe the rights and responsibilities only as to the parties hereto. This Agreement is not intended and shall not be deemed to confer any rights on any person or entity not named as a party hereto.

14.14 Records Retention. Highstreet shall maintain complete and accurate records of time spent and materials used for performance of the Work, together with any invoices, time cards, or other

supporting data reasonably requested. All records, data and documentation shall be retained by Highstreet for a period of not less than three (3) years after completion of the Work, and shall be subject to review, inspection and copying by the Client upon reasonable notice.

14.15 Officials Not to Benefit. No elected or employed member of Client government shall directly or indirectly be paid or receive any share or part of this Agreement or any benefit that may arise therefrom. Highstreet warrants that it has not retained any entity or person, other than a bona fide employee working solely for the Highstreet, to solicit or secure this Agreement.

14.16. Laws to Be Observed. Hightstreet represents and warrants that Highstreet shall comply with all federal and state laws and local ordinances and regulations that in any manner affect those engaged or employed in the work or which in any manner affect the conduct of the work, and of all such orders and decrees of bodies or tribunals having any jurisdiction or authority over the same, and shall at all times observe and comply with all such existing laws, ordinances, regulations and decrees.

14.17 Digital Accessibility Standards. In 2021, the State of Colorado adopted HB21-1110 relating to the digital accessibility standards required to be implemented under the Colorado Anti-Discrimination Act which makes it unlawful to discriminate against individuals with a disability. Highstreet shall ensure that all digital deliverables and digital technology provided pursuant to the terms of this Agreement shall comply with at least the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA, or such updated standard as the Colorado Governor's Office of Information Technology may adopt from time-to-time.

14.18 Execution; Electronic Signatures. This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which shall constitute but one and the same instrument. This Agreement shall not be binding upon any Party hereto unless and until the Parties have executed this Agreement. The Parties approve the use of electronic signatures for execution of this Agreement.

15. THIRD PARTY SERVICES AND SOFTWARE

In the event the Services include Cloud or SaaS services or software provided by a third party or require Highstreet to access software licensed to Client ("Third Party Services and Software"), additional third party terms and conditions may apply, including but not limited to Oracle ordering document and cloud services agreement terms and conditions. In the event any such Third Party Services and Products are included, the Third Party Services and Software terms and conditions will be incorporated by reference in and to this Agreement, provided in the SOW or pursuant to a link included in the SOW. Highstreet acknowledges that they are familiar with and have reviewed the Oracle Cloud Services licensing requirements available on Oracle's website and will abide by such terms when using the Client's Oracle licenses.

If Hightstreet resources are setup with user accounts allowing access to the Client's Third Party Services or Software these user accounts may impact Oracle or other third party licensing restrictions and Highstreet shall use licenses consistent with all applicable terms and conditions required by Oracle or other third parties to perform Services which Client will provide to Highstreet, if requested, written confirmation that Client has the right to sublicense to Highstreet.

16. DATA SECURITY. During the course of Highstreet's performance of the Services, Highstreet may be required to store or control the transmission of electronic data provided by the Client ("Client Data"). Highstreet represents and warrants that:

a. It will take all reasonable precautions to maintain all Client Data in a secure environment to prevent unauthorized access, use, or disclosure, including industry-accepted firewalls,

up-to-date anti-virus software, and controlled access to the physical location of the hardware containing Client Data in accordance with C.R.S. 24-73-101 et seq.;

b. Its collection, access, use, storage, disposal and disclosure of Client Data shall comply with all applicable data protection laws, as well as all other applicable regulations and directives;
c. It will notify Client of any actual or suspected data security incident as soon as practicable, but no later than 24 hours after it becomes aware of it;
d. Highstreet will provide the Client sufficient information for the Client to satisfy its legal and regulatory notice obligations; and
e. It will promptly return or destroy any Client Data upon request from the City Representative.

IN WITNESS WHEREOF the parties hereto have executed this Master Services Agreement on the date first set forth above.

Highstreet IT Solutions, LLC,
a Delaware limited liability company

By:_____

Name: Henry Tran
Title: President & Co-Founder

Client:
City and County of Broomfield,
a Colorado municipal corporation and county

_____
Mayor
One DesCombes Drive
Broomfield, CO 80020

APPROVED AS TO FORM:

_____
City and County Attorney

EXHIBIT A

Statement of Work No. __*

to

Master Services Agreement ("Agreement")

between

Highstreet IT Solutions, LLC ("Highstreet")

and

The City and County of Broomfield ("Client")

This Statement of Work and the terms and conditions of the Agreement, having an Effective Date of _____, describes the Services or Deliverable to be provided by Highstreet to Client in support of the project described below for the fees set forth herein as authorized by Client by signing this Statement of Work.

1. **Scope and Approach** –
   _____
   _____
   _____
   _____

2. **Deliverables** –
   _____
   _____
   _____
   _____

3. **Acceptance and Acceptance Criteria** –
   _____
   _____
   _____
   _____

*** This is a template for an SOW. Highstreet and Client may substitute, in whole or in part, another form of SOW provided such SOW addresses the applicable substantive issues described in the template.**

4. **Payment Terms** –
   All payments are due pursuant to Article 5 of the Agreement unless otherwise set forth below:
   _____
   _____

5. **Changes –**

Any change to this Statement of Work shall be subject to mutual written agreement of the parties and shall be made in accordance with Section 1.2 of the Agreement and Exhibit 2 hereto, Change Order, which is hereby incorporated by reference. Highstreet shall not be required to commence work on any such change unless and until the change has been agreed to in writing by both parties.

The provision of services by Highstreet shall be governed by the general terms and conditions set forth in the Agreement and by the specific terms and conditions set forth herein.

IN WITNESS WHEREOF, the parties have so agreed as of the date written above.

Accepted By: **Accepted by:**

Highstreet IT Solutions, LLC

By: _____

The City and County of Broomfield

By: _____

City and County Manager

Approved as to form:

By: _____

City and County Attorney's Office

Exhibit 1 – Deliverable and Payment Schedule

Exhibit 2 – Change Order

Exhibit 1
Deliverable and Payment Schedule

Services Payment Schedule

Hourly Rate	Hours
$	Inclusive of travel and expenses
$	Remote Work

All work defined within this SOW will be performed on a Time and Materials basis. Total estimated value of this SOW is $_____.

Exhibit 2
Change Request Form

Any change to this Statement of Work must be agreed to, in writing, by both parties. The following procedure (whether requested by Client or Highstreet) and form will be used to control all changes. All Change Requests ("CR") to the Statement of Work must be made in writing and shall be submitted by the appropriate Authorized Representative. Each request should contain the following information:

- The requested change;
- The impact, if any, on the existing work product;
- Estimated impact, if any, on project schedule; and
- Estimated change, if any, in the fees.

The Authorized Representative shall review and accept or reject the CR within five (5) business days of receipt. If rejected, the CR shall be returned to the submitting party with written reasons for rejection and, as appropriate, any alternatives. If no response is received within the five (5) business day period, it is presumed that the Change Request is rejected. The Parties shall work cooperatively to come to mutual agreement on Change Orders, which shall be documented with an amendment, modification or new SOW as described in the Master Agreement between the Parties.

All approved CR's will be incorporated into the following form of Change Order to this Statement of Work (the "Change Order" or "CO.") Highstreet is not required to perform any Services outside of the Statement of Work until the Change Order has been signed.

1. **Describe the requested change:**

_____
_____
_____
_____

2. **Define additional Deliverables required as a result of the requested change, if any:**

_____
_____
_____
_____

3. **Clearly define the impact, if any, on existing <u>Deliverables</u>:**

_____
_____
_____
_____

4. **Clearly define the impact, if any, to the existing Project schedule. Provide an updated Project schedule, if appropriate.**

_____
_____
_____
_____

5. **Provide an updated Deliverable and Services Payment Schedule, if appropriate.**

_____
_____
_____
_____

6. **Summarize the CO's impact to the total contract value of the SOW by listing the total SOW contract fees prior to this CO (including all prior CO amounts), the net financial impact of this CO and the new Statement of Work contract amount (including this CO).**

_____

_____

_____

Submitted by:

[The City and County of Broomfield/Highstreet IT Solutions, LLC] this ___ day of _____, 202__.

By: _____
Name:
Title: Project Manager

Signatures to this Change Request do **NOT** constitute a Change Order, an amended or new SOW is required to be signed by the Parties to modify the Agreement. This form will create the basis to draft such revised SOW.

Accepted By:

Highstreet IT Solutions, LLC

By: _____
Project Manager

EXHIBIT B

Statement of Work No. 1

to

Master Services Agreement ("Agreement")

between

Highstreet IT Solutions, LLC ("Highstreet")

and

The City and County of Broomfield ("Client")

See attached.

Statement of Work No. 1 to the Master Services Agreement between City and County of Broomfield and Highstreet IT Solutions, LLC

September 23, 2025

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This Statement of Work No. 1 ("SOW 1" or this "SOW") is subject to and governed by the terms and conditions of the Master Services Agreement ("Agreement"), by and between the City of County of Broomfield ("Broomfield") and Highstreet IT Solutions, LLC ("Highstreet" or "Contractor"), collectively referenced herein as the "parties". All terms not otherwise defined herein shall have the meaning set forth in the Agreement.

Definitions

The following terms are used throughout in this Statement of Work shall have the following meanings:

CEMLI: The technical items in scope for the project including reports, interfaces, conversions, extensions, and formulas. CEMLI is acronym used within Oracle applications and stands for Configurations, Extensions, Modifications, Localizations, and Integrations. Also referred to as RICEF (Reports, Interfaces, Conversions, Enhancements and Forms). It refers to the technical object or functionalities that are developed when the standard Oracle system does not meet a customer's specific business requirements.

Conditional Acceptance: Broomfield's communication to Highstreet that the System is free from Configuration Defects or that all Configuration Defects have a mutually agreeable plan or work-around for future resolution. Upon decision by Broomfield to move the System into production for the applicable Phase, as defined by the Statement of Work, Broomfield shall issue "Conditional Acceptance."

Conference Room Pilot: Scheduled testing of applications to validate that the solution meets the business requirements of Broomfield. It involves simulating business scenarios in a controlled environment using the actual software, data, and workflows ("CRP").

Configuration Defects: Are identified during User Acceptance Testing and include any configuration errors or areas of nonconformance with the Functional Requirements or any previously accepted Deliverables.

Deliverable: Work product required by the Statement of Work and subject to formal deliverable acceptance criteria. Deliverables serve a role for the quality assurance process for Broomfield and document decisions, status, recommendations, specifications, and other information related to the project. Deliverables are considered "work for hire" and will be owned by Broomfield in accordance with terms of the Agreement. (This is the same definition as in the Agreement.)

Deliverable Expectation Documents ("DED"): The definition of each Deliverable including purpose, scope, outline, format, roles and responsibilities required to produce the Deliverable, and acceptance criteria for each Deliverable.

Goals: Outcomes or improvements Broomfield desires to achieve as a result of using the System and improvements to policy, process, organizational structure, or improved efficiencies.

Final Acceptance: Communication by Broomfield to Highstreet that Highstreet has satisfied all Project Requirements.

Functional Requirements: Used to define the conditions, outputs, or delivered capabilities of the System as more particularly defined in Appendix 1: Functional Requirements below. Broomfield will use the Functional Requirements for quality management throughout the project and as part of System Acceptance processes.

Integration: A collection of interfaces representing a business solution, for example integrating to a specific benefit provider.

Interface: A collection of components performing a focused business task. Typically identified as inbound or outbound, for example Integration to maintenance mgmt would include multiple interfaces such as people, inventory, purchase information, etc.

Milestone: Event marking an achievement or recognized point of progress for the project. Milestones shall have clear acceptance criteria for Broomfield and Highstreet to agree on status.

Module: Specific component of the Oracle Software.

Organization Change Management ("OCM"): Systematic approach shared by Broomfield and Highstreet to managing user adoption and business process change for the project.

Percent of Time Assigned to Broomfield: The percent of time, on average for the duration of a resource's assignment to the project, out of a standard 160 hour month that Highstreet resources will be assigned to the Broomfield project.

Project Requirements: Definition used as part of Final Acceptance that includes all Services included in the Statement of Work and resolution of any Configuration Defects.

Project Team: Used to refer either to Broomfield's resources including, Functional Leads ("PIT Crew Leads"), Project Team ("PIT Crews"), Technical Staff, and Project Management Office ("PMO") resources or the combined Broomfield and Highstreet Team assigned to this project.

Proposed Change Order: A document prepared together by Broomfield and Highstreet's project managers to document the proposed changes to project scope, schedule or approach. Proposed Change Orders will be submitted to Broomfields Executive Leadership Committee for approval.

RICEF Scope: The technical items included in scope including reports, interfaces, conversions, extensions, and formulas. Also referred to as CEMLI.

Services: Tasks, activities, or other work being performed or already performed in accordance with a Statement of Work.

Stakeholder Group: A Stakeholder Group is a collection of individuals or organizations that have a vested interest in the outcome of a project, decision, or initiative. These groups can influence or be affected by the actions, objectives, and policies of an organization or project.

System: Configured solution delivered by Highstreet for Broomfield. The system will include Oracle cloud and other third party systems referenced in this SOW.

System Acceptance: The process used by Broomfield to validate that the System meets Functional Requirements and other conditions as defined in the Statement of Work.

Technical Scope Items: Refers to reports, conversions, workflow, fast formulas, and Integrations. Also referred to as CEMLI or RICEF.

User Acceptance Testing ("UAT"): Testing procedures defined in Deliverable DED-03: Validation Strategy and Plan, for testing the System. User Acceptance Testing procedures will be used to grant Conditional Acceptance and Final Acceptance.

Work Product: Any reports, recommendations, documentation, code, developed software, or other materials provided by Highstreet to Broomfield regardless of when the Work Product was developed.

Project Scope

1. The scope of this SOW 1 consists of Services to implement Oracle Cloud Software and other related third-party products and other Services as defined in this SOW 1 including but not limited to project management, business process assessment, functional and technical consulting, change management, and training using Highstreet's implementation methodology and provide the Deliverables set forth in this SOW 1.

    1.1. *Organizational Scope.* The organizational scope of the project includes Broomfield, all of its departments, and any component units or other organizations under the control of Broomfield or for which Broomfield provides administrative Services.

1.2. *Oracle Software Scope*. To satisfy Broomfield requirements, the Oracle Cloud applications that will be implemented for each phase are listed below and identified in the Oracle ordering document.

1.2.1. Oracle will be provisioning new environments and Broomfield will receive a total of six (6) environments (one (1) production, one (1) test and four (4) development environments). Environments are in addition to the existing environments being used by the Legacy Oracle HCM System.

Module	Broomfield Functional Area
Not Applicable to Specific Phase	
EDU Cloud Applications Learning subscription Oracle Additional Test Environment for Oracle Fusion Cloud Service (4) Oracle Cloud Priority Support for SaaS: Base Fee Oracle Cloud Priority Support for SaaS	NA
Phase 1	
Oracle Enterprise Performance Management Enterprise Cloud Service Oracle Additional Application for Oracle Enterprise Performance Management Enterprise Cloud Service EDU Fusion ERPM Cloud Guided Learning Service	BUD
Phase 2	

Oracle Fusion Enterprise Resource Planning Cloud Service Oracle Fusion Procurement Cloud Service Oracle Fusion Document Recognition Cloud Service Fusion ERP Analytics Oracle PCI Compliance Cloud Service EDU Fusion ERPM Cloud Guided Learning Service	GL (GEneral Ledger) PG (Projects and Grants) AP (Accounts Payable) PO (Procurement) CA (Capital Assets) AR (Accounts Receivable)
Phase 3	
Oracle Fusion HIPAA Cloud Service Oracle Fusion Human Capital Management Base Cloud Service Oracle Fusion Human Resource Help Desk Cloud Service Oracle Fusion Recruiting Cloud Service Oracle Fusion Recruiting Booster Cloud Service Oracle Fusion Workforce Health and Safety Incidents Cloud Service Oracle Fusion HCM Communicate Cloud Service Oracle Fusion Payroll Cloud Service for United States Oracle Fusion Time and Labor Cloud Service Fusion HCM Analytics Oracle Fusion Touchpoints Cloud Service Oracle Fusion Talent Management Cloud Service EDU Fusion HCM Cloud Guided Learning Oracle Fusion Workforce Compensation Cloud Service	POS (Position Control) HR (Human Resources BEN (Benefit Administration) TE (Time Entry PAY (Payroll)

1.2.2. *Non-Oracle Software Scope*. The additional applications that will be implemented for each phase are listed below.

Vendor	Product	Purpose
Can/Am	Teller	Point of Sale
Highstreet	Bridges	Integration Platform As A Service

1.3. *Broomfield Scope*. Highstreet will work with Broomfield to improve business processes, gain efficiencies, simplify, and standardize use of systems, configure, and install leading public sector ERP functionality. Across each of the functions in scope for this Project, Broomfield has identified goals, business process expectations, and Functional Requirements that will be actively managed throughout the Project.

1.3.1. Goals represent major outcomes or improvements Broomfield desires to achieve as a result of using the system and improvements to policy, process, organizational structure, or improved efficiencies. Goals listed in this SOW establish the overall direction for the Project and initial definition of Project success. Broomfield and Highstreet will work together to develop a Project Scorecard, Deliverable B-02, to clarify goals, metrics, and approach to measuring Project success.

1.3.2. Processes Expectations are explained below and provide a summary of process and policy, improvement expectations to be facilitated by Highstreet with this Project. Goals and Functional Requirements are organized by process.

1.3.3. Each Functional Requirement Process is further defined by requirements that will serve to communicate expectations for the System and acceptance. The requirements for each process can be found in Appendix 1: Functional Requirements.

1.4. *Accounting, Projects and Grants*. Broomfield is using this Project as an opportunity to redesign and simplify, yet expand, the chart of accounts. Currently, due to limitations with the existing system Broomfield lacks the ability to track detailed project and grant information, programmatic costs, and struggles to accurately report and track multi-year capital projects. Broomfield needs to rely on shadow systems to track detail, reconcile accounts, and perform reporting functions. Broomfield is looking forward to using the new system to help automate and streamline processes, track additional elements related to program, location, and priority, eliminate use of shadow systems to track project, grant or managerial data, and leverage reporting tools that provide

current, accurate, and relevant data to managers. Broomfield has prepared a revised draft chart of accounts that will be available prior to the beginning of implementation.

1.4.1. *Project Goals.*

1.4.1.1. Implementation of a new chart of accounts that will track programs.

1.4.1.2. Configuration of the applications to track detailed project data in the system.

1.4.1.3. Configuration of the applications to track labor costs for projects.

1.4.1.4. Configuration of the Grants module to include identifying funding sources for capital projects.

1.4.1.5. Configuration of the subledger accounting to automate journal entries.

1.5. *Procurement and Accounts Payable*. Broomfield understands the importance of having an integrated purchasing function and will use the project as an opportunity to better align centralized purchasing with decentralized departmental interests, clarify roles for contract management, and require documentation to satisfy procurement authority prior to purchase or commitment of funds. Broomfield is using this Project as an opportunity to implement revised purchasing policies that will require a more formal approach to purchase requisitions, purchase orders, solicitations, contracts, and purchasing card ("P Card") usage and provide operational efficiencies from streamlined approvals and better coordination with accounts payable and budget functions.

1.5.1. For accounts payable, Broomfield will implement best practices featuring electronic payments, modern security and internal controls, and efficient processes.

1.5.2. *Project Goals.*

1.5.2.1. Initiate all non-purchase card procurement transactions with requisition.

1.5.2.2. Develop Broomfield template for purchase order.

1.5.2.3. Reconcile all P Card transactions within ten (10) days after transaction.

1.5.2.4. System manages key dates for contract management and controls against exceeding contracts value.

1.5.2.5. Implement and fully utilize electronic payments for suppliers.

1.6. *Treasury Management and Point of Sale*. Having an integrated system that all departments can use to manage treasury and cash receipts functions will allow the Broomfield to take an enterprise approach to accounts receivable. With the system, departments without a specialized billing system will be able to utilize the ERP system for miscellaneous billing, aging, cash receipts, and reporting. For departments with a detailed billing system, including utility billing, permits, business license, and other systems, the ERP system will provide an Interface so that all accounts receivable and cash receipts can be aggregated in one system.

1.6.1. Broomfield expects to implement an enterprise-wide approach to receiving customer payments. Currently, Broomfield collects payments in a variety of systems and lacks a standardized approach for web payments, managing customers, and processing deposits. Broomfield expects that the cashiering functionality implemented with this ERP project will allow Broomfield to use one standardized tool across multiple systems, including one credit card processor, to take in customer payments, manage bank deposits, and assist with bank reconciliation.

1.6.2. *Project Goals*.

1.6.2.1. Reduce credit card transaction costs.

1.6.2.2. Implement accounts receivable system that provides accurate reporting.

1.6.2.3. Develop Interface to automate exchange of information from third party billing systems.

1.6.2.4. Identify common customers across multiple systems.

1.6.2.5. Implement cashiering system that allows for web payments.

1.6.2.6. Reduce work effort required to manage deposits and perform bank reconciliation.

1.7. *Capital Assets.* Broomfield has a need for both basic capital asset reporting to satisfy accounting standards and for a tool to assist Broomfield departments with managing and tracking those assets. Capital asset functions are managed together between the Finance department (financial reporting) and the operating departments that control the assets. Broomfield also has plans for an enterprise asset management system in a future project and that project will focus more on work order, fleet management, facility management and other tools to manage the physical asset. Both projects are related and with the sequence planned by the Broomfield, it's important to establish clear expectations and a solid "foundation" that can later be enhanced with additional functionality.

1.7.1. Broomfield will also use the Project as an opportunity to update capital asset accounting and budgeting policies related to capitalization thresholds, capital equipment replacement, construction in process, tracking for intangible assets, and other relevant policy areas.

1.7.2. *Project Goals.*

1.7.2.1. Track all assets in one system.

1.7.2.2. Provide tool for departments to track both capitalized and non-capitalized assets.

1.7.2.3. All potential assets are identified during procurement process.

1.7.2.4. Capital Improvement Program includes asset replacement schedule for all assets.

1.7.2.5. All assets include location and custodian information.

1.7.2.6. Prepare Broomfield for more advanced asset management functionality in the future.

1.8. *Budget Preparation.* Broomfield will use the ERP system to manage the development of both operating and capital budgets. Using data from the System, Broomfield expects the System to provide forecasting, analytic, and scenario planning tools to help Broomfield decide on the allocation

resources. In addition, Broomfield expects to use the budget tool to prepare long-term forecasting that projects and analyzes expense and revenue trends, expected capital expenditures, capital needs, and other cost and revenue drivers for the organization.

1.8.1. *Project Goals.*

1.8.1.1. Develop and communicate a Budget on multiple levels including:

1.8.1.1.1. Organizational Budget;

1.8.1.1.2. Fund Budget;

1.8.1.1.3. Department Budget;

1.8.1.1.4. Division Budget;

1.8.1.1.5. Program Budget; and

1.8.1.1.6. By Revenue and Expense Types.

1.8.1.2. Complete budget development within the budget system.

1.8.1.3. Prepare multi-year capital improvement planning.

1.8.1.4. Prepare a long-term financial plan.

1.8.1.5. Track results from the strategic plan and overall community conditions.

1.9. *Time Entry.* Broomfield will use the ERP system and related time entry devices to collect time entry information from employees across all departments. Broomfield expects the ERP project will allow employees to track time work efficiently and accurately. As part of implementation, Broomfield will deploy physical time clocks and devices that will allow employees to record time.

1.9.1. *Project Goals.*

1.9.1.1. Time entry data captured for projects and grants.

1.9.1.2. Overtime calculations automated.

1.9.1.3. Reduce number of retro pays due to incorrect time entry data.

1.10. *Compensation and Payroll*. Broomfield will use the Project as an opportunity to simplify and streamline payroll policies and create standardization across the entire organization. In addition, Broomfield expects to leverage the system for advanced reporting capabilities across all areas of time entry, human resources, and payroll.

1.10.1. *Project Goals.*

1.10.1.1. Reduce time required to process payroll.

1.10.1.2. Automate payroll calculations.

1.11. *Employee Benefits.* Benefit functionality in the ERP system will provide tools to assist both Broomfield and employees enroll in benefits, manage benefit costs, and efficiently administer employee benefits to both current employees and retirees.

1.11.1. *Project Goals.*

1.11.1.1. All employees elect benefits online using self-service.

1.11.1.2. Benefit information available within self-service.

1.12. *Human Resources.* Since the implementation of Oracle Cloud Human Resource Information System ("HRIS") in 2017, Broomfield has encountered significant challenges related to system functionality, complex policy Integration, and an overburden of technical issues. As a result, the current system is not fully meeting the organization's needs for efficiency, accuracy, and user experience. To address these limitations and to have full Integration with financial functions, Broomfield expects to leverage the Project as an opportunity to implement a comprehensive HRIS aimed at replacing the current system with a solution that provides greater reliability, functionality, and ease of use. This project presents an opportunity to not only upgrade Bromfield's HRIS, but also to streamline and simplify human resources policies and processes across the organization, including leveraging the core HRIS for more Human Resources ("HR") functions rather than relying on third party systems.

1.12.1. As part of implementation, Broomfield expects to rethink the approach for position control, implement case management functionality for employee relations, utilize applicant tracking and performance management features, and fully automate

approval processes related to all functions including personnel actions, among other improvements. Broomfield envisions a robust HRIS capable of supporting the full employee lifecycle, from recruitment to separation.

1.12.2. *Project Goals: Core HR*

1.12.2.1. HRIS used as central employee master file and eliminate employee files outside of the system .

1.12.2.2. Implement automated workflow for all personnel actions.

1.12.2.3. Employees set up in system prior to first day of employment.

1.12.3. *Project Goals: Applicant Tracking System*

1.12.3.1. Enhance recruiting efficiency.

1.12.3.2. Enhance candidate experience.

1.12.3.3. Enhance hiring manager experience.

1.12.4. *Project Goals: Performance Management*

1.12.4.1. Use HRIS as the central employee system for performance management, eliminating separate systems and processes.

1.12.4.2. Enhance manager and employee experience.

1.12.4.3. Drive adoption of the performance management module through targeted training.

1.12.4.4. Utilize performance management ratings to inform merit increases with an integrated workflow.

1.13. *Deliverables.* Highstreet will provide the Deliverables identified in the table below. Broomfield Deliverables represent work products developed collaboratively by both Broomfield and Highstreet and formally accepted by Broomfield and will be submitted to Broomfield for review and follow the deliverable acceptance procedures defined in Section 2.13 below. Deliverable expectations are defined in Appendix 2: Deliverable Expectation Documents.

1.13.1. *Broomfield Deliverables.*

Deliverable Number	Deliverable	Phase
B-01	Project Roster	ALL
B-02	Project Scorecard	ALL
B-03	Requirements Traceability	ALL
B-31-1	Client Test Scenarios	ALL

1.13.2. *Highstreet Deliverables*. Highstreet Deliverables are listed below and labeled with the appropriate Phase where each Deliverable will be produced (X = produced during the phase / 0 = produced prior to the phase). All Deliverables are further defined in Appendix 2: Deliverable Expectation Documents.

Number	Deliverable	Description / Purpose	Phase 1	Phase 2	Phase 3
D-1	Project Plan and Project Management Meeting Notes	Meeting minutes from Project Managers reviewing the executed contract and related proposal material.	0		
D-2	Project Management Plan	Defines the governance approach for managing the Project.	0		
D-3	Validation Strategy and Plan	Documents the approach to testing and specific testing activities to be employed on the Project.	0		
D-4	Security Strategy and Plan	Documents the strategy for addressing security requirements, as well as the information necessary to establish good controls and transaction access, through configuration of the functional security features of the applications.	0		
D-5	Conversion Blueprint	Documents the strategy for conversion in all modules.	0		
D-6	Integration Blueprint	Documents the strategy for and initial list of all in scope Integrations.	0		
D-7	Technical Specifications List	Highstreet and Broomfield develop the initial list of Technical Scope Items (Reports, Conversions, Workflow, Fast Formulas, and Interfaces)	X	X	X
D-8-1	General Ledger Configuration Workbook for CRP1	The GL CWB Functional Design document contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	

D-8-2	Accounts Payables Configuration Workbook for CRP1	The AP CWB Functional Design document contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	
D-8-3	Cash Management Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	
D-8-4	Budgets Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.	X		
D-8-5	Expenses Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	
D-8-6	Assets Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	
D-8-7	Procurement Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	
D-8-8	Receivables Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	
D-8-9	Absence Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-10	Benefits Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-11	Compensation Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-12	Core HR Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-13	Health and Safety Configuration Workbook for CRP1	Document contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X

D-8-14	Payroll Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-15	Recruiting and Onboarding Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-16	Security Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.	X	X	X
D-8-17	Talent Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-18	Time and Labor Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-19	Worklife Solutions Configuration Workbook for CRP1	Contains the configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.			X
D-8-20	Projects and Grants Configuration Workbook for CRP1	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP1.		X	
D-9	CRP1 Test Schedule	Highstreet and Broomfield Project Managers create test schedules for CRP1.	X	X	X
D-10-1	Test scripts for CRP1	Highstreet set of test scripts copied into Google Docs folder.	X	X	X
D-10-2	Test Results for CRP1	Summary of CRP1 Testing.	X	X	X
D-11-1	General Ledger Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	
D-11-2	Accounts Payables Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	
D-11-3	Cash Management Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	

D-11-4	Budgets Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.	X		
D-11-5	Expenses Configuration Workbook for CRP2	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	
D-11-6	Assets Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	
D-11-7	Procurement Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	
D-11-8	Receivables Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	
D-11-9	Absence Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-10	Benefits Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-11	Compensation Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-12	Core HR Configuration Workbook for CRP2	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-13	Health and Safety Configuration Workbook for CRP2	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-14	Payroll Configuration Workbook for CRP2	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X

D-11-15	Recruiting and Onboarding Configuration Workbook for CRP2	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-16	Security Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.	X	X	X
D-11-17	Talent Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-18	Time and Labor Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-19	Worklife Solutions Configuration Workbook for CRP2	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.			X
D-11-20	Projects and Grants Configuration Workbook for CRP2	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP2.		X	
D-12	1. Technical Specifications	Functional and Technical specifications created for each technical item on the list of custom technical items.	X	X	X
D-13	CRP2 Test Schedule	Highstreet and BroomfieldProject Managers create test schedules for CRP2.	X	X	X
D-14-1	Test scripts for CRP2	Highstreet set of test scripts copied into Google Docs folder.	X	X	X
D-14-2	Test Results for CRP2	Summary of CRP2 Testing.	X	X	X
D-15-1	General Ledger Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	
D-15-2	Accounts Payables Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	

D-15-3	Cash Management Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	
D-15-4	Budgets Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			
D-15-5	Expenses Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	
D-15-6	Assets Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	
D-15-7	Procurement Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	
D-15-8	Receivables Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	
D-15-9	Absence Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-10	Benefits Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-11	Compensation Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-12	Core HR Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-13	Health and Safety Configuration Workbook for CRP3	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X

D-15-14	Payroll Configuration Workbook for CRP3	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-15	Recruiting and Onboarding Configuration Workbook for CRP3	contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-16	Security Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	X
D-15-17	Talent Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-18	Time and Labor Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-19	Worklife Solutions Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.			X
D-15-20	Projects and Grants Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for CRP3.		X	
D-16	Payroll Parallel 1 Results	Calculate and document differences in pay elements.			X
D-17	Payroll Parallel 2 Results	Calculate and document differences in pay elements.			X
D-18	Payroll Parallel 3 Results	Calculate and document differences in pay elements.			X
D-19	Conversion Validation Reports	Reports for converted data.	X	X	X
D-20	Interface System Integration Test Results	Test results from Interface Testing.		X	X
D-21	Custom Reports	Reports created and ready for CRP3 Testing.		X	X

D-22	CRP3 Test Schedule	Highstreet and Broomfield Project Managers create test schedules (Finance or HCM) for CRP3.		X	X
D-23-1	Test scripts for CRP3	Highstreet set of test scripts copied into Google Docs folder and reviewed with Broomfield.		X	X
D-23-2	Test Results for CRP3	Summary of CRP3 Testing.	X	X	X
D-24-1	General Ledger Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	
D-24-2	Accounts Payables Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	
D-24-3	Cash Management Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	
D-24-4	Budgets Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.	X		
D-24-5	Expenses Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	
D-24-6	Assets Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	
D-24-7	Procurement Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	
D-24-8	Receivables Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	
D-24-9	Absence Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X

D-24-10	Benefits Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-11	Compensation Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-12	Core HR Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-13	Health and Safety Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-14	Payroll Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-15	Recruiting and Onboarding Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-16	Security Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-17	Talent Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-18	Time and Labor Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-19	Worklife Solutions Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.			X
D-24-20	Projects and Grants Configuration Workbook for UAT	Contains the updated configuration information for the functionality that is in-scope for the Project to be used to configure the application for UAT and Production.		X	

D-25	Technical Specifications	Functional and Technical specifications created for each technical item on the CEMLI list.	X	X	X
D-26	Conversions	Data converted and verified into UAT Test environment.	X	X	X
D-27	Configured Test Environment	Document submitted to Broomfield Project Managers that Test Environment is ready for testing.	X	X	X
D-28	Training Assessment	Conduct training assessment and document results.	X	X	X
D-29	UAT Test Schedule	Highstreet and Broomfield Project Managers create test schedules (Finance or HCM) for UAT.	X	X	X
D-30	Test scripts for UAT	Highstreet set of test scripts copied into Google Docs folder and reviewed with Broomfield.	X	X	X
D-31	Test Results for UAT	Summary of UAT Testing.	X	X	X
D-32	Oracle Guided Learning Assessment	Training assessment.	X	X	X
D-33	Cutover Strategy	Cutover strategy completed and submitted to Broomfield for approval.	X	X	X
D-34	Production Support Strategy Document	Highstreet and Broomfield define the post go live support structure.	X	X	X
D-35	Train the Trainer Session Training Materials	Training material for Broomfield Trainers.	X	X	X
D-36	Hypercare support	Post go live support.	X	X	X
D-37-(1 to 22)	Monthly Report for Project Management	Monthly report	X	X	X

1.14. *Technical Scope Items*. Technical objects related to reports, Interfaces, conversions, extensions, and fast formulas or other development items ("RICEF") that are in scope are outlined within this section below.

1.14.1. *Reports*. Oracle has seeded role-based dashboards in their Human Capital Management ("HCM") Analytics, ERP Analytics and Oracle Transaction Business Intelligence ("OTBI") solutions. During the

Project, the Highstreet Team will demonstrate the existing dashboards and provide details on how these dashboards are used by other public entities. Broomfield will have access to all Oracle delivered options for reporting including Highstreet Services to modify or develop reports as listed below.

Reports	In Scope	Comment
Oracle Standard Reports	Yes	Highstreet to demonstrate standard reports
Role Based Dashboards	Yes	Highstreet to demonstrate standard role-based dashboards
20 Custom Reports for Finance and Budget	Yes	Custom reports necessary to meet one of Broomfield Functional Requirements in Appendix 1 does not count towards the limit
20 Custom Reports for HCM	Yes	Custom reports necessary to meet one of Broomfield Functional Requirements in Appendix 1 does not count towards the limit

1.14.1.1. Additional custom reports above the number above can be developed by trained Broomfield staff.

1.14.1.2. Custom reporting scope will be validated during the design sessions.

1.14.1.3. Broomfield considers reporting and dashboard features in the ERP system to be a critical component of scope and will require Highstreet to develop a role-based reporting dashboard for key user roles for Broomfield. Role Based Dashboards for each user will include visual/graphical display of important information, alerts and notifications, and links to common transactions.

1.15. *Integrations and Interfaces.* Highstreet will complete the required Integrations to meet Broomfield requirements and move data from the System to other third party Broomfield products. The following table represents potential Integrations, the Project Team will determine a

final scope of Integrations and Interfaces during the project and the twenty (20) in scope Integrations will be documented in the Technical Design deliverable. The scope of Integrations is expected to include the following Integrations.

1.15.1. *Finance Integrations inbound and outbound with Oracle Fusion Cloud.*

Functional Area	Integrations	Comment	Integrations
Bank Files	Bank Files	Includes ERP system imports file of bank transactions, revenue and expense, for bank reconciliation and transfer of files for positive pay, and processing of electronic payments.	1
Asset Management	Capital Asset Tracking	The ERP system will maintain a comprehensive asset list that is used by other third party asset management systems.	1

1.15.2. *HCM Integrations inbound/outbound from Oracle Fusion Cloud.*

Functional Area	Integrations	Comment	Quantity
Learning Management	Cornerstone	Cornerstone used as learning management system to manage enrollment, participation in, and history of training course offered by Broomfield. Broomfield needs Interface to sync.	1
Performance Evaluation	Cornerstone	OPTIONAL: If HRIS is not used for performance evaluations, evaluations will be completed in Cornerstone and the Interface will need to sync employee and supervisor data.	NA

Employee Engagement	GLINT	Broomfield uses GLINT for employee engagement surveys and Interface would provide employee data, positions, supervisors, and other HR data to create and distribute surveys.	1
Recruiting	Sparkhire	Broomfield uses Sparkhire to facilitate video interviews during selection process. Interface would allow for scheduling of interview and viewing interview results from the recruiting module during candidate selection process.	1
Testing	HR Avatar	Broomfield uses HR Avatar to facilitate testing during selection process. Interface would allow for scheduling of tests and viewing test results from the recruiting module during candidate selection process.	1
Background Check	ClearStar	Broomfield uses ClearStar to facilitate background check process during selection process. Interface would allow for scheduling of checks and viewing check results from the recruiting module during candidate selection process.	1
Driver's License Check	TBD		1
Benefit Providers	Multiple • VSP • UMR/MCEP • Delta Dental • Empower • Weight Watchers • Kaiser • Rocky Mountain	Broomfield has multiple third party benefit administrators and would use Interface to update administrator with employee benefit changes made in the HR system.	12

	Reserve • The Hartford • Guardian • FPPA • Empower • Mission Square		

1.15.3. Additional processes will utilize Oracle functionality and not count against in scope limits for Integrations. Oracle functionality planned for the project includes:

1.15.3.1. *P Cards*. ERP system imports daily P Card transactions.

1.15.3.2. *Tax Reporting*. Broomfield uses ADP for tax filing. Transfer of files would provide HR data to ADP for filing with IRS.

1.15.4. Multiple third party systems generate invoices that will integrate to centralized cashiering for payment. The central cashiering system will manage enterprise-wide customer files between all billing systems. Upon payment, the central cashiering system will update third party billing systems. Interfaces between Oracle and Can/Am Teller or between Can/Am Teller and existing Broomfield billing systems do not count towards the Integration cap defined above.

1.15.5. *Known Temporary Integrations*. All temporary Interfaces necessary to transfer data between in scope applications and legacy applications used by Broomfield during the project until all Oracle modules are live are also included in the scope and do not count against the Integrations listed above.

Functional Area	Integration	Comment
ALL	Integration from Oracle ERP to Legacy Oracle HCM Cloud	All necessary temporary integrations to maintain existing business process are in scope.
ALL	Integration from Legacy Oracle HCM Cloud to Oracle EPM	All necessary temporary integrations to maintain existing business process are in scope.

1.15.6. *Proposed Third Party Integrations.* All Interfaces necessary to transfer data between in scope applications and proposed third party applications are also included in the scope and do not count against the Integrations listed above.

Functional Area	Integration	Comment
Cashiering	Can/Am Teller to and from Oracle Integration	Seeded and Delivered in Can/Am Teller and in scope of Can/Am Statement of Work (Anticipated SOW #3)

1.16. *Data Conversions.* Highstreet will complete the required data conversion development to meet Broomfield's project needs as defined in this section. The Project Team will determine a final scope of data conversions during the Project and that final scope will be documented in the Conversion Blueprint deliverable. The scope of data conversion will include the following data conversion requirements by project phase. The number of years of data history to be converted into the Oracle Software for the above requirements will be dependent on the availability and accessibility of data in Broomfield's legacy systems.

Function	Data	Notes
General Ledger	General Ledger Balances	
Capital Assets	Current Capital Assets	Broomfield has multiple current systems that contain asset information
Capital Asset	Current non-capitalized assets	Broomfield has multiple current systems that contain asset information
Procurement / Payables	Current Suppliers and All Suppliers Used within 3 years	All information on current suppliers
Procurement / Payables	Open Purchase Orders	
Procurement / Payables	Open Contracts	

Procurement / Payables	Open Payable Invoices	
Projects	All Current Projects	Including Project History
Grants	All Current Grants	Including Grant History
AR	Open Receivables	
AR	Open Receivables	
HR	Workers	Current year's HR data for Persons (Active Employees, and their Dependents and Beneficiaries)
HR	Supervisors	All current for Active employees
HR	Person Contacts	All current for Active employees
Payroll	Payroll Relationships	Payrolls assigned to assignments
Payroll	Calculation Cards	Current Tax Cards, Current Benefit and Pension Cards, Current Involuntary Deductions
Payroll	Salary	Current Salary
Payroll	Earnings and Deductions	Current year payroll Earnings and Deductions
Payroll	Involuntary Deductions	
Payroll	Personal Payment Methods	Current year payroll payment method elections
Payroll	Payroll Costing	
Benefits	Benefit Enrollment	Current year benefit

		election
Absence	Absence Balances	Current accrual balances
Payroll	Payroll Balances	Current year payroll balances (monthly and year to date totals)

1.16.1. The following list is the extent of the objects included with Data RefleXtions. Data RefleXtions provides an option to transfer legacy data from Broomfield's Legacy Oracle HCM System and Legacy Innoprise Finance system. Data RefleXtions data does not transfer to Oracle as transactional data, but is available with Oracle reporting tools.

Source and Structure

Ledger Historical Balances

Ledger Historical Chart Values

Ledger Historical Budgets

Payables (Invoices, Payments, Checks)

Suppliers

Customers

Purchase Orders

Projects

Grants Master Data

Employees(Workers) Demographic

Employee Payroll Elements

Benefit Elections

Benefit Balances

Payroll Results

Recruitment Candidates

Employee Status History

Office of the State Courts Administrator ("OSCA"), The Family and Medical

Leave Act ("FMLA"), and other such programs

1.17. *Extensions.* Extensions of Oracle applications are excluded from the current scope.

1.18. *Other Development Items.* Oracle Fast Formulas are a simple way to write formulas for complex calculations and rules for various HR processes, using English words and basic mathematical functions. They allow users to use information from Oracle database without learning the database structure or a programming language.

1.18.1. Highstreet will own 100% of the design, development, and documentation of Fast Formulas to meet Broomfield requirements.

1.19. *Additional Scope*. Broomfield can introduce new requirements during the Design stage. If Highstreet can satisfy these new requirements via all of the following: (a) the purchased software modules with the out-of-the-box delivered functionality, (b) within the project timeline, (c) utilizing the existing project resources, (d) and not jeopardizing committed implementation scope, then the implementation of these new requirements will be implemented within the fixed fee implementation scope. Any new requirements which cannot be implemented within (a) through (d) above or process changes and/or changes/updates in the application software after the acceptance of the business process solution design, will be handled via the mutually agreed to Change Order process.

1.19.1. If any Services, tasks, or responsibilities not specifically described in this SOW are inherent or necessary sub-activities of the tasks or are otherwise required for proper performance of the Services or tasks they shall be included within the scope. All other Services not described in this SOW are out of scope unless and until the parties enter into a Change Order.

Project Governance

2. Highstreet will assist Broomfield's leadership in maintaining a governance structure to allow for strategic, operational, and tactical decisions made for the benefit of the Project. The Project Team and the project governance structure will establish roles and responsibilities for both Highstreet and Broomfield resources to accelerate decision-making and foster effective oversight of project delivery.

2.1. The Project Governance Organization will consist of the following governance groups:

2.1.1. Executive Sponsor;

2.1.2. ERP Steering Committee;

2.1.3. Executive Leadership Committee;

2.1.4. Project Director;

2.1.5. Project Management Office ("PMO");

2.1.6. Functional Leads ("PIT Crew Leads"); and

2.1.7. Project Team ("PIT Crews").

2.2. *Broomfield Roles.*

Role	Expected Role
Project Sponsor	• Serve as executive level support for project and champion for project goals • Final point of escalation on any issues that are not resolved. • Visibly support the expected changes and actively encourage employees to accept them – be the change champions.
ERP Steering Committee	• Identify project vision and goals • Identify and support PIT Crews • Provide general oversight for project and business process, policy change, and change management • Act as change agents for Broomfield • Provide advisory and consultative role for the Project • Resolves project issues escalated to steering committee • Review, approve, or validate key business process or policy changes • Monitor Project Scorecard
Executive Leadership Committee	• Identify project vision and goals • Identify and support PIT Crews and PIT Crew Leads • Provide general oversight for the project, for Highstreet, and the PIT Crew Leads • Act as change agents for Broomfield • Provide active leadership to the project to support project goals and achievement of Project Scorecard • Approve any changes to project scope, schedule, or budget

Project Director	• Serve as liaison to the Steering Committee and Executive Leadership Committee • Works with the Project Managers to make sure that Deliverables are completed and accepted in accordance with contract provisions and the Project Management Plan document. • Ensures planned governance is properly applied throughout the Project. • Serve as primary point of escalation for any project issue above the PMO.
Project Manager (s)	• Primary point of contact with Highstreet • Oversees implementation consultants • Coordinates the day to day activities of Broomfield resources • Collects feedback from Broomfield staff and formally deliverables • Manage the project schedule along with Highstreet Projet Manager
Project Manager - Change Manager	• Work with Steering Committee, Project Director, PMO, and PIT Crews to maintain positive culture and encourage collaboration throughout the project. • Works with Highstreet OCM Lead to develop strategies for change management and stakeholder engagement (communication) • Communicate change management issues to Highstreet for assistance • Oversee business process change and user adoption for both system and policy/process changes • Collect regular information on organizational change readiness, assess potential change management risks, and develop strategies for overcoming resistance • Provide point of contact for issues from PIT Crew members and other subject matter experts and users • Works with Project Managers and Highstreet Training Lead to coordinate training and support
Project Manager - Business Analyst	• Participate in all meetings related to CEMLI/RICEF development • Review all technical deliverables • Serve as primary point of contact to coordinate work related to Technical Items • Organize and track Technical Items for the Project. • Manage workload for Broomfield technical resources. • Become proficient in Oracle reporting tools

Functional Lead (PIT Crew Lead)	• Participates in day to day activities of the project. • Makes many decisions on system and process configurations. • Works with Highstreet consultants on day to day basis. • Serves as liaison to PIT Crew members and other subject matter experts. • Participates in all system training and becomes knowledgeable on all system features within area. • Participates in design sessions and is empowered to make design decision. • Participates in system testing and approves completion of testing for their responsible function. • Participates in system configuration and reviews and approves data that is loaded into new system. • Completes system and business process documentation. • Document and share any issues where the team cannot make decisions to the project director. • Leads data conversion planning and testing. • Assists with training and change management. • Make policies and procedures recommendations Steering Committee. • Assist in development of policies and procedures for enhanced business processes. • Reviews Highstreet Deliverables to provide comments.
Subject Matter Expert (PIT Crew Team)	• Participates in day to day activities of the project as necessary. • Contributes feedback and actively participates in decision making for both system and process configurations. • Works with Highstreet consultants on day to day basis • Participates in all system training and becomes knowledgeable on all system features within area. • Participates in design sessions and is empowered to make design decision as a collective PIT Crew. • Participates in system configuration and reviews and approves data that is loaded into new system. • Supports efforts to complete system and business process documentation. • Supports data conversion planning and testing. • Lead or assists with training and change management. • Reviews Highstreet Deliverables to provide comments to PIT Crew Lead.
Technical Staff	• Participate in project and fulfill Broomfield technical responsibilities including integrations, reports, conversions, and technical configuration

	(Workflow, security). • Participate in Oracle technical training. • Project Broomfield technical system knowledge.
GFOA	• Broomfield intends to contract with the Government Finance Officers Association (GFOA) to provide strategic guidance, support, and staffing assistance for the project. GFOA will serve as a Broomfield resource and may be utilized to fulfill a Broomfield role on the Project.

2.3. *Highstreet Roles.*

Role	Key Personnel	Expected Role	Percent of Time Assigned to Broomfield
Executive Sponsor	No	• Participates and leads Steering Committee. • Ensures alignment with the strategic goals and priorities of the project. • Quickly resolves any critical decisions to avoid delays. • Identifies potential risks and ensure appropriate mitigation strategies are implemented. • Reviews, provides feedback on, and approves initiative approaches and materials. • Promotes support from various stakeholders. • Champions change management efforts to ensure user adoption and user and organizational readiness. • Communicate all employees are accountable for success of the project, not just the project team.	5%
Project Director	Yes	• Works with the Project Managers to make sure that Project Work Products are completed and accepted in accordance with contract provisions and the Project Management Plan document.	20%

		• Ensures planned governance is properly applied throughout the Project. • Works closely with Broomfield's executive team on status reporting, business value creation, and project escalations.	
Project Manager	Yes	• Provides leadership and quality assurance for the Project. • Functions as the primary Highstreet contact for implementation issues. • Responsible for following Highstreet's Cloud Transformation Methodology (CTM) and for completing the Project Work Products in accordance with the contract provisions and the Project Management Plan document on time and within budget. • Works closely with the Broomfield Project Manager to communicate Project progress, identify and resolve key issues and to manage and control the scope of the Project. • Set and maintain appropriate governance and communication framework for project results. • Monitor impacts to critical path based on updated project schedules from project teams. • Provide progress reports to Steering Committee, executive sponsors, and other key stakeholders. • Create and manage Microsoft Project Plan. • Review contracts, identify exposures and manage contract changes or additions. Monitor contract compliance. • Manage risk tracking, mitigation strategies recommended, mitigation strategies adopted, responsible party, status, probability, and impact.	100%

Solution Architect	Yes	• Highstreet Center of Excellence Representative. • Provides functional expertise for the Functional Leads, ensuring best practices are followed. • Supports the Project Manager in solutioning to meet Broomfield requirements.	10%
Technical Lead	Yes	• Manages application development including assigning appropriate developers for Interfaces, reports, and conversion requirements. • Reviews and approves functional and technical programming specifications. • Ensures standards are followed for development efforts.	100%
Technical Architect	Yes	• Highstreet Center of Excellence Representative. • Provides technical expertise to Technical Teams, ensuring best practices are followed. • Supports the Project Manager in solutioning to meet Broomfield requirements.	10%
OCM Lead	Yes	• Will work with project managers, Subject Matter Experts, program leads, and key sponsors to implement change management best practices. • Develops a set of actionable and targeted change management Deliverables. • Lead Stakeholder assessment, impacted assessment, and change management plan including communication and training plan. • Plans and executes change events to foster adoption of organizational change in support of the project goals.	20%

		• Plans and executes communication events to foster adoption of organizational change in support of the project goals.	
Training Lead	No	• Develops user help content using Oracle Guided Learning.	20%
Solution Architect • Payroll • Finance	Yes	• Highstreet Center of Excellence Representative. • Provides functional expertise for the Functional Leads, ensuring best practices are followed. • Supports the Project Manager in solutioning to meet Broomfield requirements.	20%
Functional Lead • HCM Pillar Lead • HCM • Payroll • Absence, Time and Labor • Finance • Procure to Pay	Yes	• Confirms Functional Requirements. • Leads the transfer of knowledge to Broomfield staff. • Serves as liaison to user areas. • Defines application functionality and configuration for a specific module-prototype and valid value loading. • Creates detailed table configuration in Oracle ERP Cloud. • Develops modification functional design. • Identifies required Interfaces with technical development. • Develops test plans and scripts and performs system testing. • Develops data conversion requirements. • Develops Interface requirements.	100%

2.4. *Project Tools*. Broomfield will provide and host a Google Workspace that will serve as the primary collaboration tool for use on the Project. The Google Workspace will contain a current copy of the Project Plan, display the Project Schedule by Phase, house all Highstreet project Deliverables and work products, any relevant Broomfield project

documents, all sign offs, contract documents, change orders, or other documents that will be shared with the Project Team.

2.4.1. *Google Workspace Tools*. Google accounts will be created for individual Highstreet team members to create, collaborate, and store documents in CCOB's Google environment.

2.4.2. *Project Plan*. Highstreet will create a Project Plan during the D-2 phase, in collaboration with Broomfield Project Manager, using Microsoft Project. The Project Plan will be developed by phase and contain all activities, tasks, milestones, and Deliverables needed to complete each phase and will be stored on the Project SharePoint site. Upon completion and acceptance of the Project Plan, the Highstreet Project Manager will edit and update as necessary as part of regularly scheduled project management meetings with Broomfield's Project Manager.

2.4.2.1. All project tasks will be assigned owners and due dates which correspond to the overall Project Plan. Project Tasks that are not completed by the due date may adversely affect the project schedule and live dates.

2.5. *Status Reports*. The Highstreet Project Manager will prepare project status reports monthly throughout the Project. Project Status reports are intended to update the Broomfield ERP Steering Committee, Executive Leadership Committee, and all PIT Crew Leads and PITM Members of the following key elements:

2.5.1. Project Status;

2.5.2. Summary of accomplishments;

2.5.3. List of tasks scheduled to be completed but have not been completed with an explanation of why and what corrective actions are being made will be made;

2.5.4. Status of key milestones and deliverables;

2.5.5. Key Issues/Risks (including issues/risk that may impact project goals);

2.5.6. Planned risk mitigation strategy;

2.5.7. Summary of change requests (including Technical Development Items using limited scope hours/quantities); and

2.5.8. Project Goals / Project Scorecard.

2.6. *Steering Committee and Executive Leadership Meetings*. The Project Management Plan ("PMP") to occur during DED-02, developed at the beginning of the Project, will identify a meeting schedule for the ERP Steering Committee and Executive Leadership Committee. It is expected that the ERP Steering Committee will meet at least monthly and the Executive Leadership Committee will meet weekly. Broomfield will prepare an agenda prior to all scheduled meetings. The Steering Committee agenda will include any issues that require approval at the next meeting. If necessary, Highstreet may participate in the meetings or recommend items for inclusion on the agenda.

2.7. *Issues Tracking*. Highstreet will maintain a list of issues (both open and closed) that have been identified for the Project on the Google Workspace. Any project risks, key decisions, issues, disputes, or late tasks shall be identified on the Issues Log.

2.7.1. Upon identification of project issues and any related risks and key project decisions, both Broomfield and Highstreet project team members are responsible for adding the issue to the Issues Log. For each identified issue, the following information will be captured:

2.7.1.1. Issue Number;

2.7.1.2. Reported by/date;

2.7.1.3. Status (i.e. new, open, closed, pending);

2.7.1.4. Module/Business Process;

2.7.1.5. Priority;

2.7.1.6. Issue;

2.7.1.7. Comments;

2.7.1.8. Highstreet Recommendations;

2.7.1.9. Resolution Assignment; and

2.7.1.10. Date Closed.

2.7.2. Broomfield and Highstreet project managers will review the Issues Log during Project status meetings, or in individual meetings as needed. Broomfield and Highstreet project managers will collaboratively review assigned priorities and owners and validate that the correct priority and owner has been assigned to each issue. During the critical phases of the Project, the Broomfield and Highstreet project managers will review the issues log on a daily basis.

2.8. *Requirements Traceability.* Both Broomfield and Highstreet project teams are responsible for tracking all Functional Requirements throughout the Project. The Broomfield PIT Crews will validate that all Functional Requirements have been addressed as part of Functional Design, Testing, and Acceptance.

2.9. *Third Party Vendors.* The following third-party vendors are approved subcontractors for use on this project. Highstreet will manage all subcontractors consistent with the Agreement.

2.9.1. *Can/Am Technologies.* The Can/Am Technologies activities for implementation of Teller will be integrated into the Highstreet Project Plan and will be monitored and managed by the Highstreet Project Manager. Compliance with project goals, business process scope, and Functional Requirements are managed for the entire scope of the project, including scope for implementation of Teller, by the Highstreet Project Manager. Teller Milestones are accepted in the same manner as the rest of the project, following Highstreet's methodology and acceptance protocols.

2.9.2. *TransAmerica Training.* Transamerica Training ("TAM") training Services will be integrated into the Highstreet project plan and managed by the Highstreet Project Manager. Compliance with project goals, business process scope, and Functional Requirements are managed for the entire scope of the project, including TAM scope, by the Highstreet Project Manager. TAM Milestones are accepted in the same manner as the rest of the Project, as set forth in Section 2.13 below.

2.9.2.1. TAM will deliver Training Services that will include:

2.9.2.1.1. Development of a comprehensive training program strategy;

2.9.2.1.2. Development of a Training Services project plan;

2.9.2.1.3. Setup and deployment of the Oracle Guided Learning ("OGL") service into Broomfield's Oracle Fusion environment; and

2.9.2.1.4. Delivery of Train-the-Trainer Activities and Deliverables as defined below.

2.9.3. *eVerge*. eVerge will provide knowledge transfer support to the Highstreet Team. Their role is to expedite the understanding by the Highstreet Team on the existing Oracle HCM configuration, issues, and status. Resources provided by eVerge will have worked with Broomfield and will be approved by Broomfield and Highstreet prior to the start of this project.

2.9.4. *Innofin*. Innofin will provide consultants to implement the Oracle EPM modules for budget development.

2.9.5. *Oracle Cloud Advisory Services*. Advisory Services from Oracle Consulting has been included at no additional cost. Oracle Cloud Advisory Services will support Broomfield and Highstreet as you journey to the cloud by proactively identifying potential risks before they become issues, keeping cloud projects on track, and progressing with speed. This service will provide the Broomfield additional implementation support and expert guidance on governance and project readiness.

2.10. *Issues Resolution*. The dispute resolution process is defined in the Agreement.

2.11. *Deliverable Acceptance*.

2.11.1. *Acceptance Process*. Highstreet shall notify Broomfield in writing of its completion and delivery of each Deliverable to Broomfield's Project Manager identifying the Deliverable number and title. Within seven (7) business days (the "Acceptance Period'), Broomfield shall review the Deliverable to determine whether such Deliverable conforms to the applicable specifications or standards defined in the SOW (collectively, the "Acceptance

Criteria"). After Broomfield has completed such review or upon expiration of the Acceptance Period, Broomfield shall notify Highstreet in writing either that the Deliverable (a) meets the Acceptance Criteria and that acceptance of such Deliverable has occurred ("Deliverable Acceptance"); or (b) does not meet the Acceptance Criteria and the reasons therefor.

2.11.2. *Cure*. If Broomfield determines that a Deliverable does not materially conform to the applicable Acceptance Criteria, Broomfield shall deliver to Highstreet a written exception report describing the nonconformity (the "Exception Report"). Within ten (10) calendar days following receipt of the Exception Report or as mutually agreed, Highstreet shall at no additional cost to the Broomfield: (a) perform a root cause analysis to identify the cause of the nonconformity; (b) provide Broomfield with a written report detailing the cause of, and procedure for correcting, such nonconformity; and (c) use best efforts to correct errors requested by Broomfield (collectively, "Deliverable Error Corrections."). Upon Highstreet's notice to Broomfield that Highstreet has cured any such nonconformity, Broomfield shall re-perform the steps in the Acceptance Process defined above. In the event Broomfield rejects the Deliverable a second time, Highstreet shall either re-perform the Deliverable Error Corrections, or escalate the issue(s) to senior management of both Parties for mutual resolution, including scheduling for resolution at the next available Steering Committee meeting.

2.11.3. *Non Response*. If Broomfield fails to accept or reject a Deliverable within the Acceptance Period, Highstreet shall notify Broomfield of its failure to respond. The Parties shall escalate the issue to the Broomfield Project Director or Executive Leadership Committee for Broomfield to schedule the issue for the next Executive Leadership Committee meeting, within one (1) day of the deliverable acceptance due date to provide rejection/acceptance of Deliverable.

2.11.4. *Remedy.* If Highstreet is unable to correct any nonconformity in a Deliverable within the period of time set forth above, Broomfield shall be entitled, at its option, to a refund or credit of professional fees paid to Highstreet under the applicable SOW with respect to the Services giving rise to such Deliverable.

2.12. *Milestone Acceptance*. Milestones shall be accepted and Highstreet shall invoice for Milestone payment amounts when all Deliverables included as part of Milestones acceptance, as defined by the SOW are met, or for the following:

2.12.1. *Phase Go-Live Acceptance*. Prior to Phase Go-Live, the Broomfield will conduct all user acceptance testing procedures defined in the SOW 1, known as the User Acceptance Testing. Broomfield will have a minimum of twenty (20) business days to perform User Acceptance Testing to validate the system is free from any configuration errors and conforms with the requirements set forth in the SOW and is compatible with previously accepted Deliverables ("Configuration Defects"). If Broomfield identifies any Configuration Defects, Highstreet will correct the defects or provide a mutually agreeable plan or work-around for future resolution. Upon decision by Broomfield to move the System into production for the applicable Phase, as defined by the SOW, Broomfield shall issue "Conditional Acceptance."

2.12.2. *Final Acceptance*. After Phase Conditional Acceptance and once Broomfield begins using the System in a production environment, the Broomfield shall have thirty (30) business days or until all post-product support Services have been completed, whichever occurs last (the "Final Acceptance Period") to use the System, ensure that all Services included in the SOW, have been performed, and check for any Configuration Defects (collectively the "Project Requirements.") If Highstreet has satisfied all Project Requirements, Broomfield shall issue "Final Acceptance." Nothing else, including Broomfield's use of the System, or any component thereof, shall constitute Final Acceptance, affect any rights and remedies that may be available to Broomfield, and/or constitute or result in "acceptance" of the System in contract law or otherwise.

2.12.2.1. If Broomfield determines that there is an outstanding Project Requirement, Broomfield will notify Highstreet in writing. Highstreet will resolve all outstanding issues or provide a mutually agreeable plan for future resolution of any Project Requirement at no additional cost to Broomfield. Upon resolution, Broomfield may repeat

testing for provided resolution with a period not to exceed fifteen (15) business days.

Project Schedule

3. Highstreet will follow a multi-phase implementation approach for this project. The table below outlines the expected go-lives for all phases for the implementation.

    3.1. Implementation efforts are anticipated to begin on October 1, 2025. The anticipated final Go live date for the final phase is scheduled for July 1, 2027.

Phase	Functional Areas	Start Date	Target Go-Live Date	Hypercare
1	Budget	October 2025	March 2026	30 days after go-live
2	Financials	October 2025	January 2027	30 days after go-live
3	HCM	January 2026	July 2027	30 days after go-live

Project Approach

4. Highstreet's iterative approach delivers value early in the implementation process, with incremental adjustments, refinement, and improvement for each iteration.

    4.1. Broomfield's successful transition starts with a well-defined roadmap to guide the shift from Broomfield's current software environment to full functionality in the Oracle Cloud. To achieve this, Highstreet developed a streamlined, highly executable methodology that simplifies complexity and drives results through actionable steps and strategic execution.

        4.1.1. Highstreet's Cloud Transformation Methodology ("CTM") is the engine driving Broomfield's digital transformation. Highstreet's solution-driven, phased, and iterative approach provides early hands-on experience, accelerating adoption while ensuring your team gains practical knowledge to refine configurations in real time.

        4.1.2. At the core of this process are interactive working sessions. The Conference Room Pilots, where our joint project teams

collaborate to systematically build, test, and refine your Cloud environment in cycles. Each cycle allows for incremental adjustments to enhance configurations, ensure alignment with project goals and process improvement strategies, fine-tune workflows, and validate system functionality, embedding industry best practices inherent in Oracle Cloud to align with your business needs.

4.1.3. Through this approach, your team gains early hands-on, practical experience, ensuring organic knowledge transfer and intuitive adoption. By the final UAT phase, your system is fully tested, processes are validated, and your team is ready to confidently assume operations.

4.1.4. This structured, adaptive methodology addresses both the technical and human aspects of transforming your business processes. By aligning Broomfield's business processes with industry best practices embedded in Oracle Cloud, this approach ensures minimal disruption, maximum results, and long-term success.

4.2. *Project Start Up*. Project Start-Up is the foundation of a successful implementation. This phase establishes a clear, focused set of outcomes, aligning all stakeholders on objectives, expectations, governance and commitments before execution begins. During this phase, we develop the Project Management Plan during D-2, a critical framework that defines the objectives, strategies, tools, and resources required to drive the project forward.

4.2.1. The PMP ensures structured governance, clear decision-making, and a joint commitment to project success by detailing:

4.2.1.1. Project Scope: Aligning expectations with clearly defined objectives.

4.2.1.2. Implementation Approach: Understanding our Highstreet Cloud Transformation Methodology, including Project Management, Implementation, and OCM strategies.

4.2.1.3. Decision-Making and Sign-Off Processes: Establishing clear validation checkpoints.

4.2.1.4. Baseline Work Plan: Establishing a framework for change management, finance planning, and staffing commitments.

4.2.1.5. Communication and Governance: Defining escalation protocols, governance, and reporting structures, and setting a cadence for updates and regular meetings, such as weekly status meetings, Steering Committee sessions, etc.

4.2.1.6. Change Management Strategy: Developing an Organizational Change Management Roadmap and core communication messaging to drive engagement and adoption.

4.3. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables/ Payment Milestones
PMs Meet	Review contract, SOW and Highstreet methodology	PM to meet with Highstreet PM to discuss contract, SOW, methodology	PM to meet with Broomfield PM and document meeting minutes	Deliverables: D-1 Milestones: M1
Onboard Team	PMs onboard their teams. Individuals for each key position are identified and ready to begin project.	Broomfield PM to identify to Highstreet PM Broomfield's implementation team	Highstreet PM to identify to Broomfield PM Highstreet's implementation team	Deliverables: N/A Milestones: N/A
Team Introduction Meeting	Broomfield SMEs and Highstreet Leads connected. During this meeting, introductions and presentation on methodology and timeline.	PM to work with Highstreet PM to coordinate meeting with appropriate attendees. attendance and participation in meeting	PM to work with Broomfield PM to coordinate meeting, Highstreet team to participate in meeting and present methodology and timeline.	Deliverables: N/A Milestones: N/A

Project Kickoff Meeting	Plan and hold kickoff meeting	Broomfield Schedule Meeting Participate in Meeting	Create meeting agenda and presentation Participate in meeting	Deliverables: N/A Milestones: N/A
Pre-Phase Documentation Finalization	The documents consist of the Project Management Plan, Validation Strategy and Plan, Security Strategy Plan, Conversion Blueprint, Integration Blueprint, and technical specification list	Broomfield to assign functional and technical SMEs to provide input on these documents. Broomfield provides final approval for the documents.	Develop documentation and review with Broomfield resources. Present documentation for Broomfield approval	Deliverables: D-2, D-3, D-4, D-5, D-6, D-7 Milestones: M2, M3

4.4. *FastraX Launch*. Highstreet's FastraX Launch introduces your team to the Cloud through interactive workshops based on Oracle's best practices and the design of our proposed solution based on the functional scope defined in Section 2.2 of the RFP. Instead of replicating your legacy system, we focus on helping you understand and utilize Oracle's functionality in order to to adapt your business processes and achieve the project vision identified in this SOW FastraX Launch provides your team early visualization of best practices and the power of the Oracle platform in order to help accelerate requirements gathering and/or process adaptation. Combined with the PIT Crew activities, our FastraX Launch builds on the PIT Crew business process activities to identify the best Oracle configuration to meet the Broomfield requirements.

4.5. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables/ Payment Milestones	Notes

FastraX Business Process Workshop Preparation	Preparation for the business workshops, ensuring stakeholders are aligned and ready to engage effectively.	• Identify essential participants to ensure alignment and effective decision-making • Coordinate scheduling logistics	• Create focused agendas that align with meeting objectives and drive meaningful outcomes.	Deliverables: N/A Milestones: N/A	
FastraX Business Process Workshops	Conduct sessions to introduce Oracle business processes, gather Broomfield's process requirements, and provide initial user training.	• Essential participants identified will actively participate in workshops and training sessions, providing input on business processes and requirements to support solution alignment and adoption.	• Highstreet's Functional Lead will deliver targeted functional training on seeded business processes	Deliverables: N/A Milestones: N/A	* full list of Workshops as provided below
FastraX Business Process Post-Workshops - Documentation	Summarize key notes, including Broomfield's in-session feedback and input, to inform solution design and decision-making.	• Address Highstreet follow-ups by delivering targeted clarifications and supplemental insights from workshop outcomes.	• Analyze meeting inputs to synthesize and deliver strategic workshop insights.	Deliverables: N/A Milestones: N/A	

4.5.1. **FastraX Business Process Workshop.*

General Ledger	Budgets
Accounts Payables	Expenses
Cash Management	Assets

Procurement	Payroll
Receivables	Recruiting and Onboarding
Absence	Security
Benefits	Talent
Compensation	Time and Labor
Core HR	Worklife Solutions
Health and Safety	Projects and Grants

4.6. *Design*. The Design Phase builds on FastraX Launch's interactive sessions, refining and finalizing design requirements to meet the functional scope you provided in the RFP. Focused workshops allow us to explore areas that need further alignment with industry best practices, ensuring your business processes that have come out of the PIT crew efforts are seamlessly adapted for the Cloud or the Cloud configuration can be changed to better execute the business process. During this phase, Highstreet:

4.6.1. Review and finalize the details to use during the Configure phase.

4.6.2. Define Interface requirements, security strategies, and validation plans.

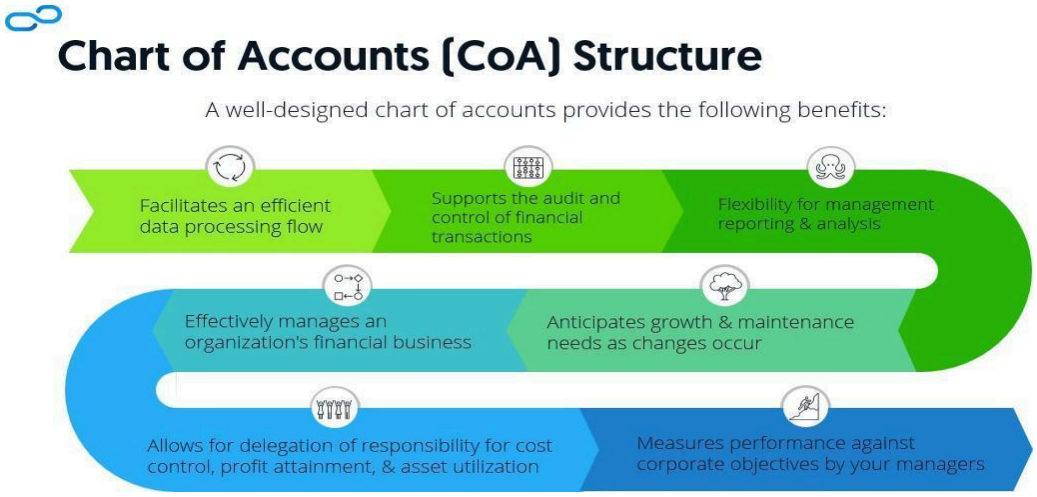
4.6.3. Develop a targeted Change Management Plan to support Broomfield staff in the transition

4.6.4. One of the most critical design elements in this phase is a properly designed general ledger structure which we understand from the RFP is an opportunity to redesign and simplify, yet expand the Chart of Accounts. As the finance backbone of any Cloud implementation, a well-structured general ledger supports management, regulatory, and compliance reporting, streamline finance operations for long-term efficiency and ensures the new chart properly tracks programs and capital project funding sources.

4.7. *Chart of Account Design*. To ensure the finance structure meets Broomfield's operational and reporting needs, working with our advisory consultants, we follow a structured methodology with Stakeholder Engagement, Alignment with Best Practices, Compliance with

Government Reporting Requirements, Optimized Structure for Reporting and Approvals, Legacy Data Mapping, Testing and Validation, Training and Documentation.

4.7.1. By following this methodical approach, we ensure a robust financial framework that optimizes reporting, streamlines operations, and enables seamless data conversion into the Cloud.



4.7.2. *Best Practice*. The Design phase builds on FastraX Launch and the initial solution design in order to finalize your business requirements and document how they map to Cloud best practices in the application configuration workbooks. Highstreet has found that well-documented requirements ensure clarity and alignment among stakeholders, reducing the risk of costly changes later.

4.8. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables/ Payment Milestones	Notes

Design Workshop Preparation – CRPs	Preparation efforts to enable effective Designworkshop execution.	• Identify essential participants to ensure alignment and effective decision-making. • Coordinate scheduling logistics	• Create focused agendas that align with meeting objectives and drive meaningful outcomes.	Not associated with a deliverable or payment milestone	
Design Workshops - CRPs	Facilitate alignment meetings to refine and finalize design requirements against functional scope.	• Essential participants identified will actively participate in design workshops, providing input on business processes and requirements to support final solution alignment.	• Highstreet Functional Leads to lead design sessions to align on solution architecture. • Capture and document key functional design inputs to inform downstream deliverables.	Not associated with a deliverable or payment milestone	* full list of Workshops as provided below
Design Post-Workshops Documentation – CRP Configuration Workbooks	Develop CRP Configuration Workbooks as functional design artifacts detailing application setup requirements.	• Provide actionable feedback and approve iterative functional design.	• Generate CRP Configuration Workbook aligned to each Design Workshop. • Review configuration outputs with Broomfield stakeholders for validation.	Deliverables: D-8-1; D-8-2, D-8-3, D-8-4, D-8-5, D-8-6, D-8-7, D-8-8, D-8-9, D-8-10, D-8-11, D-8-12, D-8-13, D-8-14, D-8-15, D-8-16, D-8-17, D-8-18, D-8-19, D-8-20 Milestones: There are no payment milestones	

				associated with this task	

4.8.1. *Design Workshops

General Ledger	Compensation
Accounts Payables	Core HR
Cash Management	Health and Safety
Budgets	Payroll
Expenses	Recruiting and Onboarding
Assets	Security
Procurement	Talent
Receivables	Time and Labor
Absence	Worklife Solutions
Benefits	Projects and Grants

4.9. *Configure: Iteratively Build the Solution.* During the Configuration Phase, we bring the Design Phase to life by building and refining your Cloud environment. This process is iterative, meaning we continuously configure, test, and refine key system components to ensure they align with your business requirements.

4.9.1. For example, we configure foundational elements, such as addresses, payment terms, and branding, while progressively loading small sets of data (e.g., suppliers, customers, and employees). As we build, we also implement security settings as planned during Design.

4.9.1.1. Define and refine data conversion and Interface requirements.

4.9.1.2. Develop automation for data conversion and Integration standardization.



4.10. Broomfield plays a critical role in this phase by actively reviewing and validating configurations, converted data, and Integration processes. This hands-on involvement:

4.10.1. Provides early exposure to the Cloud, reinforcing knowledge transfer.

4.10.2. Ensures transactions function as expected before full deployment.

4.10.3. Identifies necessary process changes, which are incorporated into the OCM Communications Plan

4.10.4. Through multiple configuration and validation cycles, executed through CRPs, we expand and refine your Cloud environment, gradually increasing functionality, data accuracy, and system Integration. With each iteration, we enhance the setup until all Cloud capabilities are in place to support modern best practices and run your end-to-end business processes.Conversions and Integrations

4.10.5. *Best Practice*. Ensure the Cloud configurations align with Broomfield business requirements. Define the detailed requirements and develop the Interfaces, reports, and conversions. Each iteration moves closer to a complete, fully functional Cloud environment

4.10.6. As part of the Configuration Phase, two critical components must be addressed to ensure your Cloud environment functions as expected: data conversions and system Integrations. Ensuring that accurate and efficient migration of your legacy data and seamless

connectivity between your new Cloud environment and other external essential systems is key to delivering a fully functional solution.

4.10.7. Highstreet is proposing our purpose built, proprietary tools to automate and streamline these processes for your implementation, reducing complexity, improving accuracy, and ensuring a smooth transition. Highstreet handles the majority of the conversion and Integration work effort with these tools, significantly reducing the time and effort required of your staff.

4.10.8. These elements are fundamental to ensuring a fully operational Cloud environment before moving into the Validation Phase, where testing and refinement take center stage.

4.11. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables / Payment Milestones
Configure CRP Test Environment (Budget, Finance and HCM)	In accordance with the CRP Workbooks, each respective test environment is configured with the CRP functionality	None	• Configure test environments based on CRP Configuration Workbooks/design specifications	Deliverables: D-27 Milestones:M4, M16, M6, M22, M8, M24, M20
Configured UAT Test Environment (Budget, Finance and HCM)	Configured environment Configure environment based on final Configuration Work Books/design.	None	• Configure test environment based on final Configuration Work Book/design.	Deliverables: D-27 Milestones: M10, M26

CRPs and UAT Conversions	Extract and convert legacy data for Oracle, enabling use in testing.	• Provide secure access to legacy systems for data extraction. • Validate extracted data for accuracy and completeness. • Identify and prioritize critical data elements for conversion. • Support mapping of legacy data to Oracle structures. • Review and approve converted data in CRP environments.	• Execute data extractions, complete conversions, and validate accuracy of the uploads across test environments.	Deliverables: D-26 (UAT) Milestones: N/A
Payroll Parallel (1, 2, and 3) Preparation	Configured parallel payroll environment to enable comparative analysis between Oracle and legacy systems.	• Provide access to legacy payroll systems and data for comparison. • Identify payroll periods and employee groups for parallel testing.	• Execute data conversion and system configuration to support parallel payroll testing and analysis.	Deliverables: N/A Milestones: N/A
Interface creation (Integrations)	Interfaces created for CRP3 Testing	• Coordinate and provide access to third-party applications to enable integration.	• Create and deploy interface integrations ready for CRP3 testing	Deliverables: N/A Milestones: N/A

Custom Workflows Creation	Workflows created for CRP3 Testing	• Supply detailed workflow requirements for validation and testing.	• Develop custom workflows aligned with CRP3 test scenarios.	Deliverables: N/A Milestones: N/A
Fast Formulas Creation	Fast Formulas created for CRP3 Testing	• Provide payroll logic and calculation rules for formula development.	• Build Fast Formulas to support payroll and benefits testing in CRP3.	Deliverables: N/A Milestones: N/A
Custom Report Creation	Reports created for CRP3 Testing	• Deliver reporting requirements and expected output formats. • Provide SMEs to work with Highstreet's functional team on reporting and requirements.	• Develop custom reports required for CRP3 validation	Deliverables:D-21 Milestones: N/A

4.12. *Validate*. The Validate Phase includes processes which ensure your Cloud environment meets your business requirements through iterative testing, feedback, and refinement. During this phase, we conduct CRPs where your team actively tests system processes, validates results, and gains hands-on experience. Highstreet provides a library of over 700 prebuilt test scripts, refined through years of Oracle Cloud implementations, to guide testing and ensure thorough validation, and regular updates to align with Oracle's quarterly releases.

4.12.1. In the initial CRP, Highstreet leads the execution of test scripts while your team observes, learns, and provides feedback. As testing progresses, your team takes the lead in executing test scripts, expanding their role in validating system functionality. This hands-on engagement strengthens user readiness by allowing employees to experience real-world scenarios and confirm that the Cloud environment supports their daily tasks. Any process adjustments or configuration refinements identified through

testing are documented and incorporated into the OCM Communication Plan to support smooth adoption.

4.12.2. The final stage of the Validate Phase is UAT, where your team executes full end-to-end system processes, ensuring that configurations, converted data, third-party Integrations, reports, and automated workflows function as expected. By this point, your team will have built the confidence and technical knowledge necessary to manage the system effectively.

4.12.3. The Validate Phase has two primary goals:

4.12.3.1. Through iterative testing and re-testing, ensure that system configuration is aligned with business needs.

4.12.3.2. Through iterative experience, equip your team with the knowledge and experience needed to own and operate the system before Go-Live.

4.12.4. *Best Practice*. Using Highstreet's library of over 700 test scripts, create and run your complete business test scenarios that validate configurations, workflows, converted data, Interfaces, and reports to satisfy your business requirements. It is critical that your team thoroughly tests to confirm that things are working as needed to support their job function and the users learn the system through hands- on experience alongside the Highstreet team. This is crucial to understanding how to do their job with the transformed business processes.

4.13. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables / Payment Milestones
Prepare test schedule for CRPs	Prepare targeted test scenarios aligned with business processes.	• Provide clarification on test schedule and scripts/scenarios, as requested • Identify essential participants to perform testing.	• Develop CRP test schedules and scripts to validate design and functionality.	Deliverables: D-9, D-10-1 (CRP1); D-12, D-13 (CRP2); D-22, D-23-1

				(CRP3); B-31 Milestones: N/A
Perform testing for CRPs	Iterative testing and re-testing, ensure that system configuration is aligned with business needs	• Essential participants participate in test cycles and gain confidence to lead execution of test scripts in later test cycles.	• Lead and support test scripts execution by Broomfield within designated environments according to the test schedule.	Deliverables: N/A Milestones: M21, M23, M25
Record CRPs testing results using Highstreet Test Tracker	Document test execution results and capture Broomfield feedback.	• Provide feedback on test results to support validation and issue resolution. • Submit supporting details to refine requirements and address follow-ups.	• Document test script execution and results to support validation and traceability.	Deliverables: D-10-2 (CRP1), D-14-2 (CRP2), D-23-2 (CRP3) Milestones: M5,M7,M9, , M23, M25
Run Payroll Parallels	Conduct parallel payroll testing to validate Oracle configuration against legacy system outputs.	• No action required unless follow-up is initiated by Highstreet based on configuration.	• Run payroll in Oracle, validate configuration readiness, convert legacy data, and lead end-to-end payroll testing.	Deliverables: N/A Milestones: N/A

Payroll Parallels Documentation	Document payroll parallel results to identify discrepancies between Oracle and legacy systems.	• Provide input to support detailed comparison of pay elements.	• Analyze, investigate, and document payroll discrepancies to inform configuration updates. • Prepare and present findings to Broomfield, supporting resolution of identified differences.	Deliverables: D-16, D17, D-18 Milestones: N/A
Test Interface Integrations	System integration testing for custom interfaces	• Lead testing and input for validation documentation	• Document and analyze integration test results	Deliverables: D-20 Milestones: N/A
Prepare test schedule for UAT	Develop test scenarios and schedules for validation and UAT	• Coordinate and prepare Broomfield team for validation testing activities. • Create UAT script development to verify data integrity and system functionality. • Identify the set of conditions or actions needed to verify that a particular feature or functionality works as expected. To be used with the Test scripts.	• Guide Broomfield in UAT script development to verify data integrity and system functionality - Provide some examples of scenarios. • Review the Broomfield scenarios.	Deliverables: D-29, D-30; B-31-1 Milestones:M11, M27
Perform testing for UAT	Execute test scripts in controlled environments to	• Lead testing to validate system configuration against business	• Guide Broomfield in test execution to confirm functional	Deliverables: N/A

	ensure alignment	requirements.	accuracy	Milestones: N/A
Record UAT testing using Highstreet Test Tracker	Documentation comprehensive records of test scripts and outcomes	• Capture and organize testing notes across all participants	• Document test execution results and user inputs from Broomfield	Deliverables: D-19; B-31-2 Milestones: N/A
UAT End to End Testing	Facilitate Broomfield testing across modules to validate connectivity and approval workflows	• Capture and report testing notes to ensure traceability and issue resolution	• Support end-to-end UAT execution and documentation	Deliverables: N/A Milestones: N/A
Record UAT End to End testing using Highstreet Test Tracker	Documentation comprehensive records of test scripts and outcomes	• Capture and organize testing notes across all participants	• Document test execution results and user inputs from Broomfield	Deliverables: N/A Milestones: N/A
Implementation Checkpoint	Review and document project risks, issues, and action items	• Broomfield PM reviews and provides inputs on project risks, issues, and action items	• Facilitate status discussions between Broomfield and Highstreet PMs • Capture Broomfield team input and update RAID log accordingly	Deliverables: N/A Milestones: N/A

4.14. *Transition*. The Transition Phase is where everything comes together. This is when configurations, Interfaces, reports, workflows, and final data conversions are moved into the Cloud production environment, setting the stage for a successful Go-Live. This phase is about more than just system readiness, it's about ensuring your team is fully prepared, confident, and equipped to operate in the new system from day one. The primary goal during the Transition Phase is to finalize the production environment and verify that your users, business processes, and operational teams are fully prepared for Go-Live.

4.14.1. Alongside system readiness, this phase focuses on user adoption. Through our OCM approach, we make sure your users are not only trained but also supported, engaged, and aligned with the new

processes. This step is a final check to ensure that your business processes and users are aligned for a smooth, successful transition.

4.14.2. *Best Practice*. Go-Live is more than just a simple IT step of flipping a switch to "turn on the Cloud;" successful transition requires more than technical readiness, it demands clear communication, leadership engagement, and structured user support. By communicating and engaging users early, to ensure they feel ready to adopt the Cloud and confident they have the support of leadership to work through challenges, Broomfield can minimize disruptions and maximize adoption.

4.15. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables/ Payment Milestones
Cutover Preparation of Production Environments	Prepare and support cutover activities to enable a seamless operational transition	• Contribute to cutover strategy development to ensure a smooth transition • Provide feedback on cutover planning and execution approach • Support creation of the formal cutover strategy document by Highstreet	• Develop and refine the cutover strategy document, outlining key activities, timelines, roles, risk mitigation plans, and communication protocols to ensure a smooth transition to production	Deliverables: D-33, Milestones: M31, M15
Validate Production Environment is Ready and Go-Live	Conduct smoke testing in the production environment to validate readiness	• Execute limited transactions to confirm system stability and functionality	• Document Broomfield inputs and support go-live activities to ensure a successful launch	Deliverables: N/A Milestones: M16, M17, M32, M33

Implementation Checkpoint	Client and Highstreet review project status and document risk, issues and actions. Discuss project status with Broomfield PM	• Facilitate joint project status reviews with Highstreet team • Document risks, issues, and actions based on team input • Update and maintain the RAID log to ensure visibility and accountability	• Facilitate joint project status reviews with Broomfield team • Document risks, issues, and actions based on team input • Update and maintain the RAID log to ensure visibility and accountability	Deliverables: N/A Milestones: N/A

4.16. *Hypercare*. Beginning Day 1 of Go-Live, the Highstreet Team will work with you as you begin using your Oracle Cloud applications. With our User Readiness approach, your team will be well prepared to begin using the Oracle applications. But everyone likes to have the assurance that their coach is available to continue to guide them through that critical first month. Thus, included in our response is one full month of Hypercare from the same complete team that will work with you during the implementation. Hypercare includes onsite Highstreet consultants to work directly with your end-users.

4.16.1. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables/ Payment Milestones

Hypercare Support (Finance, HCM and Budget)	Month 1 after Budget (Phase 1) go-live of guidance/support	• Monitor system performance and report any post-go-live issues or anomalies • Collaborate with support teams to validate fixes and ensure operational stability • Participate in daily check-ins to review progress and help prioritize and address critical items • Validate data accuracy and business process functionality in the live environment • Provide feedback on user experience and identify areas for optimization	• Provide post-go-live support to resolve system issues and stabilize operations • Monitor system performance and collaborate with Broomfield teams to validate functionality • Address user-reported issues and ensure timely resolution through coordinated triage • Facilitate Hypercare meetings to track progress and prioritize critical items • Ensure knowledge transfer and readiness for transition to long-term supports	Deliverables: D-36 Milestones: M18, M34

Training

5. *Pit Crew Training/Project Lead Training.*

5.1. *Early Access to Oracle Cloud Learning Resources.* PIT Crew and Project Leads will have access to Oracle's online, self-paced Cloud Learning content from the outset of the project, enabling foundational knowledge building and early familiarization with the platform.

5.2. *Targeted Training Led by Solution Architects*. As outlined in the FastraX Launch section, Highstreet's Solution Architects and functional leads will deliver structured training sessions tailored to project roles and responsibilities, ensuring alignment with implementation objectives.

5.3. *Process-Based Training Aligned to Broomfield's Operations*. Training will focus on Oracle business processes as they relate specifically to Broomfield's defined functions and workflows, promoting relevance and immediate applicability.

5.4. *Experiential Learning Through Conference Room Pilot Participation*. PIT Crew and Project Leads will gain hands-on experience by participating in

Highstreet-led Conference Room Pilot sessions, reinforcing learning through real-world scenarios and system interaction.

5.5. *Technical Training.*

5.5.1. *Role-Based Training Led by Highstreet Experts*. Broomfield's technical team will participate in targeted training sessions facilitated by Highstreet Solution Architects and functional leads, as outlined in the FastraX Launch. These sessions are designed to build foundational and role-specific expertise aligned with project objectives.

5.5.2. *Early Access to Oracle Cloud Learning Resources*. From project initiation, the technical team will have access to Oracle's online, self-paced Cloud Learning content. This enables continuous learning and supports proactive skill development throughout the implementation lifecycle.

5.5.3. *Hands-On Technical Training for System Ownership*. Highstreet Technical Leads will deliver training on key operational areas including system administration, Oracle service request management, workflow configuration, performance monitoring, and quarterly update processes. This ensures the team is equipped to manage and sustain the solution post-implementation.

5.6. *OCM Training.*

5.6.1. *Targeted Training on OCM Activities*. The Broomfield team leading change management efforts will receive structured training from Highstreet's Organizational Change Management Lead. These sessions will be aligned with the planned OCM activities throughout the implementation, ensuring the team is equipped to drive adoption and engagement effectively.

5.6.2. *Collaborative Working Sessions for Knowledge Transfer*. Training and knowledge transfer will be delivered through interactive working sessions between Highstreet and Broomfield teams. This approach fosters real-time collaboration, contextual learning, and shared ownership of change management strategies.

5.7. *Report Training.*

5.7.1. *Foundational Overview for All Users*. Highstreet will provide an introductory session on Oracle's reporting tools, accessible to all users. This ensures broad awareness of available reporting capabilities and promotes self-service where appropriate.

5.7.2. *Role-Based Training for Report Creators*. Users responsible for developing reports will receive detailed training focused on report creation, configuration, and best practices. This supports accurate, efficient reporting aligned with operational needs.

5.7.3. *Advanced Training for Custom Report Management*. Users tasked with creating new reports or maintaining Highstreet-developed custom reports will participate in advanced training sessions. These will cover customization techniques, maintenance strategies, and alignment with Broomfield's reporting standards and governance.

5.8. *End User Training*. End-user training will be delivered through a combination of in-application help guides, participation in Conference Room Pilot sessions, and Broomfield-led training workshops. This blended approach ensures users gain both contextual system knowledge and hands-on experience, supporting effective adoption and long-term self-sufficiency.

5.8.1. *Train the Trainer Training.*

5.8.1.1. *Instructional Skills Development*. Highstreet's Train The Trainer course will equip Broomfield trainers with virtual, live instruction on effective training delivery, classroom management, and presentation techniques through interactive "teach-back" sessions.

5.8.1.2. *Functional Knowledge Through Project Participation.* Trainers are encouraged to participate in all test cycles to gain hands-on experience with Oracle Fusion functionality. This will be supplemented by self-paced study to ensure readiness for end-user training delivery.

5.9. *Training Strategy.* Highstreet will develop a comprehensive training strategy focused on driving end-user adoption, operational readiness, and long-term ERP success. The Training Strategy will align with Broomfield's organizational goals and include clearly defined objectives,

delivery methods, and rosters for both Highstreet-led Train-the-Trainer services and Broomfield-led end-user training.

Oracle Guided Learning Deployment

6. Guided Learning Account Creation: Highstreet will complete Oracle Guided Learning account creation and initial provisioning.

    6.1. *Guided Learning Provisioning*. Highstreet will coordinate sessions for each in scope Oracle Fusion Module to identify in-scope base content and areas of customization that will be required to complete all of the training content modules. Base content will also be imported into Broomfield's OGL account.

    6.2. *Guided Learning Deployment into Broomfield's Oracle Fusion*. Highstreet will deploy OGL content into the Broomfield's Oracle Fusion environment during guide smoke testing and customization process.

    6.3. *OGL Widget Customization*. Highstreet will customize the in-application widget with any branding and color schemes that Broomfield provides. In addition, other personalization aspects including display groups and role considerations will be presented at this time.

    6.4. Oracle Guided Learning assets Will include the following:

        6.4.1. *Guides*. in-application step-by-step guidance that may also be deployed as a user guide or video.

        6.4.2. *Pop-up Messages*. allows Broomfield to inform Broomfield end users about things that need their immediate attention.

        6.4.3. *Smart Tips*. provide Broomfield end users with static, contextual information where needed on a page.

        6.4.4. *Analytics*. Enable Broomfield to monitor Broomfield's end user's engagement with the content and identify content gaps.

    6.5. *Materials Development Support*. Highstreet will develop overview educational materials in collaboration with Broomfield Functional resources. This shared approach ensures SME resources have the requisite skill, knowledge, and practice to sustain the Oracle Fusion applications and solution.

    6.6. *Roles and Responsibilities*.

Task	Description	Broomfield Role	Highstreet Role	Deliverables/ Payment Milestones
Perform Training Needs Assessment	Conduct a Training Needs Assessment to identify skill gaps, align learning objectives with business goals, and inform the design of targeted training programs.	• Identify key roles and responsibilities impacted by the new system • Assess current skill levels and knowledge gaps across user groups • Collaborate with Highstreet to define training objectives • Prioritize training needs based on business processes and system functionality • Provide input on preferred training formats and delivery methods	• Help Broomfield identify roles impacted by system changes • Identify business processes to determine required competencies and training scope • Recommend training formats and delivery methods aligned with user needs • Develop a training strategy based on identified gaps and organizational goals • Support creation of role-based training plans and materials	Deliverables: D-32; Milestones: M28, M12
Initiate/Provision Oracle Guided Learning	Complete Oracle Guided Learning account setup and initial provisioning	• Coordinate with Oracle to provision and share OGL access details	• Deploy OGL across applicable Oracle Fusion modules in Broomfield's environment	Deliverables: N/A Milestones: N/A

Create OGL Content	Develop foundational training content and identify required customizations for each Oracle Fusion module	• Engage functional experts to support creation and review of materials aligned with Broomfield's business processes	• Coordinate module-specific sessions to validate base content and define customization needs for comprehensive training delivery
			• Includes:
			  • Fifty-five (55) Augmented Base Guides
			  • Ten (10) Net New Guides
			  • Three (3) Pop-up Messages
				Deliverables: N/A
				
				Milestones: M13, M29

Conduct Train the Trainer Session	Deliver virtual, instructor-led training to equip Broomfield trainers with effective delivery, facilitation, and presentation skills through interactive teach-back sessions	• Trainers to participate in multiple test cycles to gain hands-on experience with Oracle Fusion functionality • Trainers to strengthen training readiness through self-paced learning and system exploration	• Conduct one (1) virtual train-the-trainer session for up to twelve (12) ERP trainers' total. This session is up to two (2) days in duration.	Deliverables: D-35 Milestones: M30, M14

Change Management

7. Highstreet's User Readiness Program includes four components:

7.1. *Organizational Readiness.* A comprehensive Organizational Change Management approach ensuring appropriate sponsorship and leadership alignment; understanding Broomfield stakeholders and change impacts; and executing plans to prepare end-users to transition from Legacy Applications to Oracle Fusion Cloud. This includes training internal and external end-users outside of the Project Team and their departments – those who will have incidental or occasional use in the system for activities like entering absence requests, submitting expenses, or purchasing, to name a few.

7.2. *Individual Readiness.* Extensive knowledge transfer to Broomfield Project Team and support, where learning is reinforced and measured to achieve success as well as comprehensive end-user training and on-line training for Broomfield's Project Team and their departments.

7.3. *Operational Readiness.* Preparation of Broomfield's Operational Team (technical and functional Help Desk services as well as cloud administration, security, maintenance, and support) to ensure readiness and Go-Live to perform functions needed to adequately maintain the system.

7.4. Strategic Readiness. Conduct leadership interviews to inform an organizational assessment and highlight areas for potential change management focus, assistance in identifying operational key performance indicators ("KPIs") to measure Program and software benefits; recommendations for data management and governance processes; and recommended policy, process, and procedure alignment that allows for the continuous adoption of Oracle Fusion Cloud.

7.5. *Roles and Responsibilities.*

Task	Description	Broomfield Role	Highstreet Role	Deliverables/ Payment Milestones
OCM Approach	Transfer knowledge on OCM methodology	• Appoint a Change Management Lead • Participate in OCM training sessions.	• Share key OCM insights and best practices. • Lead the design, and development of an integrated OCM Plan aligned with the overall	Deliverables: N/A Milestones: N/A

			project plan.	
Create Sponsorship Model	Develop and implement a Sponsorship Model to clarify sponsor roles, responsibilities and impact.	• Encourage sponsors to build support and communicate change benefits across leadership and teams.	• Lead, design and develop the Sponsorship model and educate sponsors on the value of active engagement and strong sponsorship.	Deliverables: N/A Milestones: N/A
Leadership Interviews	Engage leadership to access alignment on project goals, objectives and readiness.	• Schedule leadership meetings; ensure participation from key stakeholders.	• Facilitate leadership meetings; ensure participation from key stakeholders. • Document meeting outcomes and action items to inform project planning.	Deliverables: N/A Milestones: N/A
Create Communication Plan	document all change communications activities and material	• Review, develop and distribute targeted communications.	• Create communication templates and tools.	Deliverables: N/A Milestones: N/A
Send and evaluate Job Confidence Surveys	Surveys of attendees	• Encourage participants to complete the surveys	• Collect inputs from survey	Deliverables: N/A Milestones: N/A
Change impact assessment	Assess and document business process changes resulting from the change.	• Evaluate the impact of the changes on business processes, operations and stakeholders.	• Document changes to business processes and impacts • Identify and recommend follow-up actions if additional change activities	Deliverables: N/A Milestones: N/A

			are needed.	
Perform Strategic Readiness Assessment	Assess alignment of current policies, procedures, and processes with Oracle Fusion Cloud.	• Participate in assessments and document findings to inform readiness and planning.	• Provide and utilize assessment tools to guide evaluation. • Document the assessment and findings.	Deliverables: N/A Milestones: N/A

Payment Schedule

8. Highstreet will provide the Services described in this SOW on a fixed fee basis in accordance with the payment schedule set forth below. Any changes to scope and fees will be documented in a mutually agreed upon and executed Change Order.

8.1. Highstreet will invoice Broomfield according to the payment schedule set forth below.

Payment Number	Payment Milestone	Payment Amount	Estimated Month
1	Acceptance of D-01 Reviewed Contract, Scope, Workplan and Budget	$100,000	1
2	Acceptance of D-02 Reviewed Project Management Plan and Project Infrastructure	$100,000	1
3	Acceptance of D-03 Validation Strategy and Plan	$100,000	2
4	Acceptance of D-09 and 10 for Finance Environment Configured for Finance CRP1	$77,000	4
5	Acceptance of D-10-2 CRP 1 Testing for Finance Completed	$77,000	5
6	Acceptance of D-13 and 14 for Finance Environment Configured for Finance CRP2	$87,000	6

Payment Number	Payment Milestone	Payment Amount	Estimated Month
7	Acceptance of D-14-2 CRP 2 Testing for Finance Completed	$87,000	6
8	Acceptance of D-22 and 23 for Finance Environment Configured for Finance CRP3	$92,000	8
9	Acceptance of D-23-2 CRP 3 Testing for Finance Completed	$92,000	9
10	Acceptance of D-29 and 30 for Finance Environment Configured for Finance UAT	$102,000	13
11	Acceptance of D-30-2 User Acceptance Testing for Finance Completed	$102,000	13
12	Acceptance of D-32 for Finance OGL Assessment Complete	$79,803	13
13	TAM ERP OGL Development Completed	$100,204	14
14	ERP Train-the-Trainer Session Held	$11,400	14
15	Acceptance of D-33 for Finance Finance Cutover Preparation Completed	$42,000	15
16	Finance Production System Ready	$42,000	15
17	Finance System in Production - Go Live	$52,453	16
18	Finance Hypercare Complete	$42,000	16
19	Final Acceptance for Oracle ERP	$157,300	16
20	Acceptance of D-09 and 10 for HCM Environment Configured for HCM CRP1	$77,000	5
21	Acceptance of D-10-2 CRP 1 Testing for HCM Completed	$77,000	9
22	Acceptance of D-13 and 14 for HCM Environment Configured for HCM CRP2	$87,000	10

Payment Number	Payment Milestone	Payment Amount	Estimated Month
23	Acceptance of D-14-2 CRP 2 Testing for HCM Completed	$87,000	14
24	Acceptance of D-22 and 23 for HCM Environment Configured for HCM CRP3	$92,000	15
25	Acceptance of D-23-2 CRP3 Testing for HCM Completed	$92,000	19
26	Acceptance of D-29 and 30 for HCM Environment Configured for HCM UAT	$102,000	20
27	Acceptance of D-30-2 User Acceptance Testing for HCM Completed	$102,000	21
28	Acceptance of D-33 for HCM OGL Assessment Complete	$79,803	20
29	HCM OGL Development Completed	$120,365	20
30	HCM Train-the-Trainer Session Held	$11,400	21
31	Acceptance of D-33 for HCM HCM Cutover Preparation Completed	$42,000	21
32	HCM Production System Ready	$42,000	22
33	HCM System in Production - Go Live	$52,454	22
34	HCM Hypercare Complete	$42,000	22
35	Final Acceptance for Oracle HCM	$157,300	22
48	Acceptance of D-37-1 Completion of Project Management Activities for Month 1**	$81,000	1
49	Acceptance of D-37-2 Completion of Project Management Activities for Month 2**	$81,000	2
50	Acceptance of D-37-3	$81,000	3

Payment Number	Payment Milestone	Payment Amount	Estimated Month
	Completion of Project Management Activities for Month 3**		
51	Acceptance of D-37-4 Completion of Project Management Activities for Month 4**	$81,000	4
52	Acceptance of D-37-5 Acceptance of D-42 Completion of Project Management Activities for Month 5**	$81,000	5
53	Acceptance of D-37-6 Completion of Project Management Activities for Month 6**	$81,000	6
54	Acceptance of D-37-7 Completion of Project Management Activities for Month 7**	$81,000	7
55	Acceptance of D-37-8 Completion of Project Management Activities for Month 8**	$81,000	8
56	Acceptance of D-37-9 Completion of Project Management Activities for Month 9**	$81,000	9
57	Acceptance of D-37-10 Completion of Project Management Activities for Month 10**	$81,000	10
58	Acceptance of D-37-11 Completion of Project Management Activities for Month 11**	$81,000	11
59	Acceptance of D-37-12 Completion of Project Management Activities for Month 12**	$81,000	12
60	Acceptance of D-37-13	$81,000	13

Payment Number	Payment Milestone	Payment Amount	Estimated Month
	Completion of Project Management Activities for Month 13**		
61	Acceptance of D-37-14 Completion of Project Management Activities for Month 14**	$81,000	14
62	Acceptance of D-37-15 Completion of Project Management Activities for Month 15**	$81,000	15
63	Acceptance of D-37-16 Completion of Project Management Activities for Month 16**	$81,000	16
64	Acceptance of D-37-17 Completion of Project Management Activities for Month 17**	$81,000	17
65	Acceptance of D-37-18 Completion of Project Management Activities for Month 18**	$81,000	18
66	Acceptance of D-37-19 Completion of Project Management Activities for Month 19**	$81,000	19
67	Acceptance of D-37-20 Completion of Project Management Activities for Month 20**	$81,000	20
68	Acceptance of D-37-21 Completion of Project Management Activities for Month 21**	$81,000	21
TOTAL		$4,507,482	

9.1. Payments number 36 through 47 are included in SOW#3.

9.2. ** Acceptance of Monthly Project Management Milestones is contingent upon completion of the Monthly Status Report, updates to the Project Plan, and other PM tasks defined in this SOW. If a Monthly Project Management Milestone is rejected, such rejection shall be rescinded,

and acceptance shall be granted, upon either (a) completion of the deficient task or (b) implementation of a mitigation plan to prevent recurrence of the deficiency within 30 days of the initial rejection. Upon acceptance of such a Monthly Project Management Milestone, it will be payable for the full Milestone amount. Project Management Fees represent fees for project management services necessary to complete the full scope of the project as defined by this SOW. For convenience, fees have been split into monthly Project Management Milestones covering the first 21 months of the project

9.3. Estimated Travel includes 75 trips and 300 days on site.

9.4. All travel costs for the Estimated Travel or any additional travel necessary to complete Services in this SOW are the responsibility of Highstreet. Broomfield requests for additional travel or repeated travel not due to Highstreet's acts or omissions or may be subject to change order.

Project Expectations and Requirements

10. *Training*. The Highstreet Training Team recommends that Broomfield's Project Manager and Functional Leads take advantage of the Cloud Applications Learning Subscription. Broomfield functional leads for each Oracle Cloud Application pillar will receive access to Learning Paths and training courses specific to their project role. Broomfield technical leads and system administrators will be best served with this subscription as well, since it includes all courses developed on Oracle Cloud Infrastructure and other Oracle technologies.

10.1. *Project Team Application Access*.

10.1.1. Broomfield will maintain an active subscription of Oracle Cloud Applications throughout the duration of the project.

10.1.2. Broomfield will ensure a non-production legacy environment will be available for data extracts and other research.

10.1.3. Broomfield will respond to the technical discovery package within 30 days of project start date or Broomfield receipt, whichever is later.

10.1.4. Broomfield will ensure third party test databases, environments, and Interfaces to (outbound) and from (inbound) outside third

parties (Banks, Benefits vendors, and others) will be available to Highstreet and in place to support the design, development and testing phases according to the project plan. Highstreet will provide guidance as necessary.

10.2. *Project Team Oracle Support Access*

10.2.1. Broomfield will provide access for Highstreet consultants to submit and manage Oracle Service Requests under Broomfield's Customer Support ID. Should a service request need to be submitted to Oracle to resolve any Oracle issue, Highstreet will try and resolve the issue with Oracle minimizing any project disruption.

10.2.2. Should the service request impact the project timeline, Deliverables, or project cost, Highstreet will notify Broomfield, and a project change order will be generated subject to the project change control process. Highstreet cannot be held responsible for any impact to the project cost or timeline due to Oracle issues.

10.3. *Personnel Requirements*. Highstreet will staff the project with a sufficient number of qualified individuals knowledgeable and experienced in both Oracle and local government administration. Highstreet will work in good faith to provide, where possible, resources familiar with the specific rules, regulations, and best practices for municipal governments in the State of Colorado.

10.3.1. Highstreet shall comply with industry standard etiquette and procedural practices related to Broomfield communications and meetings.

10.3.2. Highstreet resources shall produce professional quality Deliverables to be publicly presented as Deliverables for Broomfield review and acceptance. Deliverables shall be substantially free from formatting or grammatical errors.

10.3.3. Highstreet will manage the project and where applicable provide all Deliverables and work products using Google Workspace applications.

10.3.4. Specific activities will require the input, review, or participation of Broomfield staff, which typically includes, but is not limited to,

requirements gathering, design, working sessions, testing and day-to-day engagement tasks. Broomfield will therefore make time available during Broomfield's normal business hours and provide Highstreet Consultants access to key users and technical personnel within its organization for this purpose as defined within this document. If Broomfield personnel cannot perform these responsibilities any attendant changes to schedule or scope may require a Change Order.

10.3.4.1. Broomfield shall reasonably commit the required skilled resources and management time, as described in this document, Broomfield Roles, to support Highstreet's provision of the Services, to perform the review and acceptance cycles in a reasonable manner, and to accomplish the objectives of the project in line with the project schedule (i.e., no delay in schedule, access, data, information, decisions or Deliverables).

10.3.5. Broomfield and Highstreet team will each provide a Project Manager

10.3.6. In the event either Broomfield or Highstreet has changes to key project staff members, each will make every attempt to assign replacements as soon as possible with the appropriate skill and decision-making authority. If either Broomfield or Highstreet is unable to assign replacements in time to ensure no project schedule delays, and in no scenario more than ten (10) business days, adjustments to the timeline and costs proposal may be made and may require a Change Order.

10.3.7. Broomfield will have staff available during Broomfield's normal business hours for knowledge transfer so that they may learn to manage and support the system after Go Live.

10.3.8. Broomfield will provide adequate resources to the project to participate in the combined system and acceptance effort in accordance with the project plan and schedule.

10.3.9. The project is recognized as being a high priority for all named resources; in the event of a conflict in priority that has an adverse impact on the project, Broomfield management will be engaged to ensure conflicts are addressed in a timely manner..

10.3.10. Broomfield Executive Sponsors will have decision-making authority and ultimate responsibility for the success of the project on Broomfield-side. The Executive Sponsors will have the authority and responsibility to resolve problems as they occur in a timely manner. Broomfield Executive Sponsors will meet with Highstreet at least monthly to discuss project status and governance.

10.3.11. Any additional significant Broomfield projects, which are using the same Broomfield resources, will be identified during the project Initiation process or as soon as commercially possible within a reasonable period and identified conflicts will be mitigated in a timely manner.

10.3.12. Highstreet Services for the Project will be delivered by professionals with experience in successfully implementing ERP software and the skills necessary to successfully implement the Oracle products in an organization similar to Broomfield.

10.3.13. Highstreet shall to the extent commercially reasonably practicable, arrange meetings and workflow involving Broomfield staff at times and dates requested by Broomfield's project manager, thereby accommodating to the schedules and competing obligations of Broomfield's staff.

10.3.14. Where practical, Broomfield agrees to request all schedule changes for pre-planned events and scheduled meetings at least ten (10) business days in advance.

10.4. Pricing Conditions. The following is a 2025 rate card applied to additional and optional Services that may be requested by Broomfield using a time and material pricing. The discounted rate below represents a discount on our standard rate card.

10.4.1. Rates increase 5% annually with a new rate effective January 1 of each year.

Consultant Roles	Location	2025 Services Rate Card Rate	2025 Broomfield Discounted Rate/Hour*
Project Director	US	$350	$325
Project Manager	US	$350	$271

Change Management Lead	US	$325	$271
Project Administrator	India	$75	$60
Cloud Technical Architect	US	$350	$298
Cloud Solution Architect	US	$350	$298
Functional Lead	US	$350	$271
Functional Consultant	India	$85	$76
Technical Lead	US	$255	$244
Technical Consultant	India	$85	$70

10.5. *Leadership and Management Requirements.*

10.5.1. Highstreet and Broomfield will work together to support Broomfield adoption of industry-leading practices inherent in the Oracle Cloud Applications. This may require significant realignment of Broomfield's business procedures and processes, including streamlining workflows and approval processes consistent with industry-leading practices. Highstreet will look to Government Finance Officers Association ("GFOA"), National Institute for Government Procurement ("NIGP"), Society of Human Resource Management ("SHRM"), or other similar industry association providing industry best practices.

10.5.2. Functional and Technical design "freeze" date will be one week after the completion of Conference Room Pilot 2 ("CRP2"). If individual test scripts are not completed, those requirement changes may be considered. Although resolution of individual requirements may delay the completion of CRP2, it will not extend the design "freeze" date of the other completed test scripts. New requirements and/or design changes will go through the formal change control process. Failure to provide access to systems, vendors, resources, or completion of Broomfield decisions, required to complete design of any item in this SOW by this "freeze" date, will be jointly understood to result in the SOW item being accepted as out of scope.

10.5.3. Broomfield acknowledges all changes or additions made in the legacy applications, Interfaces, codes, etc., upon entry into the CRP3 test cycle will be considered as new requirements and/or design change which will require a Change Order. All changes may result in an increase in scope, expansion of schedule and/or additional cost.

10.5.4. Broomfield is responsible for the definition and publication of all legacy value mappings, with the support of Highstreet. These mappings include, but are not limited to Chart Segments, Payment Types, Jobs, Grades, Positions, Organizations.

10.5.5. Highstreet will make sure all the pre-requisite setups are in place before loading data conversions.

10.5.6. Service Delivery Model: Broomfield will be responsible for determining the appropriate ongoing support model for the new Cloud system.

10.6. *Scope Conditions.*

10.6.1. Broomfield will maintain all aspects of the legacy applications and share all changes and updates with Highstreet on a weekly basis.

10.6.2. Highstreet is not responsible for project delays or additional scope that results from any acts or omissions of Broomfield (including, without limitation, failure to make timely decisions or communicate decisions to Highstreet) or other third parties not under Highstreet's control, Broomfield's failure to provide necessary and accurate information and data, Broomfield's failure to disclose all necessary data sources or additional legacy applications for purposes of conversion, Highstreet's lack of access to Broomfield data, systems or Integration information, or other initiatives Broomfield may have in progress. In the event of such project delays or additional scope resulting from any of the foregoing, a Change Order to include any adjustments to the Services and/or project schedule, including additional costs resulting from the adjustments to Services/project schedule may be required.

10.6.3. Highstreet is responsible for project delays or additional effort that results from Deliverable rejection, Service warranty issues, or any acts or omissions of Highstreet that results in poor

communications, poor recommendations, missed deadlines, additional work effort from Broomfield staff, or incorrect configurations in Oracle. In the event of any such issues, Broomfield shall not be subject to any additional costs in subsequent Change Order

10.6.4. Broomfield is responsible for providing information for the Finance and HR structures and business rationales which drive new application workflows. Highstreet will configure the new workflows and include the new workflows in the test scripts used. Broomfield is responsible for validating that the workflows operate properly before UAT begins.

10.6.5. Highstreet is responsible for configuring the system such that standard information used in tax filing and tax forms is able to be recorded in the system. Tax filing and tax form mailing are all responsibilities of 3rd party solutions and are not handled by Highstreet or Oracle. Broomfield is responsible for contracting with 3rd party providers/vendors for these solutions; typically, best practice is to use a supported vendor like ADP.

10.6.6. Highstreet shall implement the Oracle Cloud or other Third Party applications to address Broomfield's business requirements, where possible, using standard delivered out-of-the-box (configurable) functionality within the scope. Highstreet and Broomfield will work together in strategizing ways to leverage or configure the delivered functionality to meet Broomfield requirements and project goals. Highstreet is not responsible for addressing product limitations, but will assist Broomfield in developing acceptable work arounds or temporary solutions while product limitations are remedied.

10.7. *Change Management and Training Conditions.*

10.7.1. Broomfield will provide access to supervisors, leaders, and influencers in the organization to aid in the delivery of OCM related communications and activities.

10.7.2. Broomfield will deliver and distribute all OCM related communications to Broomfield's community.

10.7.3. Up to 10 Stakeholder Groups and the associated change management plans will be created. If more than 10 Stakeholder

Groups are identified, Highstreet will provide guidance for Broomfield to address the remaining Stakeholder Groups.

10.7.4. There will be a single consolidated Change Communications plan for the scope of this project.

10.7.5. Highstreet provides Oracle-delivered process flows and associated diagrams focused on the Cloud related components. Broomfield is responsible for documenting any changes to process flow diagrams. Any process-related design and implementation activities outside of Cloud are the responsibility of Broomfield.

10.7.6. Highstreet will provide Highstreet standard test scripts for use during all test cycles. The creation of additional scripts is not within the scope but may be requested subject to a change order. Broomfield will create additional test scripts and test scenarios as needed for their validation.

10.8. *Application Security Management*.

10.8.1. Highstreet will be responsible for providing a security matrix and responsible for loading the Business user security assignments into Oracle Cloud applications. Broomfield to provide the details of Business users and their required security roles and/or responsibilities on the security matrix, no less than two weeks before CRP2. Application security will be incrementally tested during CRP2, CRP3, and UAT.

10.8.2. Highstreet will maintain the Cloud application security matrix during the implementation.

10.8.3. Design and implementation of additional layers of security outside of the Oracle Cloud applications, e.g., database, operating system, Single Sign-On ("SSO"), and identity management security, will be the responsibility of Broomfield.

10.8.4. Highstreet will work with Broomfield security team to enable Single Sign upon request. The enabled of single sign is subject only to iDP Services supported by Oracle Fusion Applications. This is a courtesy service, and in no way should be assumed to expand outside of configuring the Oracle Cloud Applications as an SP to Broomfields SSO iDP solution.

10.8.5. Highstreet will implement delivered Oracle Cloud roles and responsibilities.

10.8.6. Except as noted in this document, Broomfield will be responsible for application security role design and build for the modules and reports in scope.

10.8.7. Design and implementation of other layers of security such as database, operating system, Single Sign-On, and identity management security will be the responsibility of Broomfield.

10.9. *Data Conversion.*

10.9.1. Broomfield is responsible for providing access so Highstreet can utilize Highstreet Cartographer for data extraction, data validation, and data cleansing prior to importing into Cloud and to support conversion.

10.9.2. Highstreet will import data. Highstreet utilizes its proprietary Highstreet Cartographer platform to define and administer data conversions. Broomfield understands and agrees that after project completion if Broomfield desires to continue use of Highstreet Cartographer, such use shall be available to purchase pursuant to a separate SOW.

10.9.3. Broomfield will be responsible for validating and reconciling data errors.

10.9.4. Conversions are limited to four (4) data load iterations. An iteration is defined as a complete set of conversion runs for the preparation of a testing cycle, CRP2, CRP3 which includes Payroll Parallels, UAT, and Production. If additional data loads are required, Highstreet will work with Broomfield to ensure the procedure is well understood and effective. Additional data loads, including those needed to import historical data, may require a change order.

Change Order Process

11. Any change to the scope or project schedule defined in this document shall be pursuant to a mutual written agreement between Broomfield and Highstreet

and shall be made in accordance with the process established below. Each change order request must contain the following information:

11.1. The requested change description.

11.2. Description of the modified scope and/or approach

11.3. The impact, if any, on the existing Deliverable, Deliverables, Milestones, or Payments.

11.4. Estimated impact, if any, on project schedule

11.5. Broomfield will designate an Authorized Representative, the Project Director, who has the authority to execute a Proposed Change Order, upon acceptance by the Executive Leadership Committee. If rejected, the Proposed Change Order shall be returned to the submitting party with written reasons for rejection and, as appropriate, any alternatives.

Change Control Process

Party	Description / Purpose	Action
Either Broomfield or Highstreet	Either party can identify potential change to project scope, schedule, or approach and prepare a Change Request. The Change Request shall describe the reason for needing a change and the impacts of both adopting the change and failing to accept the change. The Change Request is submitted to the Project Manager for Highstreet and Broomfield.	Prepares and submits Change Request
Project Manager	Reviews the Change Request, analyzes potential impact including impacts to schedule and project cost/budget, and prepares a Proposed Change Order for for consideration and decision by the Executive Leadership Committee from Broomfield and Senior Representatives from Highstreet	Review/Analyze and prepare recommendation
Executive Leadership	Reviews recommendations and alternatives and decides to approve the recommendation, an alternative, or defer change order for future	Reviews recommendation and makes

Committee	consideration. Note: Based on the nature of the change, additional approvals may be necessary for Broomfield.	decision
Project Management	Acts based on Executive Leadership Committee to make necessary modifications to projet management documents and works to implement the change as part of the project. Project Managers will then document and communicate the Approved Change Order.	Acts on decision, communicates outcome, develops Change Order as necessary

Appendix 1

Functional Requirements

The Functional Requirements represent the scope of work as defined by Highstreet's positive responses to the requirements.

Functional Requirements

Exhibit 1: Functional Requirements

Column F: Response

Y	Requirement Met and Proposed (Standard features in the generally available product)
Y-ND	Requirement Met and Proposed (Features that are not offered as a generally available product or require custom development)
N	Requirement Not Met with Proposal
I	Need More Information/Discussion

Scope	Req #	Function	Process	Type	Requirement	Response	Module / System	Comment
In Scope	1	GL	Chart of Accounts		System provides chart of account structure with multiple independent segments	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	2	GL	Chart of Accounts		Independent chart of account segments are independent of other segments (do not form hierarchical relationships between segments) of different types (fund, org, program, account, etc.)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	3	GL	Chart of Accounts		Chart of accounts support multiple segments for org unit (Department, division, unit)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	4	GL	Chart of Accounts		Chart of accounts support multiple segments for program/activity	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	5	GL	Chart of Accounts		Segments of same type (org unit, program/activity, etc.) form hierarchical relationship	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	6	GL	Chart of Accounts		Chart of accounts supports project ledger (sub ledger) for detailed cost and revenue tracking	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	7	GL	Chart of Accounts		System supports segments representing programs that can extend across multiple departments	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	8	GL	Chart of Accounts		Segments of the Chart of Accounts can be grouped on a user-defined basis into multiple reporting hierarchies	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	9	GL	Chart of Accounts		System allows reporting at summary level accounts (for example, accounts 5501, 5502, 5503 can be reported together as 5500)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	10	GL	Journal Entry		Journal entries entered by department users and routed through workflow for approval	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	11	GL	Journal Entry		Journal entries are validated against the chart of account structure for valid accounts	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	12	GL	Journal Entry		Journal entries are validated against: Available funds (budget check or cash availability check)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	13	GL	Journal Entry		Journal entries are validated against balancing entries (make sure all entries balance)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	14	GL	Journal Entry		Users can import journal entries from spreadsheet (e.g., Microsoft Excel)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	15	GL	Journal Entry		Imported transactions from spreadsheets are validated using the same business rules as transactions made in the system	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	16	GL	Journal Entry		System allows creation of a journal entry from previously entered journal entry format (copy journal), by: Line item	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	17	GL	Journal Entry		System allows users to reverse journal entry with proper security and approvals	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	18	GL	Journal Entry		System allows to schedule accrual auto-reversals.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	19	GL	Journal Entry		Users can attach files for documentation to journal entry	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	20	GL	Journal Entry		System allows posting of transactions for multiple fiscal years at the same time	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	21	GL	Journal Entry		Journal transactions can be entered and scheduled using effective dates (e.g., posting does not occur until effective date)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	22	GL	Recurring Journal Entry		System provides templates and notifications for recurring journal entries	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	23	GL	Recurring Journal Entry		System provides templates and notifications for recurring journal entries with the same dollar value	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	24	GL	Recurring Journal Entry		System provides templates and notifications for recurring journal entries with varying dollar amounts	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	25	GL	Recurring Journal Entry		Recurring journal entries occur at regular frequency (can set start and stop dates)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	26	GL	Recurring Journal Entry		System allows journal entries to be scheduled (example: lease/debt schedules)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	27	GL	Journal Entry		Posted journal entries provide notification through workflow	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	28	GL	Journal Entry		System allows user to identify reversing journal entry	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	29	GL	Journal Entry		System allows user to preview results of journal entry before posting	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	30	GL	Journal Entry		System allows user to "unpost" journal entry to correct for errors	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	Oracle Cloud supports the reversal of journal entries. Journals can be reversed manually by selecting a reversal action in the user interface, or reversed automatically by running a process.
In Scope	31	GL	Journal Entry		System generates audit report that identifies information on journal entry along with user information for who initiated, reviewed, and posted entry	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	

In Scope	32	GL	Journal Entry		System allows user to upload attachment to journal	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	33	GL	ACFR		System used to produce all necessary reports/schedules for CCOB ACFR	Y	Oracle Fusion Enterprise Resource Planning Cloud Service, Oracle Enterprise Performance Management Cloud Service	
In Scope	34	GL	ACFR		System used to prepare and publish CCOB ACFR	Y	Oracle Fusion Enterprise Resource Planning Cloud Service, Oracle Enterprise Performance Management Cloud Service	
In Scope	35	GL	ACFR		ACFR produced to be compliant with applicable disability standards	Y	Oracle Fusion Enterprise Resource Planning Cloud Service, Oracle Enterprise Performance Management Cloud Service	
In Scope	36	GL	Dashboard		System used to provide management dashboards for CCOB users including directors, managers, and staff	Y	Oracle Analytics for Fusion	
In Scope	37	GL	Dashboard		System provides indicators for decision support in dashboard and at system go-live, dashboards are configured to facilitate use	Y	Oracle Analytics for Fusion	
In Scope	38	GL	Export		System reporting tools provide export to Excel and Google Sheets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service, Oracle Enterprise Performance Management Cloud Service	
In Scope	39	GL	Budget Control		Budget control can be set to soft error (Warn user but allow)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	40	GL	Budget Control		Budget control can be set to hard error (Do not allow)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	41	GL	Budget Control		System allows for budgeting at one level and controlling at a different level (Example: budget by account/object but conduct budget control at department level)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	42	GL	Budget Monitoring		System provides role focused budget to actual dashboard with information relevant to user's department, division, and program.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	43	PG	Project Set Up		Supports multiple-year projects	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	44	PG	Project Set Up		Supports parent/child relations for projects and sub-projects	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	45	PG	Project Set Up		System tracks funding sources (multiple funding sources for each project)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	46	PG	Project Set Up		Funding sources can be grants, CCOB dedicated revenues, other CCOB funds, etc.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	47	PG	Project Set Up		System uses project start date and end date for determining eligible expenditures and doesn't allow transactions outside project eligibility period	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	48	PG	Project Set Up		Projects can be established across multiple funds and departments	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	49	PG	Project Set Up		System will identify and track user-defined multiple sub-levels of a project (e.g. design, pre construction, construction, post construction, completed)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	50	PG	Project Set Up		User-defined sub-levels of project can be different for each project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	51	PG	Project Set Up		Projects identify matching fund requirements	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	52	PG	Project Budget		System allows creation of project budget for select projects (not required for all projects)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	53	PG	Project Budget		Project budgets are established for entire project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	54	PG	Project Budget		Project budgets are established by fiscal year within multi-year project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	55	PG	Project Budget		Budget control for a project can be set for calendar year	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	56	PG	Project Budget		Budget control for a project can be set for period other than City fiscal year (grantor fiscal year)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	57	PG	Project Budget		Budget control for a project can be set for entire Life of Project (multi-Year)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	58	PG	Project Budget		System can control budget at project level	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	59	PG	Project Budget		System can control budget at sub-project level (example: phase, task, etc.)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	60	PG	Project Budget		System can set level of budget control differently for each project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	61	PG	Project Budget		Project budget can control to level of project funding (limit project expenses to funding sources)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	62	PG	Project Budget		System can track and control budget for multiple projects using the same funding source	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	63	PG	Project/Grant Tracking		System allows for tracking direct costs (encumbrance) to project through purchasing	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	64	PG	Project/Grant Tracking		System allows for tracking direct costs (expense) to project through accounts payable	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	65	PG	Project/Grant Tracking		System allows for tracking direct costs and indirect costs (encumbrance and expense) to project through journal entries	N		Oracle Projects seamlessly integrates direct and indirect costs, including encumbrances and expenses, directly from Purchasing and Payables. This tight integration within Oracle Fusion eliminates the need for separate journal entries. Should reclassification be necessary, Oracle Projects offers a miscellaneous transaction type for expense adjustments.
In Scope	66	PG	Project/Grant Tracking		System allows CCOB to identify unique internal cost rate for each project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	

In Scope	67	PG	Project/Grant Tracking		System allows employees to charge time to projects and sub projects	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	68	PG	Project/Grant Tracking		System allows for tracking salary and benefit costs (expense) to project through payroll	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	69	PG	Project/Grant Tracking		System allocates indirect costs to projects based on pre-determined cost drivers and allocation schedules	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	70	PG	Project/Grant Tracking		System identifies eligible expenses for reimbursement based on criteria identified for each project (by account)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	71	PG	Project/Grant Tracking		System identifies and tracks funding sources for projects	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	72	PG	Project/Grant Tracking		System will split the cost of projects across various funding sources by Percentage (e.g. 70% grant, 30% bond)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	73	PG	Project/Grant Tracking		System will split the cost of projects across various funding sources by Priority (Grant first, local funds next)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	74	PG	Project/Grant Tracking		System will split the cost of projects across various funding sources by priority up to limit (example: Charge grant first up to $10,000 then charge local funds)	N		There is a functionality called funding patterns that can split costs by funding sources by percentage. There is a work around for this requirement where they can utilize project cost transfers to achieve the required split. It would be semi-automated solution because someone would need to submit the project cost transfer for all expenses charged to the first grant over $10,000. Our team can demonstrate this functionality on how other clients have handled this requirement successfully.
In Scope	75	PG	Project / Grant Tracking		System tracks use of grant and matching funds	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	76	PG	Project/Grant Revenue		System allows revenue source to be split across multiple projects	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	77	PG	Project/Grant Revenue		System can assign multiple revenues sources to be used for single project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	78	PG	Project/Grant Revenue		System allows multiple revenue sources to be split across multiple projects (each project has multiple sources)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	79	PG	Project / Grant Revenue		Grant revenue tracked in system as deferred revenue until expended by project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	80	PG	Grant Management		System tracks grant applications	N		Oracle Grants can capture and track the pre-award data (identifiers, departments, and funding/budget) in a draft status, route for approvals and create contract once approved; however, Oracle Grants does not support developing pre-award (applications) functionality and does not submit proposals/applications to funding sources for grant awarding. If the application development/submission is required, a third party solution will be required.
In Scope	81	PG	Grant Management		System allows user to create grant budget for grant application	N		Oracle Grants can capture and track the pre-award data (identifiers, departments, and funding/budget) in a draft status, route for approvals and create contract once approved; however, Oracle Grants does not support developing pre-award (applications) functionality and does not submit proposals/applications to funding sources for grant awarding. If the application development/submission is required, a third party solution will be required.
In Scope	82	PG	Grant Management		System provides workflow to approve grant application and grant award	N		Oracle Grants can capture and track the pre-award data (identifiers, departments, and funding/budget) in a draft status, route for approvals and create contract once approved; however, Oracle Grants does not support developing pre-award (applications) functionality and does not submit proposals/applications to funding sources for grant awarding. If the application development/submission is required, a third party solution will be required.
In Scope	83	PG	Project/Grant Billing		Projects link with accounts receivable to provide all billing, aging, and tracking capabilities.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	84	PG	Project/Grant Billing		Generates revenue/receivable transactions from grants expenditure data	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	85	PG	Project/Grant Billing		System can generate invoice to bill for any project costs (bill to contractor, citizen, other government, or grant)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	86	PG	Project/Grant Billing		System can generate invoice for appropriate billable expenses at any point (end of project, milestone, or any time)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	87	PG	Project/Grant Billing		Project billing based on actual expenses (using current salary and benefit information)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	88	PG	Project/Grant Billing		Project invoice can be done at any point in project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	89	PG	Project/Grant Billing		System provides user notification of missing grant billing or other upcoming grant milestone dates	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	

In Scope	90	PG	Project Close		System identifies capitalized cost for project based on established rules in the system set on the unique project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	91	PG	Project Close		System prevents transactions against a closed project	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	92	PG	Grant Close		System notifies user that grant period is ending (notify x days before end of period)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	93	PG	Grant Close		System provides checklist of tasks required to close grant	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	94	PG	Grant Close		Grant close checklist identifies task, date, and assigned user.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	95	PG	Grant Close		Closed grants allow user with permission to open to correct error or add missing information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	96	PG	Project Close		Projects grants allow user with permission to open to correct error or add missing information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	97	PG	Project Reporting		System prepares 425A FFR Grant Reporting	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	98	PG	Project Reporting		System provides required SEFA grant reporting	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	99	PG	Project Reporting		System provides user dashboard highlighting key information on grant budget and expenses	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	100	PG	Project Reporting		System provides export of detailed grant transactions	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	101	AP	Vendor File		Supports Parent/Child relationships for vendor records	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	102	AP	Vendor File		Maintains multiple address types	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	103	AP	Vendor File		Maintains multiple location addresses for each vendor	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	104	AP	Vendor File		Stores DBA name	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	105	AP	Vendor File		System identifies default payment remittance address	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	106	AP	Vendor File		Vendor file stores vendor payment preference (ACH or check)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	107	AP	Vendor File		System identifies preference for electronic payments and for those indicated makes all payments electronically	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	108	AP	Vendor File		System identifies 1099 vendors	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	109	AP	Vendor File		System can accommodate certification information (minority, women owned, etc.)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	110	AP	Vendor File		Vendor files can identify terms and conditions that are applied to purchase orders for that vendor	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	111	AP	Vendor File		System records multiple commodity (NIGP) codes to classify vendors	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	112	AP	Vendor File		Vendor file stores insurance levels information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	113	AP	Vendor File		System identifies cumulative purchase history by vendor to identify common vendors	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	114	AP	Vendor File		Cumulative purchase history includes p-card purchases	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	115	AP	Vendor File		System identifies one time vendors - vendors set up in normal vendor file but identified as one-time vendor for easier data entry and system search functions	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	116	AP	Vendor File		System allows updating one time vendor to standard vendor	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	117	AP	Vendor File		System provides role security to limit department users to making only some changes /adds to vendor record (not change bank account number)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	118	AP	Vendor File		System provides role security to limit changes to AP information on vendor file while allowing access to manage vendor contacts, insurance/certification, and performance tracking	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	119	AP	Vendor Self Service		System provides online vendor registration portal for new and existing vendors	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	120	AP	Vendor Self Service		System allows vendors to enter vendor information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	121	AP	Vendor Self Service		System allows vendors to update vendor information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	122	AP	Vendor Self Service		System allows for upload of w-9 and other required files during registration process	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	123	AP	Vendor Self Service		System submits all vendor changes to CCOB staff through workflow for approval	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	124	AP	Vendor Self Service		System allows vendor to store multiple contacts (and have multiple users)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	125	AP	Vendor Performance		System reports on total spend with vendors (including PO and p-cards	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	Oracle maintains p-card history, but bank vendor IDs will differ from your vendor IDs. Mapping is required for consolidation, and user-defined Descriptive Flexfields (DFF) can support this process.
In Scope	126	AP	Vendor Performance		System provides reporting for performance metrics on vendors (on-time performance, number of issues recorded)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	127	AP	Vendor Performance		System reports on all contract activity with vendor	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	128	AP	Vendor Performance		System reports on status of contract milestone by vendor	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	129	PO	Requisition		Department staff initiates purchasing process through requisition entry into the system	Y	Oracle Fusion Procurement Cloud Service	
In Scope	130	PO	Requisition		Requestor can attach files to requisition	Y	Oracle Fusion Procurement Cloud Service	
In Scope	131	PO	Requisition		Requisition can be split into multiple lines	Y	Oracle Fusion Procurement Cloud Service	

In Scope	132	PO	Requisition		Purchase requisition allows user to add account at line item level	Y	Oracle Fusion Procurement Cloud Service	
In Scope	133	PO	Requisition		Purchase requisition can use project accounts at line item level	Y	Oracle Fusion Procurement Cloud Service	
In Scope	134	PO	Requisition		Purchase requisitions can link to work order	Y	Oracle Fusion Procurement Cloud Service Oracle Fusion Supply Chain Execution Cloud Service	
In Scope	135	PO	Requisition		Requestor can attach files to requisition at line item level	Y	Oracle Fusion Procurement Cloud Service	
In Scope	136	PO	Requisition		Purchase requisition allows user to add NIGP commodity code to line item	Y	Oracle Fusion Procurement Cloud Service	
In Scope	137	PO	Requisition		System allows user to record information on competing quotes	Y	Oracle Fusion Procurement Cloud Service	
In Scope	138	PO	Requisition		Purchase requisition allows user to identify contract number for requisition	Y	Oracle Fusion Procurement Cloud Service	
In Scope	139	PO	Requisition		Purchase requisition can be saved (and create pre-encumbrance) without submitting for approval	N		The system supports saved (draft) requisitions, which do not pre-encumber funds. The reservation point can be set at submission or approval.
In Scope	140	PO	Requisition		Users identify the budget year to enter requisition (at end of fiscal year where there may be a need to transact in current and future year)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	141	PO	Requisition		System records pre-encumbrance when purchase requisition is saved or submitted through workflow	Y	Oracle Fusion Procurement Cloud Service	The system supports saved (draft) requisitions, which do not pre-encumber funds. The reservation point can be set at submission or approval.
In Scope	142	PO	Requisition		System tracks pre-encumbrances (purchase requisitions)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	143	PO	Requisition		Saved requisition pre-encumbers funds	N		The reservation point can be set at submission or approval. The system supports saved (draft) requisitions, which do not pre-encumber funds.
In Scope	144	PO	Requisition		System notifies user if item on requisition is currently under contract with vendor (by commodity code)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	145	PO	Requisition		System notifies user if amount of requisition will exceed not to exceed limit of contract	Y	Oracle Fusion Procurement Cloud Service	
In Scope	146	PO	Requisition		System notifies user if item on requisition is currently under contract with a different vendor (by commodity code)	N		Users can search for items by commodity code on the requisition and view all available items under that code, including those covered by contracts.
In Scope	147	PO	Requisition		System maintains detailed budget at line item level while allows for controlling (stopping transaction) at summarized level	Y	Oracle Fusion Procurement Cloud Service	
In Scope	148	PO	Requisition		System provides option for emergency purchase that will bypass workflow approvals and create purchase order	Y	Oracle Fusion Procurement Cloud Service	
In Scope	149	PO	Requisition		System routes purchase requisition for approval/notification by chart of account information (object/account code)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	150	PO	Requisition		System routes purchase requisition for approval/notification by dollar amount	Y	Oracle Fusion Procurement Cloud Service	
In Scope	151	PO	Requisition		System routes purchase requisition for approval/notification by if it is a capital item	Y	Oracle Fusion Procurement Cloud Service	
In Scope	152	PO	Requisition		System routes purchase requisition for approval/notification to additional user based on purchase type/commodity code (IT equipment to IT or vehicle purchase to fleet).	Y	Oracle Fusion Procurement Cloud Service	
In Scope	153	PO	Requisition		System allows users to cancel requisition before it is approved	Y	Oracle Fusion Procurement Cloud Service	
In Scope	154	PO	Requisition		Users can query the status of requisition and determine step in the workflow process	Y	Oracle Fusion Procurement Cloud Service	
In Scope	155	PO	Requisition		Cancelled requisitions or cancelled requisition line items release pre-encumbrance	Y	Oracle Fusion Procurement Cloud Service	
In Scope	156	PO	Requisition		System allows procurement staff to manually assign buyer as part of requisition workflow	Y	Oracle Fusion Procurement Cloud Service	
In Scope	157	PO	Purchase Order		System links purchase order to requisition	Y	Oracle Fusion Procurement Cloud Service	
In Scope	158	PO	Purchase Order		Purchase orders created for specific items	Y	Oracle Fusion Procurement Cloud Service	
In Scope	159	PO	Purchase Order		Purchase orders created for dollar allowance with vendors (blanket purchase orders)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	160	PO	Purchase Order		PO automatically created after req approval based on $ threshold	Y	Oracle Fusion Procurement Cloud Service	
In Scope	161	PO	Purchase Order		Creation of purchase order creates encumbrance	Y	Oracle Fusion Procurement Cloud Service	Encumbrance is created upon PO submission, not for draft (saved) POs. The reservation point can be configured at either submission or approval.
In Scope	162	PO	Purchase Order		System allows for encumbrance of shipping and freight and allows user to add shipping and freight to purchase order	Y	Oracle Fusion Procurement Cloud Service	
In Scope	163	PO	Purchase Order		Shipping and freight charges distributed to accounts by line item on PO	Y	Oracle Fusion Procurement Cloud Service	
In Scope	164	PO	Purchase Order		User can attach files to purchase order at header level, files can be individually printed or printed with document	Y	Oracle Fusion Procurement Cloud Service	
In Scope	165	PO	Purchase Order		Purchase order sent to vendor through Email	Y	Oracle Fusion Procurement Cloud Service	
In Scope	166	PO	Purchase Order		Purchase order identifies requester of PO and contact information (from requisition)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	167	PO	Purchase Order		Purchase order identifies alternate contact for PO (other than requester)	Y	Oracle Fusion Procurement Cloud Service	

In Scope	168	PO	Purchase Order		Purchase order prints with default contract terms based on type of purchase and commodity code	Y	Oracle Fusion Procurement Cloud Service	
In Scope	169	PO	Purchase Order		System allows purchase orders to be re-sent - system identifies re-printed purchase orders as duplicates	N		Change orders are identified as such however, unless the sender adds a note it is just a reprint.
In Scope	170	PO	Change Order		Any open purchase order can be modified by change order	Y	Oracle Fusion Procurement Cloud Service	
In Scope	171	PO	Change Order		CCOB (department) staff allowed to modify purchase order through change order request that goes through workflow	Y	Oracle Fusion Procurement Cloud Service	
In Scope	172	PO	Change Order		Departments can initiate request for a change to purchase order for increase quantity or amount	Y	Oracle Fusion Procurement Cloud Service	
In Scope	173	PO	Change Order		Departments can initiate request for a change to purchase order for decrease quantity or amount	Y	Oracle Fusion Procurement Cloud Service	
In Scope	174	PO	Change Order		Departments can initiate request for a change to purchase order for canceling line items	Y	Oracle Fusion Procurement Cloud Service	
In Scope	175	PO	Change Order		Departments can initiate request for a change to purchase order for canceling entire PO	Y	Oracle Fusion Procurement Cloud Service	
In Scope	176	PO	Change Order		Departments can initiate request for a change to purchase order for adding line items	Y	Oracle Fusion Procurement Cloud Service	
In Scope	177	PO	Change Order		Departments can initiate request for a change to purchase order for change of chart of account string	Y	Oracle Fusion Procurement Cloud Service	
In Scope	178	PO	Change Order		Requests to change purchase order routed through workflow	Y	Oracle Fusion Procurement Cloud Service	
In Scope	179	PO	Change Order		Change orders exceeding X% of original purchase order require additional change order workflow approval	Y	Oracle Fusion Procurement Cloud Service	
In Scope	180	PO	Change Order		Workflow allows for same options as purchase requisition workflow	Y	Oracle Fusion Procurement Cloud Service	
In Scope	181	PO	Change Order		Request to change purchase order (for increase) pre-encumbers funds	Y	Oracle Fusion Procurement Cloud Service	
In Scope	182	PO	Change Order		Request to change purchase order (for decrease) release encumbrance when change request is approved	Y	Oracle Fusion Procurement Cloud Service	
In Scope	183	PO	Change Order		Approval of change to purchase order encumbers funds or releases encumbrance of funds	Y	Oracle Fusion Procurement Cloud Service	
In Scope	184	PO	Change Order		Printing of modified purchase order clearly labels that purchase order has been changed	Y	Oracle Fusion Procurement Cloud Service	
In Scope	185	PO	Change Order		Purchase order identifies information that was changed on header and line item	Y	Oracle Fusion Procurement Cloud Service	
In Scope	186	PO	Change Order		Revised purchase order sent to vendor through email	Y	Oracle Fusion Procurement Cloud Service	
In Scope	187	PO	Purchasing Cards	Interface	System provides automatic transfer of information from bank with purchasing card transaction details	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	188	PO	Purchasing Cards	Interface	Interface with bank provides amount, vendor, MCC code, vendor name, p-card holder, date	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	189	PO	Purchasing Cards	Interface	System automatically identifies vendor based on file from bank	N		The credit card provider will transmit the merchant name as they have recorded it. To match this merchant name with your vendor records, a mapping process needs to be established.
In Scope	190	PO	Purchasing Cards	Interface	Any new vendor (not in vendor file) where P-card is used is added to vendor file	N		Using Expenses eliminates the need for a vendor. We can determine the best approach during Discovery.
In Scope	191	PO	Purchasing Cards		System allows users to identify correct account for each p-card transaction	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	192	PO	Purchasing Cards		System allows users to identify correct project (including sub-project) for each p-card transaction	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	193	PO	Purchasing Cards		System allows users to identify correct contract for each p-card transaction	N		You can configure a user-defined Descriptive Flexfield (DFF) to enable users to select a contract ID from the contract table.
In Scope	194	PO	Purchasing Cards		System allows users to identify correct purchase order for each p-card transaction	N		You can configure a user-defined Descriptive Flexfield (DFF) to enable users to select a Purchase Order.
In Scope	195	PO	Purchasing Cards		System allows users to identify correct NIGP commodity code for each p-card transaction	N		You can configure a user-defined Descriptive Flexfield (DFF) to enable users to select a NIGP code.
In Scope	196	PO	Purchasing Cards		System allows upload of scanned receipt	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	197	PO	Purchasing Cards		System uses mobile camera to take photo of receipt and enter into the system	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	198	PO	Purchasing Cards		System allows multiple accounts for each p-card transaction	N		We do have the ability to select multiple accounts on your expense report.
In Scope	199	PO	Purchasing Cards		System allows user to identify p-card vendor (link to vendor file)	N		You can configure a user-defined Descriptive Flexfield (DFF) to enable users to select a vendor ID, allowing for vendor spend mapping across system transactions and p-card purchases.
In Scope	200	PO	Purchasing Cards		System records expense when p-card transaction is processed by card-holder to update account	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	201	PO	Purchasing Cards		System provides workflow approval of p-card transactions	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	202	PO	Purchasing Cards		System provides workflow approval of entire month p-card statement	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	203	BID	BID/RFP		System tracks status of competitive solicitations while in process (competitive solicitation managed outside of system)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	204	BID	BID/RFP		System allows users to requisition for competitive solicitation process	Y	Oracle Fusion Procurement Cloud Service	

In Scope	205	PO	Contracts		Contract created as part of requisition process	Y	Oracle Fusion Procurement Cloud Service	
In Scope	206	PO	Contracts		Workflow approval process for establishing contract is determined by type of contract	Y	Oracle Fusion Procurement Cloud Service	
In Scope	207	PO	Contracts		Workflow approval process for establishing contract is determined by dollar amount	Y	Oracle Fusion Procurement Cloud Service	
In Scope	208	PO	Contracts		Contracts can be linked to a purchase order	Y	Oracle Fusion Procurement Cloud Service	
In Scope	209	PO	Contracts		System tracks contracts without encumbering PO (for on-call vendors)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	210	PO	Contracts		System allows option of encumbering value of contract or not encumbering	N		Funds are encumbered as PO's are released against the contract. Funds can be pre-encumbered if the contract is created from the requisition.
In Scope	211	PO	Contracts		System allows encumbrances to be split across multiple fiscal years (user can identify encumbrance in each fiscal year)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	212	PO	Contracts		System allows users to attach files to contract	Y	Oracle Fusion Procurement Cloud Service	
In Scope	213	PO	Contracts		System tracks required insurance, performance bonds, vendor licenses, or other requirements of contract	Y	Oracle Fusion Procurement Cloud Service	
In Scope	214	PO	Contracts		System tracks expiration dates of insurance, vendor licenses, or other contract requirements.	Y	Oracle Fusion Procurement Cloud Service	
In Scope	215	PO	Contracts		System can apply purchase orders/requisitions against contracts	Y	Oracle Fusion Procurement Cloud Service	
In Scope	216	PO	Contracts		Purchase orders encumber funds against a contract	Y	Oracle Fusion Procurement Cloud Service	
In Scope	217	PO	Contracts		The system tracks service performance against a contract (e.g., milestones and/or deliverables).	Y	Oracle Fusion Procurement Cloud Service	
In Scope	218	PO	Contracts		The system tracks and auto flag contract expiration dates with sufficient lead time to extend or re-solicit contract.	Y	Oracle Fusion Procurement Cloud Service	
In Scope	219	PO	Contracts		System tracks pricing for contract (unit prices for various items under contract)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	220	PO	Contracts		System tracks performance milestones on contract	Y	Oracle Fusion Procurement Cloud Service	
In Scope	221	PO	Contracts		System identifies payment retainage for contracts (set as % of payments	Y	Oracle Fusion Procurement Cloud Service	
In Scope	222	PO	Contracts		System allows user to identify release of retainage and process through accounts payable	Y	Oracle Fusion Procurement Cloud Service	
In Scope	223	PO	Contracts		System allows for partial release of retainage	Y	Oracle Fusion Procurement Cloud Service	
In Scope	224	PO	Contracts		Contracts can track payment schedules	Y	Oracle Fusion Procurement Cloud Service	
In Scope	225	PO	Contracts		System uses payment schedules to prepare cash flow forecasts	N		We have the ability to create reports in OTBI (Oracle Transactional Business Intelligence) in order to prepare forecasts.
In Scope	226	AP	Invoice Approval		System fills information for invoice from purchase order	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	227	AP	Invoice Approval		System allows entering of direct claims without purchase order	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	228	AP	Invoice Approval		System provides workflow approval path for invoices from purchase orders	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	229	AP	Invoice Approval		System provides workflow approval path for Invoices without purchase orders	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	230	AP	Invoice Approval		Invoices routed through workflow for approval based on amount	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	231	AP	Invoice Approval		Invoice routed through workflow based on point of entry (entered by department vs. AP)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	232	AP	Invoice Approval		Invoices routed through workflow for approval based on PO vs no PO	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	233	AP	Invoice Approval		Invoices routed through workflow for approval based on chart of account information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	234	AP	Invoice Approval		Supports partial payments (partial payment of invoice)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	235	AP	Invoice Approval		Allow payment of multiple purchase orders from one invoice	N		Oracle Cloud supports one purchase order to be associated with an invoice. However, an Accounts Payable payment can be inclusive of multiple purchase orders.
In Scope	236	AP	Invoice Approval		Allow multiple invoices to be received and processed for one purchase order	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	237	AP	Invoice Approval		System will automatically check for and prevent duplicate invoice numbers for the same vendor (don't pay same invoices twice)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	238	AP	Invoice Approval		System allows files to be attached in the system to the invoice (scanned image of invoice)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service Oracle Fusion Document Recognition Cloud Service	
In Scope	239	AP	Invoice Approval		System allows payment of invoice with p-card (example: PO has been issued and user pays for services under PO. Need to capture value against NTE amount for PO)	N		Oracle Cloud supports invoice payments using a virtual card, but not a procurement card (p-card).
In Scope	240	AP	Retainage		System processes retainage amounts automatically from contract terms	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	241	AP	Retainage		System accounts for retainage by transferring retainage amount to holding account	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	242	AP	Payment Process		After approval, schedule invoices for payment based on invoice date (example: 45 days after invoice date)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	243	AP	Payment Process		After approval, schedule invoices for payment based on date entered by AP clerk	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	

In Scope	244	AP	Payment Process		After approval, schedule invoices for payment based on grouping of invoices (example: employee reimbursement)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	245	AP	Payment Process		System will pay vendors electronically (ACH, wire transfer, etc.) using standard NACHA formats (ctx).	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	246	AP	Payment Process		The system prints checks based on regular schedule	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	247	AP	Payment Process		The system prints on-demand checks (single check printing)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	248	AP	Payment Process		The system creates/sorts checks based upon chart of account information (example: fund or department)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	249	AP	Payment Process		The system creates/sorts checks based upon vendor	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	250	AP	Payment Process		The system creates/sorts checks based upon payment type (employee reimbursement, one time vendors, need to route to department, etc.)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	251	AP	Payment Process	Interface	System provides and sends electronic payment file to bank	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	252	AP	Payment Process		System sends electronic remittance advice for EFT payments to vendor through email	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	253	AP	Payment Process		System permits users to select to pay one invoice per check (issue multiple checks to one vendor in a single check run).	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	254	AP	Payment Process		System combines multiple invoice payments onto one check (issue one check for multiple invoices in a single check run)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	255	AP	Payment Process		Enter broadcast messages which appears on all AP check stubs	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	256	AP	Payment Process		Users may enter a message for one specific vendor which appears on that specific check stub	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	257	AP	Payment Process		System provides electronic signature for check processing	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	258	AP	Payment Process		System allows more than one signature on each check	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	259	AP	Payment Process	Interface	System supports positive pay	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	260	AP	Void and Cancel		System allows user to cancel warrant and system makes all correct accounting entries to reverse payment, including contract balances	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	261	AP	Void and Cancel		System allows user to void check and re-issue replacement check	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	262	AP	Refunds		System processes refunds to one time customers	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	263	AP	Refunds	Interface	System allows upload of refund payments from other systems (Utility Billing, Parks and Rec)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	264	PO	End of Year Process		Any open purchase orders at year end can be rolled to next fiscal year	Y	Oracle Fusion Procurement Cloud Service	
In Scope	265	PO	End of Year Process		Any open purchase order rolled to next fiscal year can roll associated encumbered budget to next fiscal year	Y	Oracle Fusion Procurement Cloud Service	
In Scope	266	PO	End of Year Process		System prepares budget amendment to authorize roll of encumbered funds for next budget year	Y	Oracle Fusion Procurement Cloud Service	
In Scope	267	PO	End of Year Process		Open purchase orders rolled to next year can encumber next year budget (not roll budget)	Y	Oracle Fusion Procurement Cloud Service	
In Scope	268	AP	Tax Reporting		Monitors cumulative payments to 1099 vendors	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	269	AP	Tax Reporting		On-demand 1099 form generation	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	270	AP	Tax Reporting		Collects necessary information for generation of Federal 1099s at year-end (both manually and per IRS approved file) (all types of	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	271	AP	Tax Reporting	Interface	System can produce electronic file to send 1099 related forms to IRS	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	272	CA	Asset Acquisition		System is used to track capitalized items	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	273	CA	Asset Acquisition		Asset can have multiple account distributions (including multiple funds) (including both governmental and enterprise fund)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	274	CA	Asset Acquisition		System accommodates parent child relationships for assets (example: Facility as parent asset and individual components as child assets)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	275	CA	Asset Acquisition		System must link component units (parent/child relationship) whereby each component maintains its own financial and historical information and depreciable life.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	276	CA	Asset Acquisition		System can import new assets from spreadsheet or other data file	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	277	CA	Asset Acquisition		If asset is replacement of other asset, it references old asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	278	CA	Asset Acquisition		Asset tracks useful life of asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	279	CA	Asset Acquisition		System defaults useful life based on type of asset (vehicle, equipment, facility, etc.)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	280	CA	Asset Acquisition		Asset tracks expiration date of asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	281	CA	Asset Acquisition		Asset tracks replacement cost of asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	282	CA	Asset Acquisition		Asset tracks warranty information on asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	283	CA	Asset Acquisition		System stores photo of asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	284	CA	Asset Acquisition		System allows user to enter unique asset ID tag number	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	285	CA	Asset Acquisition		Assets identify custodian for asset (employee linked to asset) (example: cell phone identifies user)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	286	CA	Asset Acquisition		System links capital asset to purchase requisition, purchase order, and accounts payable transaction	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	

In Scope	287	CA	Asset Acquisition		ERP system stores GIS information on asset or links to CCOB GIS system for all infrastructure / facility assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	288	CA	Asset Acquisition		System is able to identify/record all capitalize costs associated with the construction or purchase/acquisition of an asset (from project accounting)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	289	CA	Asset Acquisition		System allows users to identify/classify costs as capitalized costs / non capitalized costs	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	290	CA	Asset Acquisition		System can recognize fixed/capital assets when they are completed, regardless of whether the project has been completed/closed	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	291	CA	Asset Acquisition		System allows user to enter and track value of donated assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	292	CA	Project Capitalization		System will move a project to Capital Assets but allow for any subsequent expenditures to be charged to that project.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	293	CA	Project Capitalization		Transfers construction-in-progress accounts to capital asset accounts at project close or completion	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	294	CA	Project Capitalization		One project can be converted into multiple assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	295	CA	Depreciation		System automatically calculate depreciation in accordance with the depreciation method and convention designated for an asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	296	CA	Depreciation		Depreciation calculated by month or by year	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	297	CA	Depreciation		System calculates pro-rated depreciation for assets sold or acquired mid-year or mid-month / mid-year.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	298	CA	Depreciation		System can designate some assets as non-depreciable (i.e., land, assets not in use)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	299	CA	Depreciation		System calculates and processes catch up depreciation (where assets have been added to service before added to system)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	300	CA	Amortization		System calculates and tracks amortization schedule for intangible assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	301	CA	Physical Inventory		System produces asset list by department for physical inventory	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	302	CA	Physical Inventory		System produces asset list by location/department for physical inventory	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	303	CA	Physical Inventory		System produces asset list by custodian for physical inventory	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	304	CA	Physical Inventory		Departments validate assets are present	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	305	CA	Physical Inventory		System produces asset list of non-capitalized assets by department	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	306	CA	Physical Inventory		System provides asset repots as of specific date	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	307	CA	Disposal		Upon disposal, system calculate partial period depreciation and generate appropriate profit/loss calculation	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	308	CA	Disposal		Upon disposal system will clear the balance from asset cost, accumulated depreciation, and balance in how acquired for general government assets.	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	309	CA	Disposal		System tracks reason for disposal	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	310	CA	Disposal		System stores information on disposed assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	311	CA	Disposal		System provides workflow approval/notification for disposed assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	312	CA	Disposal		Disposal tracks revenue from disposal on asset	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	313	CA	Disposal		System notifies user of any restrictions on asset disposal (purchased with federal grant)	N		A user-defined field can indicate if the asset is grant-funded, but there is no automated alert at time of disposal.
In Scope	314	CA	Disposal		System notifies user of upcoming asset expiration dates	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	315	CA	Asset Enhancement		System allows for enhancements to asset extending useful life and increasing the value of assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	316	CA	Asset Enhancement		Asset enhancements recalculates depreciation schedule for future depreciation transactions	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	317	CA	Asset Enhancement		System allows for staff to edit asset information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	318	CA	Asset Enhancement		System stores asset impairment information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	319	CA	Asset Enhancement		System maintains history of all asset changes (and edit history by user)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	320	CA	Asset Acquisition		System is used to track non-capitalized items	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	321	CA	Asset Acquisition		System used to store leased assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	322	CA	Asset Acquisition		System records financial transactions as required by GASB 87 for all leased assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	323	CA	Asset Acquisition		System used to SBITA assets	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	324	CA	Asset Acquisition		System records financial transactions as required by GASB 96 for all SBITA	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	325	AR	Miscellaneous Billing		Departments will use system to create invoices for various charges	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	326	AR	Miscellaneous Billing		System allows users to create invoices for each type by entering dollar amount	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	327	AR	Miscellaneous Billing		System allows users to create invoices for each type by entering non-financial parameter and having system calculate appropriate fees according to pre-defined business rules	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	328	AR	Miscellaneous Billing		System generates statement with due invoices	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	

In Scope	329	AR	Miscellaneous Billing		Invoice prints with statement balance information	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	330	AR	Recurring Billing		System accommodates recurring invoices (regular invoices to occur at set dates or duration) (example: rent)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	331	AR	Recurring Billing		System allows recurring invoices to be set up to handle invoices scheduled at set dates for same amount	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	332	AR	Recurring Billing		System allows recurring invoices to be set up to handle invoices scheduled at set dates for different amounts	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	333	AR	Recurring Billing		System saves templates for generating invoices (different template for each AR type)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	334	AR	Receivable Tracking		System generates accounts receivable transaction for invoices	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	335	AR	Receivable Tracking		System provides receivable tracking and aging reporting capabilities	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	336	AR	Create Receivable		System creates receivable for all general billing	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	337	AR	Create Receivable		System allows user to create receivable manually for bill generated outside system	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	338	AR	Create Receivable	Interface	System allows for import of receivables (aggregate) from bills generated from external system (utility bill, permits, etc.)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	339	AR	Create Receivable	Interface	System updates third party billing system when invoice is paid	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	CanAm Teller Point of Sale (POS) included with our proposal
In Scope	340	AR	Aging		System stores schedule of penalties and interest to apply to open receivables	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	341	AR	Aging		Penalties can be applied (or not applied) by type of receivable	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	342	AR	Aging		Penalties can be flat fee amounts	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	343	AR	Aging		Penalties can be percentage of original amount	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	344	AR	Aging		Interest charges can be applied monthly	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	345	AR	Aging		System generates aging report	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	346	AR	Refunds		System initiates refund payment to customer for overpayment	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	347	AR	Refunds		System initiates refund payment to customer for cancelled payment	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	348	AR	Refunds	Interface	System updates third party system with refund information (if payment originated from third party system)	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	An interface will need to be created and scheduled at your desired interval.
In Scope	349	AR	Escheatment		System tracks escheatment process for excess payments	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	350	AR	Cash Management		System provides cash flow forecasts projecting outstanding payables, outstanding receivables, recurring payments, expected contract payments, and current position	Y	Oracle Enterprise Performance Management Cloud Service	
In Scope	351	AR	Cash Management		System manages multiple bank accounts (operating and payroll account)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	352	AR	Cash Management		System manages pooled cash where all funds share cash account and utilize due to / due from accounts	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	353	AR	Cash Management	Interface	System allows import of daily bank activity and balances and reconciles to recorded receipts and disbursements	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	354	AR	Cash Management		System reconciles both cash/check transactions as well as credit card payments with potential lag in posting date	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	355	AR	Cash Management		System reconciles cleared checks	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	356	AR	Point of Sale		System records payments for point of sale items (no invoices)	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	Teller is an integrated user friendly and automated point of sale solution. Teller includes unlimited configurable Item Templates and Item Types, cashiering methods designed for payments for items or services without an associated invoice initiated at the point of sale. The item types can be presented in a selectable list or in a category/tile layout for ease of selection by cashiers. An associated Customer is not required for payments directly against Item Types. Teller can also post directly against G/L Revenue Accounts or Clearing Accounts.
In Scope	357	AR	Point of Sale	Interface	System loads AR information from third party systems	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	Oracle can load AR information from a third party system, such as Teller.
In Scope	358	AR	Point of Sale		System records payments against open receivables	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	Teller queries the A/R module for invoice and customer information based on invoice or customer attribute searches. Invoice and customer data is captured by Teller for display on the receipt, on screen, and for searching/reporting. Teller records payments (full or partial) against each payable line item provided by the Receivables module. The cashier can select which invoice(s) to pay.
In Scope	359	AR	Point of Sale		System applies sales tax to point of sale transactions	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	Teller calculates all configured sales tax rates on items configured as taxable. Each tax type is associated with specific revenue accounting codes.

In Scope	360	AR	Point of Sale	Interface	System updates third party system that invoice has been paid	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	Teller's interface with the A/R module is real-time and bi-directional. When a cashier scans an invoice or imports a batch upload file, Teller queries the A/R module for customer and invoice details. Upon payment, Teller immediately updates the customer/invoice in the A/R module.
In Scope	361	AR	Point of Sale		System provides customer receipt	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	Receipts are produced automatically by Teller upon payment and can be printed or emailed. Receipts are client-configurable, can include a logo, and are flexible to include any messaging or system information desired.
In Scope	362	AR	Point of Sale		System records payments with cash, credit, check	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	Teller permits cashiers to collect multiple forms of payments in a single transaction. Payment options include cash, check, credit cards, transfers, On Account payments, and more. Tender types within the Teller Cashiering solution are user-defined and there is no limit on the number of types the City/County can set up or utilize on a given payment. Teller allows the use of multiple payment types to pay for one or multiple invoices or other charges, including cash / credit payments or other combinations. Teller separately reports on each payment type for reconciliation, posting and research purposes.
In Scope	363	AR	Point of Sale	Interface	Credit card transactions are PCI compliant	Y		Teller ensures PCI and EMV compliance by integrating with merchant providers using a semi-integrated architecture. This means that Teller and the City/County's business systems never handle any sensitive credit card data, which reduces the City/County's PCI scope and risk. Teller's integrated processors support various payment methods, such as card touch/swipe, EMV, tap. Teller also leverages PCI certified components from Datacap and BridgePay to integrate with processors that do not have specific APIs for card present semi-integrated transactions. These components offer certified compatibility with a wide range of POS devices and provide a seamless end user experience that is audited for PCI compliance. Teller tracks reference numbers for identifying credit authorizations, and to aid in reconciliation. Depending on the integration, the last 4 digits of the card may be captured for searching and/or display on customer receipts. Because Teller does not store or transmit cardholder data, Teller is not a candidate for PA-DSS certification. However, to ensure our security and to provide maximum benefit/assurance to our clients of Teller's PCI status, Can/Am engages a QSA annually to provide a Attestation of Compliance of our SAQ-D. We can provide this AOC upon request.
In Scope	364	AR	Point of Sale		System provides web payment option for open receivables	Y	Third-Party POS Solution integrates with Oracle Fusion Accounts Receivable	Teller provides an online e-payment portal including management of web account details. Teller Online can query the A/R module for customer and invoice details. Upon payment, Teller Online immediately updates the customer/invoice in the A/R module. Customers can sign up for accounts or use the guest payment option to pay for items. Teller Online supports payment across multiple City/County systems using a common payment cart. Administrative tools are also provided to enable staff to support customers making payments online.
In Scope	365	AR	Payment Receipt		System generates deposit slip	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	Teller generates bank deposit slips via reports based on batch data, which can include designation of which account to deposit to. Teller's Batch process facilitates deposit workflow and approvals. Additionally, Teller can produce and send an Image Cash Letter file containing check scans to your bank, providing deposit slip details electronically for added convenience.
In Scope	366	AR	Payment Receipt		System routes deposit slip for workflow approval	Y		Teller generates bank deposit slips via reports based on batch data, which can include designation of which account to deposit to. Teller's Batch process facilitates deposit workflow and approvals. Additionally, Teller can produce and send an Image Cash Letter file containing check scans to your bank, providing deposit slip details electronically for added convenience.

In Scope	367	AR	Payment Receipt		System applies one payment to multiple receivables / point of sale transactions	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	With Teller, a single transaction can apply payment across multiple invoices, business systems, or other items. Each line item is associated with one or more GL allocations. Teller automatically manages all posting and batching of the payment against each system or receivable line item that is added to that payment.
In Scope	368	AR	Payment Receipt		System allows using multiple payment types to pay for one invoice (example: cash and credit card)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	Teller allows the use of multiple payment types to pay for one or multiple invoices or other charges, including cash / credit payments or other combinations. Teller separately reports on each payment type for reconciliation, posting and research purposes. Tender types within the Teller Cashiering solution are user-defined and there is no limit on the number of types the City/County can set up or utilize on a given payment.
In Scope	369	AR	Payment Receipt		Automatically generate general ledger distribution entries needed to record receipts	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	Teller tracks all general ledger distribution entries that are needed to record receipts. G/L entries are generated directly from Teller payments and adjustments. Teller tracks G/L information regardless of the source of the payment or the integrated system the payment is for, ensuring that the G/L is updated for accurate revenue and cash/deposit recording. Teller also provides crosswalk capabilities to map legacy software G/L data to the implemented ERP chart of accounts. All G/L entries are automatically posted to the appropriate Financial module.
In Scope	370	AR	Deposit		System aggregates daily transactions into summarized deposit	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	Teller offers a comprehensive solution for end-of-day cash drawer balancing. With our close-out report (similar to a Z-tape report), cashiers can easily produce a detailed list of receipts and summary of all tender collected, including cash, checks, credit cards, money orders and more. Cash can be broken out by denomination or grouped by bills vs. coins. Our system also provides Batch and Deposit-level reports for easy reconciliation across all included cashiers. Additionally, our audit reports provide transparency and accountability by showing cashier activity.
In Scope	371	AR	Deposit		System allows for deposit by location	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	372	AR	Deposit		System combines multiple locations into single deposit	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	373	AR	Deposit		System prepares journal import to GL for all revenue transactions in deposit	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	374	AR	Customer		System stores common customer file that can be used for all system generated invoices	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	375	AR	Customer	Interface	System provides common customer file to be used by third party billing applications	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	376	AR	Customer		System tracks customer history (example: payment history)	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	377	AR	Customer		System tracks customer address history	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	378	AR	Customer		System notifies user if payments outstanding when processing accounts payable transaction to same entity/individual	N		Oracle Cloud does support establishing netting arrangements where a customer is also a supplier. These balances can first be offset against each other and then a receipt applied or disbursement issued to settle the remaining balance.
In Scope	379	BUD	Budget Planning		Users can establish multiple versions of the budget	Y	Oracle Enterprise Performance Management	
In Scope	380	BUD	Budget Planning		Users can duplicate budget versions and modify to create scenario analysis	Y	Oracle Enterprise Performance Management	
In Scope	381	BUD	Budget Planning		System supports multi-year budgeting	Y	Oracle Enterprise Performance Management	
In Scope	382	BUD	Budget Planning		System supports budgeting by sub-year (quarter or month)	Y	Oracle Enterprise Performance Management	
In Scope	383	BUD	Budget Planning		System allows budget staff to manage budget users and provide or remove view/edit security access	Y	Oracle Enterprise Performance Management	
In Scope	384	BUD	Budget Planning		System allows for separation of budget categories between operating and growth for all enterprise funds if not all budget strings	Y	Oracle Enterprise Performance Management	
In Scope	385	BUD	Budget Planning		System allows budget staff to set up “standard costs” so that certain budgets are auto calculated. I.e. Travel & Training, Cell Phones, Computers, etc.	Y	Oracle Enterprise Performance Management	
In Scope	386	BUD	Budget Planning		System supports budgeting for one year and forecasting multiple years	Y	Oracle Enterprise Performance Management	
In Scope	387	BUD	Budget Planning		Users can view multiple years of actual and budget data while preparing budget request	Y	Oracle Enterprise Performance Management	
In Scope	388	BUD	Budget Planning		System maintains history of multiple budget versions including requested Budget	Y	Oracle Enterprise Performance Management	
In Scope	389	BUD	Budget Planning		Budget staff can enter target budget for each department or program	Y	Oracle Enterprise Performance Management	
In Scope	390	BUD	Revenue Budget		System used to forecast CCOB major revenue sources	Y	Oracle Enterprise Performance Management	

In Scope	391	BUD	Revenue Budget		System provides forecast capabilities using activity levels	Y	Oracle Enterprise Performance Management	
In Scope	392	BUD	Revenue Budget		System provides forecast capabilities using external information	Y	Oracle Enterprise Performance Management	
In Scope	393	BUD	Revenue Budget		System provides long-term forecast for revenue	Y	Oracle Enterprise Performance Management	
In Scope	394	BUD	Budget Request		Users can view multiple years of actual and budget data while preparing budget request	Y	Oracle Enterprise Performance Management	
In Scope	395	BUD	Budget Request		Departments enter budget requests through system including requested budget amount	Y	Oracle Enterprise Performance Management	
In Scope	396	BUD	Budget Request		System allows department to enter justification / explanation of change from previous year budget request	Y	Oracle Enterprise Performance Management	
In Scope	397	BUD	Budget Request		Departments enter budget for department/division/program up to target budget amount	Y	Oracle Enterprise Performance Management	
In Scope	398	BUD	Budget Request		Budget team can adjust Department Requested Budget Amounts based on provided information by SMEs (Personnel Requests obtain HR Hourly Rate)	Y	Oracle Enterprise Performance Management	
In Scope	399	BUD	Budget Request		System pre-populates budget entry fields with past budget version, and actual expenditures and revenues	Y	Oracle Enterprise Performance Management	
In Scope	400	BUD	Budget Request		System used to prepare & submit budgets for revenues and expenses	Y	Oracle Enterprise Performance Management	
In Scope	401	BUD	Budget Request		Departments enter department and narrative information along with budget requests (Example: program goals, challenges, highlights of major changes, etc.)	Y	Oracle Enterprise Performance Management	
In Scope	402	BUD	Budget Request		Departments can attach documents to budget request line items	Y	Oracle Enterprise Performance Management	
In Scope	403	BUD	Budget Request		Departments can enter notes/justification for budget requests	Y	Oracle Enterprise Performance Management	
In Scope	404	BUD	Budget Request		Departments enter information on service level (or what is proposed for budgeted program)	Y	Oracle Enterprise Performance Management	
In Scope	405	BUD	Budget Request		Budget requests can be grouped into decision packages (multiple line items that go together)	Y	Oracle Enterprise Performance Management	
In Scope	406	BUD	Budget Request		Budget requests (decision packages) can be prioritized by the submitting department and be reviewed by decision makers and final decisions made and tracked in the system. (Two types of priorities are needed: 1. Business Need Priority (i.e. Mandate, Obligation, Critical, "Other"), 2. Department Priority (i.e. #1-10 - #1 being highest need from Department's perspective)	Y	Oracle Enterprise Performance Management	
In Scope	407	BUD	Budget Request		System allow users and/or budget team to create different budget projections/scenarios (example: what if 5% cut)	Y	Oracle Enterprise Performance Management	
In Scope	408	BUD	Budget Request		Users can flag one-time budget events and the system automatically removes them from the next years' budget	Y	Oracle Enterprise Performance Management	
In Scope	409	BUD	Budget Request		System used to identify new budget requests	Y	Oracle Enterprise Performance Management	
In Scope	410	BUD	Budget Request		Budget request for decision package (related items)	Y	Oracle Enterprise Performance Management	
In Scope	411	BUD	Budget Request		System provides workflow process to approve each decision package	Y	Oracle Enterprise Performance Management	
In Scope	412	BUD	Budget Request		System allows for multi-step approval of Budget Requests (i.e. Budget Review, Fin Dir Reviews, CMO Reviews): Final (CMO) Review results in Budget Request integration into Budget Development, Higher Level Reviewers can override previous Level Reviews (i.e. CMO can override a "no" by Budget Review)	Y	Oracle Enterprise Performance Management	
In Scope	413	BUD	Budget Request		System allows for Final Signoff for specific types of Budget Requests (i.e. New FTE/Vehicle)	Y	Oracle Enterprise Performance Management	
In Scope	414	BUD	Budget Request		System allows for/identifies Budget Cycle Requests and Off-Cycle Requests	Y	Oracle Enterprise Performance Management	
In Scope	415	BUD	Personnel Budgeting		System provides ability to budget for Overtime, On-Call, Holiday and calculates Taxes/Benefits	Y	Oracle Enterprise Performance Management	
In Scope	416	BUD	Budget Development		Department worksheets are automatically rolled into organization-wide master budget	Y	Oracle Enterprise Performance Management	
In Scope	417	BUD	Budget Development		System maintains history of multiple budget versions including requested Budget	Y	Oracle Enterprise Performance Management	
In Scope	418	BUD	Budget Development		System allows budget users to modify all department budget worksheets within allowed permissions for each user	Y	Oracle Enterprise Performance Management	
In Scope	419	BUD	Budget Development		System allows budget users to roll budget to new version	Y	Oracle Enterprise Performance Management	
In Scope	420	BUD	Budget Development		System maintains history of multiple budget versions including recommended Budget	Y	Oracle Enterprise Performance Management	
In Scope	421	BUD	Budget Development		System maintains history of multiple budget versions including adopted Budget	Y	Oracle Enterprise Performance Management	
In Scope	422	BUD	Budget Development		System maintains history of multiple budget versions including revised budget	Y	Oracle Enterprise Performance Management	
In Scope	423	BUD	Program Budgeting		System allows users to prepare budgets by program (can be across multiple departments)	Y	Oracle Enterprise Performance Management	
In Scope	424	BUD	Program Budgeting		System allows program budgets to link to strategic goals	Y	Oracle Enterprise Performance Management	
In Scope	425	BUD	Program Budgeting		System tracks performance measures on each program	Y	Oracle Enterprise Performance Management	

In Scope	426	BUD	Program Budgeting		System tracks program narrative and goals for each program	Y	Oracle Enterprise Performance Management	
In Scope	427	BUD	Personnel Budgeting		System projects and budgets tax and benefit costs based on current regular employee salary and current benefit elections	Y	Oracle Enterprise Performance Management	
In Scope	428	BUD	Personnel Budgeting		System projects and budgets tax and benefit costs based on position salary range and default benefit elections	Y	Oracle Enterprise Performance Management	
In Scope	429	BUD	Personnel Budgeting		System allows user to propose new position in proposed budget	Y	Oracle Enterprise Performance Management	
In Scope	430	BUD	Personnel Budgeting		System provides ability to propose changing position status as part of budget development (funded - unfunded positions)	Y	Oracle Enterprise Performance Management	
In Scope	431	BUD	Personnel Budgeting		System provides ability to request new positions as part of budget process and allows for the budget team to approve/deny requests in the system.	Y	Oracle Enterprise Performance Management	
In Scope	432	BUD	Personnel Budgeting		With changes to salary amounts, system automatically adjusts any benefits/tax amounts	Y	Oracle Enterprise Performance Management	
In Scope	433	BUD	Personnel Budgeting		System allows for the cost of a position to be allocated to multiple segments of the Chart of Accounts (i.e. organizational codes, programs, projects, grants, etc.)	Y	Oracle Enterprise Performance Management	
In Scope	434	BUD	Personnel Budgeting		System provides ability to create scenarios for forecasting potential salary adjustments (Sandbox concept)	Y	Oracle Enterprise Performance Management	
In Scope	435	BUD	Personnel Budgeting		System budgets salary with COLA occurring on identified date and prorate salary	Y	Oracle Enterprise Performance Management	
In Scope	436	BUD	Personnel Budgeting		System can assume step change in salary upon employee anniversary date and budget with change in salary mid year	Y	Oracle Enterprise Performance Management	
In Scope	437	BUD	Personnel Budgeting		System budget full cost for employee including all salary, benefit, and pension costs and allows for staff to provide this information on an individual basis. I.e. printing out "total compensation" memos to provide to staff.	Y	Oracle Enterprise Performance Management	
In Scope	438	BUD	Personnel Budgeting		System provides ability to budget temporary/part-time non-benefited pooled positions and calculates appropriate Taxes/Benefits	Y	Oracle Enterprise Performance Management	
In Scope	439	BUD	Personnel Budgeting		System provides ability to identify positions that can auto-reclass based on milestone achievements (i.e. Workforce Specialist I to Workforce Specialist II - only requires 1 year of experience in the role)	Y	Oracle Enterprise Performance Management	
In Scope	440	BUD	Capital Budgeting		Capital budgets prepared by project or asset	Y	Oracle Enterprise Performance Management	
In Scope	441	BUD	Capital Budgeting		Project/asset budgets created roll up to create department capital budget and overall capital budget plan	Y	Oracle Enterprise Performance Management	
In Scope	442	BUD	Capital Budgeting		System allows individual capital project budgets created in project module to populate budget module	Y	Oracle Enterprise Performance Management	
In Scope	443	BUD	Capital Budgeting		System allows for the reappropriation of funds from one fiscal year to the next for projects with capital carryover.	Y	Oracle Enterprise Performance Management	
In Scope	444	BUD	Capital Budgeting		Estimated operating budget impacts can be captured at the time of project budget entry.	Y	Oracle Enterprise Performance Management	
In Scope	445	BUD	Capital Budgeting		System allows departments to develop replacement schedule for capital assets	Y	Oracle Enterprise Performance Management	
In Scope	446	BUD	Budget Requests		Budget preparation system accommodates entering budget detail for project budget (over multiple years - up to life of project)	Y	Oracle Enterprise Performance Management	
In Scope	447	BUD	Capital Budgeting		System allows for customizable Data entry for categories such as Project Priority, Division Manager, Total Program Budget etc...	Y	Oracle Enterprise Performance Management	
In Scope	448	BUD	CIP		System supports developing 5-10 year CIP projections	Y	Oracle Enterprise Performance Management	
In Scope	449	BUD	CIP		System connects individual projects to CCOB priority	Y	Oracle Enterprise Performance Management	
In Scope	450	BUD	CIP		Identify funding source by fund/department on projects	Y	Oracle Enterprise Performance Management	
In Scope	451	BUD	CIP		Identify all funding source for project	Y	Oracle Enterprise Performance Management	
In Scope	452	BUD	CIP		System provides asset replacement schedules	Y	Oracle Enterprise Performance Management	
In Scope	453	BUD	CIP		System identifies any new assets required for service	Y	Oracle Enterprise Performance Management	
In Scope	454	BUD	CIP		System allows for capital fund balance tracking, with reports that generate beginning and ending fund balance for 5+ years	Y	Oracle Enterprise Performance Management	
In Scope	455	BUD	LTFP		System used to project major revenue and expense for CCOB over 10-20 years	Y	Oracle Enterprise Performance Management	
In Scope	456	BUD	LTFP		System used to project major assets and liabilities for CCOB over 10-20 years	Y	Oracle Enterprise Performance Management	
In Scope	457	BUD	LTFP		System used to create long-term planning scenarios by varying assumptions related to asset, liability, expense, and revenue trends	Y	Oracle Enterprise Performance Management	
In Scope	458	BUD	Budget Projections		System used to project revenues and expenses and monitor the budget throughout the year	Y	Oracle Enterprise Performance Management	
In Scope	459	BUD	Budget Projections		Budget projections available through dashboard	Y	Oracle Enterprise Performance Management	
In Scope	460				Projection views available within allowed permission of each user (i.e. Division level view, Department level view, etc.	Y	Oracle Enterprise Performance Management	
In Scope	461	BUD	Budget Projections		System projects budget for remainder of year taking into account , seasonality , month, quarter, and historical trends	Y	Oracle Enterprise Performance Management	

In Scope	462	BUD	Budget Adjustments		System allows departments to propose budget transfers within department authority with workflow approval	Y	Oracle Enterprise Performance Management	
In Scope	463	BUD	Budget Adjustments		System provides workflow based on transfer to/from (example: within department/division/fund or between department/division/fund)	Y	Oracle Enterprise Performance Management	
In Scope	464	BUD	Budget Adjustments		System provides workflow based on transfer based on within or between budget categories (example: personnel/supplies/materials/etc.)	Y	Oracle Enterprise Performance Management	
In Scope	465	BUD	Budget Adjustments		System allows departments to propose additional budget requests	Y	Oracle Enterprise Performance Management	
In Scope	466	BUD	Budget Adjustments		System validates and enforces rule that all budget amendments and transfers must balance	Y	Oracle Enterprise Performance Management	
In Scope	467	BUD	Budget Adjustments		System provides funds availability check when entering budget amendments	Y	Oracle Enterprise Performance Management	
In Scope	468	BUD	Budget Adjustments		System allows Budget Team to override funds availability check when entering budget amendments	Y	Oracle Enterprise Performance Management	
In Scope	469	BUD	Strategic Plan Reporting		System allows users to store strategic plan goals and measures	Y	Oracle Enterprise Performance Management	
In Scope	470	BUD	Strategic Plan Reporting		System allows users to store community indicators	Y	Oracle Enterprise Performance Management	
In Scope	471	BUD	Strategic Plan Reporting		System reports strategic plan goals/measures and community indicators with budget information	Y	Oracle Enterprise Performance Management	
In Scope	472	BUD	Strategic Plan Reporting		System is capable of importing external data sources	Y	Oracle Enterprise Performance Management	
In Scope	473	BUD	Budget Reporting		System is capable of publication of Final Budget Reporting/Publication and Amended Budget Reporting/Publication (at least tables)	Y	Oracle Enterprise Performance Management	
In Scope	474	BUD	Budget Reporting		System is capable of providing Charts/Tables for Budget Reporting/Presentation (Otherwise data extract from the system to use in chart/table software (i.e. excel/google sheets)	Y	Oracle Enterprise Performance Management	
In Scope	475	BUD	Budget Reporting		System is capable of creating a budget document that meets standards of GFOA distinguished budget presentation award criteria	Y	Oracle Enterprise Performance Management	
In Scope	476	POS	Position Structure		All positions are tied to job classification	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	477	POS	Position Structure		System allows multiple positions in each job classification	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	478	POS	Position Structure		Each position identified by unique position control number	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	479	POS	Position Structure		Positions tied to funding source / chart of account information	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	480	POS	Position Structure		Positions identify FTE and headcount limit	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	481	POS	Position Structure		Pooled positions can identify limit by hours	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	482	POS	Position Structure		System allows override to FTE and headcount limits for transitional periods (with effective dates)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	483	POS	Position Structure		System allows split funded position (funded from multiple accounts/departments/programs)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	484	POS	Position Structure		System stores default schedule for each position	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	485	POS	Position Structure		Security permissions tied to position / role	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	486	POS	Position Structure		Security permissions default based on position	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	487	POS	Position Control		One employee can have multiple positions	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	488	POS	Position Control		Multiple employees can share a single position	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	489	POS	Position Control		System can set FTE limit for position (not always 1)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	490	POS	Position Control		System prevents FTE limit from being exceeded without proper approval	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	491	POS	Position Control		System prevents headcount limit from being exceeded without proper approval	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	492	POS	Position Control		System tracks special assignment (within position) - time limits on special assignment (limited term appointments)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	493	POS	Position Structure		System tracks job classification assigned to each position and history of job classification assigned to each position as well as incumbent history for the position.	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	494	POS	Position Structure		New Positions and re-classifications are effective dated	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	495	POS	Position Structure		System identified supervisor for position	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	496	POS	Position Structure		System shows org-chart with positions and supervisor relationships	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	497	POS	Position Structure		System org chart shows current incumbent and vacant positions	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	498	HR	Workforce Management		Manager to view all employees who report to supervisor	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	499	HR	Workforce Management		Manager to view all employees assigned to location	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	500	HR	Workforce Management		Manager to view schedules for all employee assigned to location, shift, role	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	501	HR	Workforce Management		Manager to view leave requests for employees assigned to location, shift, role	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	502	HR	Workforce Management		Manager to identify minimum staffing level for shift and identify potential employees with availability (on call, not working, etc.)	Y	Fusion Human Capital Management Workforce Scheduling	

In Scope	503	HR	Workforce Management		Manager to view skills for employees	Y	Fusion Talent Management	
In Scope	504	HR	Employee Master		System maintains electronic employee file for each employee	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	505	HR	Employee Master		System used to track volunteers and contractors	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	506	HR	Employee Master		System used to track retirees who receive current benefits	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	507	HR	Employee Master		Employee information for each employee stored in the system and available to users based on security access	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	508	HR	Employee Master		Security access to employee file set on individual components of the employee file	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	509	HR	Employee Master		System allows documents to be scanned and attached to employee records and are retrievable/accessible	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	510	HR	Employee Master		System records equipment issued to each employee such as items that would need to be returned upon termination	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	511	HR	Employee Master		System provides tools for tracking HR relationship with employees. Track contact and communications between HR and employee (similar to CRM system)	Y	Fusion Human Resources Help Desk Cloud Service	
In Scope	512	HR	Employee Relations		System tracks disciplinary actions and corrective actions for employees	Y	Fusion Human Resources Help Desk Cloud Service	
In Scope	513	HR	Employee Relations		System tracks multiple types of disciplinary actions	Y	Fusion Performance Management	
In Scope	514	HR	Employee Relations		System tracks work improvement plans for employees	Y	Fusion Performance Management	
In Scope	515	HR	Employee Relations		System tracks follow up actions with notification to remind user of upcoming actions	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	516	HR	Employee Relations		System allows users to create event and add notes, attach documents, and track resolution	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	517	HR	Employee Relations		System link disciplinary action to employee file	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	518	HR	Employee Relations		System tracks steps in appeal process	Y	Fusion Human Resources Help Desk Cloud Service	
In Scope	519	HR	Employee Relations		System tracks employee grievance or HR complaints	Y	Fusion Human Resources Help Desk Cloud Service	
In Scope	520	HR	Seniority		System tracks employee time in position	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	521	HR	Seniority		System tracks employee time in job classification	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	522	HR	Seniority		System tracks employee time with the organization	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	523	HR	Seniority		Employee seniority (calculated by time in position, job classification or organization) can be used to calculate employment benefit eligibility	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	524	HR	Seniority		Employee seniority (calculated by time in position, job classification or organization) can be used to calculate leave accrual rate	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	526	HR	Seniority		System allows user to identify time served as part of previous employment with CCOB	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	527	HR	Seniority		System allows user to identify time served as part of previous employment with other government	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	528	HR	Applicant Tracking		System allows CCOB to process job requisition through workflow for current approved position	Y	Fusion Recruiting Cloud Service	
In Scope	529	HR	Applicant Tracking		System allows CCOB to post job online using information stored in job position / classification	Y	Fusion Recruiting Cloud Service	
In Scope	530	HR	Applicant Tracking		System provides online portal for applicants to view available positions	Y	Fusion Recruiting Cloud Service	
In Scope	531	HR	Applicant Tracking		System allows applicants to complete and submit applications online	Y	Fusion Recruiting Cloud Service	
In Scope	532	HR	Applicant Tracking		System allows applicant to create account online and view status of application or submit additional materials	Y	Fusion Recruiting Cloud Service	
In Scope	533	HR	Applicant Tracking		System allows CCOB staff to evaluation applicants	Y	Fusion Recruiting Cloud Service	
In Scope	534	HR	Applicant Tracking		System identifies current employees applying for positions	Y	Fusion Recruiting Cloud Service	
In Scope	535	HR	Applicant Tracking		System restricts confidential information from evaluators	Y	Fusion Recruiting Cloud Service	
In Scope	536	HR	Applicant Tracking		System provides calendar function for scheduling follow up evaluation process (interview, test, etc.)	Y	Fusion Recruiting Cloud Service Fusion Recruiting Booster Cloud Service	
In Scope	537	HR	Applicant Tracking		System provides EEO reporting needs for applicants	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	538	HR	New Hire		System provides new hire check list which includes notification of various CCOB departments of pending tasks (example: IT for network access, Facilities for prox, benefits for benefit packet, etc.)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	539	HR	New Hire		System tracks completion of important tasks in hiring process (on boarding checklist).	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	540	HR	New Hire		System tracks different checklist based on job classification or department	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	541	HR	New Hire		System tracks dates for items in checklist	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	542	HR	New Hire		System tracks different checklist based on department/division	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	543	HR	New Hire		System provides online onboarding experience for new employees	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	544	HR	New Hire		Provides self-service for initial enrollment in benefits	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	545	HR	New Hire		Provides self-service for on-line completion and auto processing of W-4 form to payroll.	Y	Fusion Human Capital Management Base Cloud Service	

In Scope	546	HR	New Hire		Provides self-service for on-line completion of direct deposit for payroll	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	547	HR	Personnel Actions		Departments enter personnel actions directly into the system for workflow approval	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	548	HR	Personnel Actions		Each personnel action type can have different workflow approval type	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	549	HR	Personnel Actions		System effective dates employee transactions (example: add employee, remove employee, promote, etc.)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	550	HR	Personnel Actions		All personnel actions can be effective dated forward or backward	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	551	HR	Personnel Actions		System maintains history of all personnel actions including maintaining all attachments for individual personnel actions.	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	552	HR	Personnel Actions		System allows identifying sequencing for multiple personnel actions that occur on same day, including multiple changes to salary (example: provide % COLA first, and then $.50 per hour merit increase)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	553	HR	Personnel Actions		Upon approval of the personnel action and effective date reached, changes are automatically made to the employee record.	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	554	HR	Personnel Actions		For personnel actions that require notification to be sent to third party (benefit changes, name change, etc.), system provides notification.	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	555	HR	Personnel Actions		System allows personnel actions and salary changes at any date (mid pay period) and prorates changes correctly.	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	556	HR	Personnel Actions		System provides bulk edit capability for personnel action based on job classification (group of positions or employees)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	557	HR	Performance Evaluation		System allows information to be entered into performance evaluation forms online	Y	Fusion Talent Management Cloud Service	
In Scope	558	HR	Performance Evaluation		System to build in due dates when evaluations are to be completed	Y	Fusion Talent Management Cloud Service	
In Scope	559	HR	Performance Evaluation		Personnel evaluation dates set at anniversary of hire date, promotion date.	Y	Fusion Talent Management Cloud Service	While the Oracle solution can accommodate anniversary date driven evaluations, Oracle recommends as a best practice to standardize on personnel evaluations dates versus anniversary dates so as to improve reporting and administration.
In Scope	560	HR	Performance Evaluation		Personnel evaluations done at six months for new hires	Y	Fusion Talent Management Cloud Service	
In Scope	561	HR	Performance Evaluation		System notifies employee, supervisor and other department staff (example: department head, HR) of upcoming evaluation	Y	Fusion Talent Management Cloud Service	
In Scope	562	HR	Performance Evaluation		Personnel evaluations track goals for management staff	Y	Fusion Talent Management Cloud Service	
In Scope	563	HR	Performance Evaluation		Personnel actions evaluation employees against unique goals	Y	Fusion Talent Management Cloud Service	
In Scope	564	HR	Performance Evaluation		System notifies employee, supervisor and HR of late evaluation	Y	Fusion Talent Management Cloud Service	
In Scope	565	HR	Performance Evaluation		System allows employee to make notes on evaluation form prior to evaluation	Y	Fusion Talent Management Cloud Service	
In Scope	566	HR	Performance Evaluation		System stores multiple evaluation forms based on position, departments, and job	Y	Fusion Talent Management Cloud Service	
In Scope	567	HR	Performance Evaluation		System can link performance evaluation to personnel action (such as merit increase)	Y	Fusion Talent Management Cloud Service Fusion Workforce Compensation Cloud Service	
In Scope	568	HR	Performance Evaluation		System provides scoring for personnel action questions	Y	Fusion Talent Management Cloud Service	
In Scope	569	HR	Performance Evaluation		System's performance evaluations are electronically routed to the appropriate users for approval via workflow and electronic signature.	Y	Fusion Talent Management Cloud Service	
In Scope	570	HR	Certifications		System tracks employee certifications (including driver's license and fingerprints)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	571	HR	Certifications		System notifies employee, supervisor, other of expiring certifications	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	572	HR	Certifications		System tracks ongoing certification compliance (training credits/CEUs)	Y	Fusion Learning Cloud Service	
In Scope	573	HR	Certifications		Track required training based on job classifications	Y	Fusion Human Capital Management Base Cloud Service Fusion Learning Cloud Service	
In Scope	574	HR	Certifications		System tracks employee skills	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	575	HR	Certifications		System tracks employee awards	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	576	HR	HR Self Service		System provides online portal for employees to access key HR information	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	577	HR	HR Self Service		System provides self service tool for updating contact information	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	578	HR	HR Self Service		System provides self service too for updating emergency contact information	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	579	HR	Employee Expense Reimbursement		System provides online portal for employees to request expense reimbursement	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	580	HR	Employee Expense Reimbursement		Employees can initiate request for travel/expense prior to event	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	581	HR	Employee Expense Reimbursement		Employee travel/expense request routed through workflow for approval	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	

In Scope	582	HR	Employee Expense Reimbursement		Employee travel/expense request encumbers budget when saved	N		Budget checking can be enabled during the pre-authorization stage for travel estimates and cash advances allowing you to either check available funds or reserve them at that time. However, budget checking is not available at the expense submission stage, as the costs have already been incurred.
In Scope	583	HR	Employee Expense Reimbursement		Employees are able to upload receipts to request travel/expense reimbursement	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	584	HR	Employee Expense Reimbursement		Employees can request reimbursement of approved per-diem rates	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	585	HR	Employee Expense Reimbursement		System stores per diem rates per CCOB policy	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	586	HR	Employee Expense Reimbursement		System stores per diem rates approved by GSA by location	Y	Oracle Fusion Enterprise Resource Planning Cloud Service	
In Scope	587	HR	Employee Expense Reimbursement		System tracks taxable reimbursements and adds to employee earnings as imputed income	Y	Oracle Fusion Enterprise Resource Planning Cloud Service Fusion Payroll Cloud Service for United States	
In Scope	588	HR	Risk		System tracks employee work injuries and incidents	Y	Fusion Workforce Health and Safety Incidents Cloud Service	
In Scope	589	HR	Risk		System tracks employee lost time for work injuries	Y	Fusion Workforce Health and Safety Incidents Cloud Service Fusion Human Capital Management Base Cloud Service	
In Scope	590	HR	Risk		System allows case management functionality to provide additional notes and attachments for each work injury	Y	Fusion Workforce Health and Safety Incidents Cloud Service Fusion Human Resources Help Desk Cloud Service	
In Scope	591	HR	Risk		System tracks medical cost of work injury	Y	Fusion Workforce Health and Safety Incidents Cloud Service Fusion Human Resources Help Desk Cloud Service Fusion Human Capital Management Base Cloud Service	
In Scope	592	HR	Succession		System identifies current employees with skills and experience to fill open positions	Y	Fusion Oracle Recruiting Cloud Fusion Oracle Talent Management	
In Scope	593	HR	Succession		System identifies career goal for employee and tracks development plan	Y	Fusion Oracle Talent Management	
In Scope	594	BEN	Benefit Set Up		System maintains multiple benefit plans	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	595	BEN	Benefit Set Up		Benefit premium amount differs by job classification/bargaining unit/work group	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	596	BEN	Benefit Set Up		System tracks benefits and manages payroll deductions for benefits for employees	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	597	BEN	Benefit Set Up		Enrolling employee in benefit plan automatically sets payroll deductions	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	598	BEN	Benefit Set Up		Benefit premium amount differs by employee election (tiers)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	599	BEN	Self Service		System allows web portal for employees to select benefit options for initial and open enrollment, including the option to waive coverage	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	600	BEN	Self Service		System provides web portal for employees to update benefit elections for qualifying life events	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	601	BEN	Self Service		System determines employee eligibility and only offers eligible benefit packages to employees through self service	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	602	BEN	Self Service		Open enrollment indicates employee's current selection (for previous year)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	603	BEN	Self Service		Employees using self-service for open enrollment can re-select all benefit elections	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	604	BEN	Self Service		Employees using self-service for open enrollment can confirm existing benefit elections (selections from previous year are carried over)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	605	BEN	Self Service		Employees not entering self-service for open enrollment have previous selections applied to next year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	606	BEN	Self Service		System identifies employees that have not yet re-enrolled and provides notification to RISK and/or employee	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	607	BEN	Self Service		Employees can make changes to dependents and beneficiaries through self-service	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	608	BEN	Self Service		Any benefit changes made through self-service are routed through workflow for approval	Y	Fusion Human Capital Management Base Cloud Service	The Oracle solution includes the ability to define the benefits self-service journey for an employee to complete which can include action items that need to be completed and approved by a benefits administrator. Otherwise, a benefit administrator is able to review changes via the benefit enrollment dashboard or via reporting.
In Scope	609	BEN	Self Service		Employees are able to attach documentation if necessary to benefit elections, dependent information, or qualifying life events (example: birth certificate), including documentation if Waiving coverage	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	610	BEN	Self Service		System provides self-service payroll calculator to allow users to see impact of changing deduction amount	N		Payroll Administrators have the ability to enter a mock paycheck via QuickPay and then roll back.

In Scope	611	BEN	Self Service		Notification / confirmation email sent to employee for benefit changes	Y	Fusion Human Capital Management Base Cloud Service	The Oracle solution provides an employee with an online confirmation of benefit changes with the ability to print a benefit confirmation statement at any time without the need for email. However, if needed a benefit confirmation statement can be configured with the tools delivered to send via email.
In Scope	612	BEN	Benefit Eligibility		System tracks available benefit plans and which employee job classification (and status) are available for each	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	613	BEN	Benefit Eligibility		System places employee in default benefit based on eligibility	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	614	BEN	Benefit Eligibility		System determines benefit eligibility based on employee type, group, and employment status	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	615	BEN	Benefit Eligibility		When employee changes positions, system prompts users for any change in benefit eligibility	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	616	BEN	Benefit Dependents		System tracks dependents and beneficiaries for benefit plans for each employee	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	617	BEN	Benefit Eligibility		System tracks age of dependents	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	618	BEN	Benefit Eligibility		System tracks additional data on dependents to determine eligibility (example: disability)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	619	BEN	Benefit Eligibility		When employee changes positions, system prompts users for any change in benefit eligibility	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	620	BEN	Benefit Eligibility		System provides notice when dependents no longer eligibly for coverage	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	621	BEN	Benefit Dependents		System tracks dependents and beneficiaries for benefit plans for each employee	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	622	BEN	Benefit Eligibility		System tracks age of dependents	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	623	BEN	Benefit Eligibility		System tracks additional data on dependents to determine eligibility (example: disability)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	624	BEN	Benefit Eligibility		When employee changes positions, system prompts users for any change in benefit eligibility	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	625	BEN	Benefit Plan Administration		System allows all changes to benefit plans, rates, and eligibility be made through effective dating	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	626	BEN	Benefit Plan Administration		System allows changes in premium amounts to be made with effective dating	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	627	BEN	Benefit Plan Administration		System track history of benefit elections	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	628	BEN	COBRA		System generates COBRA notification letter	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	629	BEN	Benefit Plan Administration		System provides interface to update benefit carriers of change in enrollment, status, dependents, or other required information	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	630	BEN	Benefit Plan Administration		System provides benefit reconciliation to compare provider billing to deductions	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	631	BEN	Benefit Plan Administration		System allows all changes to benefit plans, rates, and eligibility be made through effective dating	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	632	BEN	Benefit Plan Administration		System allows changes in premium amounts to be made with effective dating	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	633	BEN	Benefit Plan Administration		System provides interface to update benefit carriers of change in enrollment, status, dependents, or other required information	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	634	BEN	Benefit Plan Administration		System provides benefit reconciliation to compare provider billing to deductions	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	635	BEN	Deductions		Benefit deductions to occur for each pay period	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	636	BEN	Deductions		Benefit deductions to occur for 1st pay period of the month	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	637	BEN	Deductions		Benefit deductions to occur for 2nd pay period of the month	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	638	BEN	Deductions		Benefit deductions to occur for 3rd pay period of the month	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	639	BEN	Deductions		Benefit deductions to occur for off cycle pay cycles	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	640	BEN	Deductions		System allows user to select each period individually (example: 1st and 2nd of month, but not 3rd.)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	641	BEN	Deductions		Deduction rate can be set as a flat amount	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	642	BEN	Deductions		Deduction amount/rate can be set as a percentage of eligible pay (not all pay code types would be eligible)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	643	BEN	Deductions		Deduction amount/rate can be set as a percentage of eligible pay using tiered structure that applies different percentage or amount based on pay amount	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	644	BEN	Deductions		System tracks maximum deduction amounts and tracks deduction totals against maximum allowed per pay period	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	645	BEN	Deductions		System tracks maximum deduction amounts and tracks deduction totals against maximum allowed per year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	646	BEN	Deductions		System tracks accumulated payments across multiple plans when comparing against a maximum amount	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	647	BEN	Deductions		System tracks limit to deductions by year (System automatically stops taking deduction after limit is reached)	Y	Fusion Human Capital Management Base Cloud Service	

In Scope	648	BEN	Deductions		System will provide invoice to employees with deductions and garnishments greater than compensation	Y	Fusion Human Capital Management Base Cloud Service: Oracle Fusion Enterprise Resource Planning Cloud Service	The Oracle solution is able to track benefit arrears as well as to recoup arrears in subsequent payroll run without the need to invoice employees. The benefit solution also includes benefit billing functionality that can be used for invoicing an employee if desired.
In Scope	649	BEN	Deductions		System will alert and track for employees with net pay less than benefit deductions	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	650	BEN	Deductions		Deductions and garnishments can be prioritized	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	651	BEN	Deductions		System prepares payment to third party for all deductions that were collected	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	652	TE	Scheduling		System stores schedule options for each position/job classification.	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	653	TE	Scheduling		System allows for multiple unique schedules (4/10, 5/40, 9/80)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	654	TE	Scheduling		System stores multiple schedules that can be applied to individual position / employee	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	655	TE	Scheduling		Positions have option of repeating weekly, bi-weekly, or monthly	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	656	TE	Scheduling		System allows managers to view employees assigned to schedule by schedule to determine workforce gaps	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	657	TE	Scheduling		System allows managers to identify substitute employee available to fill open shift	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	658	TE	Scheduling		System allows manager to identify and manage minimum staffing level for each shift	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	659	TE	Scheduling		Managers can view other employee assignments / shifts when scheduling (check for workload)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	660	TE	Scheduling		System allows for multiple managers to view/schedule the same shift	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	661	TE	Scheduling		System allows for one employee to be managed by multiple managers for scheduling	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	662	TE	Scheduling		Supervisors able to view report/dashboard showing scheduled hours vs. actual hours worked	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	663	TE	Time Entry		Employees can enter time in system by punch-in, punch-out	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	664	TE	Time Entry		Employees punch out for breaks and system calculates deducts break time from total hours worked	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	665	TE	Time Entry		System calculates eligibility for shift differential by business rules assigned to punch in and punch out time	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	666	TE	Time Entry		System allows CCOB to determine rounding rules and tolerances for punch in/out vs. schedule and for breaks (example: round total hours to nearest quarter hour vs. round punch in/out to nearest quarter hour).	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	667	TE	Time Entry		Employees can enter time in system by exception based hours entry (against pre-defined schedule)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	668	TE	Time Entry		Employees can enter time in system by hours worked per day	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	669	TE	Time Entry		Employees can enter time for regular hours (default allocation)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	670	TE	Time Entry		Employees can enter time for on call time or other non-regular time reporting	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	671	TE	Time Entry		Employees can enter time for projects or sub-project (phase, task) (labor cost assigned to the project)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	672		Time Entry		Employees can enter time for location	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	673	TE	Time Entry		Employees can enter time for defined activity (activity not defined in the chart of accounts)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	674	TE	Time Entry		Employees in multiple positions can enter time against each position	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	675	PAY	Time Entry		Employees can enter time and indicate location or activity	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	676	PAY	Time Entry		Employees earning overtime are able to select overtime pay or earning of comp time	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	677	PAY	Time Entry		System integrates to time collection devices (multiple TBD based on needs of position and unique work conditions)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	678		Time Entry		System identifies employees with missing timecards and alerts employee, manager, and payroll	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	679	PAY	Leave Request		Employees request leave through system and initiate workflow approval to supervisor	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	680	PAY	Leave Request		Approved and pending leave tracked by department (or other org unit) on shared calendar to identify staffing gaps	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	681	PAY	Leave Request		System validates that employee will have sufficient earned leave for request	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	682	PAY	Leave Request		System tracks leave earned, leave taken, and leave planned as part of leave balance (planned = approved, but not yet taken)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	683	PAY	Time Sheet Validation		Business rules in timesheet automatically apply correct: Shift differential (if X% of shift is worked in shift then whole shift gets the rate. If not, it is the proportion of the shift that gets the rate).	Y	Oracle Fusion Time and Labor Cloud Service	

In Scope	684	PAY	Time Sheet Validation		Business rules in timesheet automatically apply correct: Overtime / comp time	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	685	PAY	Time Sheet Validation		Overtime rules can identify type of hours to track for overtime calculation (hours worked, all hours (work and leave)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	686	PAY	Time Sheet Validation		System provides overtime pay to employees with preference for comp time but who have reached comp time max	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	687	PAY	Time Sheet Validation		Business rules for timesheets can vary by employee type	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	688	PAY	Time Sheet Approval		System requires that employees/supervisory submit timesheet with approval certify / sign off on timesheet as part of submittal process (submit)	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	689	PAY	Time Sheet Approval		System provides workflow for review and approval of timesheets with ability to activate notifications.	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	690	PAY	Time Sheet Approval		System provides audit trail and reporting for timesheets changed after initial submittal	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	691	PAY	Time Sheet Approval		Allow for supervisory approval of time on a pay period basis	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	692	PAY	Time Sheet Approval		System supports multiple approvals for timesheets or individual timesheet	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	693	PAY	Time Sheet Approval		System allows for the workflow approval of vacation or requests of time off	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	694	PAY	Time Sheet Approval		For employees in multiple positions, timesheet is route to supervisor of each position	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	695	PAY	Time Sheet Approval		System provides approver the ability to track the status of timesheets of employees that report to the approver.	Y	Oracle Fusion Time and Labor Cloud Service	
In Scope	696	PAY	Market Data		System stores medium salary for job classification	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	697	PAY	Market Data		System calculate quartiles for salary data	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	698	PAY	Market Data		System stores salary survey data from other governments	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	699	PAY	Market Data		System provides upload of salary data (median, quartiles, max, min (range), for all job classifications	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	700	PAY	Salary Administration		System calculates salary quartiles based on min and max	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	701	PAY	Salary Administration		Quartiles are stored in system with effective dating (reports run with historical data show quartiles in effect at that time)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	702	PAY	Salary Administration		Changes to employee salary made by effective dating and can occur at any day of the pay period (system prorates changes or calculates based on date worked)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	703	PAY	Salary Administration		System supports mass change for COLA on step grade and/or salary ranges	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	704	PAY	Salary Administration		Changes to salary tables made through effective dating	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	705	PAY	Salary Administration		System provides reporting that can be viewed as of past date	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	706	PAY	Salary Administration		System manages various premium pay, shift differential, and other add to pay options that can be applied to employees	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	707	PAY	Salary Administration		System allows for multiple salary changes with the same effective date	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	708	PAY	Salary Administration		System allows user to identify sequence of salary changes made on the same day	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	709	PAY	OT		System calculates and applies multiplier (1.5x)to hours worked over set amount for defined period (example: 40 per week)	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	710	PAY	OT		System calculates 1.5X rate for overtime when employee earns different rate throughout period	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	711	PAY	OT		System provides flexibility to determine which leave types (sick, vacation, etc.) count towards hours worked for overtime calculations.	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	712	PAY	Special Pay		System supports rates for special pays, shift differentials, and other add to pays	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	713	PAY	Special Pay		System calculates add-to-pays and special pay amounts every pay period	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	714	PAY	Special Pay		Special pay/add-to-pay is calculated as flat amount	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	715	PAY	Special Pay		Special pay/add-to-pay is calculated as an hourly amount.	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	716	PAY	Special Pay		Special pay/add-to-pay is calculated as percentage of eligible pay (identify eligible pay for each special pay by pay code)	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	717	PAY	Special Pay		System automatically applies imputed income for employees receiving non-cash benefits	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	718	PAY	Special Pay		System identifies pensionable earnings vs. non-pensionable earnings.	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	719	PAY	Holiday Pay		System pays out holiday pay equal to set number of hours (the number of hours the employees was scheduled to work on the holiday may have been different)	Y	Oracle Fusion Payroll Cloud Service for United States	

In Scope	720	PAY	Holiday Pay		System pays employees who work on the holiday at rate of 1.5X regular earnings.	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	721	PAY	Garnishments		System records garnishments on employee and can accommodate multiple garnishments with priority order	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	722	PAY	Garnishments		Garnishments calculated as percentage of disposable income	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	723	PAY	Garnishments		Garnishments withheld and paid to appropriate agency/organization through accounts payable (integration between garnishment and accounts payable)	Y	Oracle Fusion Payroll Cloud Service for United States	The Oracle solution includes the ability to pay third-party payment deductions to the appropriate agency / organization as a part of the payroll flow without the need to utilize accounts payable.
In Scope	724	PAY	Payroll Processing		Payroll process bi-weekly	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	725	PAY	Payroll Processing		System will process pay for one employee with multiple jobs and employee will receive one paycheck	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	726	PAY	Payroll Processing		System will run pay, deduction, withheld taxes, and net pay calculations as a "proof" run for review prior to final pay run.	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	727	PAY	Payroll Processing		System will cut special or immediate (on-demand) checks.	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	728	PAY	Payroll Processing		System allows posting new adjustments/corrections for a prior period for tax reporting (overrides)	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	729	PAY	Payroll Processing		Report generates payroll change report (payroll audit to identify all changes in the system over user defined period of time)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	730	PAY	Leave Accruals		System tracks multiple types of leave for each employee	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	731	PAY	Leave Accruals		Leave can be earned as accrual rate	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	732	PAY	Leave Accruals		Leave can be provided at beginning of year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	733	PAY	Leave Accruals		Leave can be provided in lump sum at any time (example: at time of hire)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	734	PAY	Leave Accruals		System tracks comp time for employees	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	735	PAY	Leave Accruals		Leave rate earned based on pay period (earn X leave per pay period)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	736	PAY	Leave Accruals		Leave rate earned based on hours worked (earn X leave per hour)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	737	PAY	Leave Accruals		Comp time can be earned at rate equal to 1.5 time hours worked (1 hour of overtime worked = 1.5 hours of comp time).	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	738	PAY	Leave Balance		Leave balances can be set to roll over depending on leave type at end of anniversary year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	739	PAY	Leave Balance		Leave balances can be set to roll over depending on leave type at end of calendar year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	740	PAY	Leave Balance		Leave balances can be set to roll over depending on leave type at end of specified date	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	741	PAY	Leave Balance		Leave balances can be set to not roll over depending on leave type at end of anniversary year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	742	PAY	Leave Balance		Leave balances can be set to not roll over depending on leave type at end of calendar year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	743	PAY	Leave Balance		Leave balances can be set to not roll over depending on leave type at end of specified date	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	744	PAY	Leave Balance		Leave balances can be converted to different type of leave (unused sick leave converts to annual leave)	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	745	PAY	Leave Balance		Balances can be capped at maximum amount at any time	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	746	PAY	Leave Balance		Balances can be capped at maximum amount at anniversary date	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	747	PAY	Leave Balance		Balances can be capped at maximum amount on specified date	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	748	PAY	Leave Balance		Balances can be capped at maximum amount at end of calendar year	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	749	PAY	Leave Balance		Balances can be capped at fixed amount	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	750	PAY	Leave Balance		All leave balances are printed on pay stub	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	751	PAY	Leave Balance		System allows user to have negative leave balance	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	752	PAY	Leave Balance		System allows comp time to be earned up to limit	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	753	PAY	Leave Balance		If comp limit is reached, employee forced to take overtime payments	Y	Fusion Human Capital Management Base Cloud Service	
In Scope	754	PAY	Leave Payout		System can convert leave balance to pay	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	755	PAY	Leave Payout		Leave payout calculated at end of year	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	756	PAY	Leave Payout		Leave payout calculated during position change	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	757	PAY	Leave Payout		Leave payout calculated at rate leave was earned	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	758	PAY	Leave Payout		Leave payout calculated at employee current rate	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	759	PAY	Self Service		Employees can use self service to view compensation package / generate total compensation statement	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	760	PAY	Self Service		Employees can use self service to view W-2, including history	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	761	PAY	Self Service		Employees can use self-service to view W-4	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	762	PAY	Self Service		System meets federal and state requirements for accepting online W-4. System must support state withholding	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	763	PAY	Self Service		Employees can use self-service to view pay stub	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	764	PAY	Self Service		Employees can use self-service to view pay history	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	765	PAY	Self Service		Employees can use self-service to view leave balances	Y	Oracle Fusion Payroll Cloud Service for United States	

In Scope	766	PAY	Self Service		Provides self-service for on-line completion or update of direct deposit for payroll	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	767	PAY	Self Service		All changes made by employees via the self-service module are routed to the appropriate approver/supervisor for review and approval via workflow before the change is posted.	Y	Oracle Fusion Payroll Cloud Service for United States	The Oracle solution will provide the organization with the ability to define which personal information updates made by the employee require a workflow approval.
In Scope	768	PAY	Retro Pay		Retro pay calculation used to back date and correct for personnel actions	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	769	PAY	Retro Pay		Retro pay calculation used to back date and correct for salary step/grade changes	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	770	PAY	Retro Pay		Retro pay calculation used to back date and correct for corrections to errors	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	771	PAY	Retro Pay		Retro pay calculation used to back date and correct for changes to timesheet	Y	Oracle Fusion Payroll Cloud Service for United States	The retroactive payroll process native to Oracle Payroll will automatically detect approved changes to timesheets that result in a retro pay calculation.
In Scope	772	PAY	Retro Pay		Retro pay calculation used to back date and correct for back pay	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	773	PAY	Retro Pay		Retro pay will automatically correct salary amounts	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	774	PAY	Retro Pay		Retro pay will automatically correct tax deductions (additional income tax withheld)	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	775	PAY	Retro Pay		Retro pay will calculate benefit deductions	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	776	PAY	Retro Pay		Retro pay will calculate garnishments	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	777	PAY	Retro Pay		Retro pay will automatically correct FLSA Calculations (Overtime)	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	778	PAY	Retro Pay		Retro pay will automatically correct leave balances	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	779	PAY	Retro Pay		Retro pay also prepares correcting general ledger journal	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	780	PAY	End of Year Process		System will produce W-2s (and to reprint single W-2)	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	781	PAY	End of Year Process		System will store W-2s	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	782	PAY	End of Year Process		System prepares 1095 statement	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	783	PAY	End of Year Process		System will produce quarterly Form 941 report (IRS)	Y-ND	Third party service such as with ADP is required.	Oracle Fusion Cloud comes with built-in interfaces for ADP.
In Scope	784	PAY	End of Year Process		System will produce amended W-2 for multiple years	Y	Oracle Fusion Payroll Cloud Service for United States	
In Scope	785	PAY	End of Year Process		System produces electronic files for social security and IRS	Y-ND	Third party service such as with ADP is required.	Oracle Fusion Cloud comes with built-in interfaces for ADP.
In Scope	786	PAY	Payroll Reporting		System generates pension earnings and deductions report	Y	Oracle Fusion Payroll Cloud Service for United States	

Appendix 2

Deliverable Expectation Documents (“DED”)

Expectations for each Deliverable are listed in the included link, as well as attached to this document. In addition to the acceptance criteria listed below, each Deliverable shall:

1. Be substantially free from formatting or grammatical errors.
2. Conform to or facilitate Broomfield satisfaction of the Functional Requirements and Goals.
3. Comply with required accessibility standards.

Deliverable Expectation Documents

Deliverable Number	Deliverable	Description	Phase 1	Phase 2	Phase 3	Purpose	Scope	Outline/ Format	Broomfield Role	Highstreet Role	Acceptance Criteria
D-1	Project Management Meeting Notes	Meeting minutes from Project Managers reviewing the executed contract and related bid material.	Before Phases			Key project members will review the contract, scope, workplan, budget, and GFOA recomendation documents to develop common understanding of the project. Any discussions or issues will be documented by the project manager.	All contract documents and previously prepared project materials	Broomfield and Highstreet PMs meeting with an agenda and meeting minutes. Format: Google Doc	Participate in Review.	Present Contract, Scope, Workplan and Budget	- Deliverable contains all elements as identified in this DED. - Highstreet Project Roster is complete
D-2	Project Management Plan	Defines the project management and governance approach for the project and includes establishing and docmenting prject managemnet expectations for the project plan, communication plan, infrastruture plan, risk paln, requirements traceability, and project scorecard.	Before Phases			The Project Management Plan defines the governance approach for managing the project by identifying how the project will be planned, executed, controlled, monitored, and reported on.	Project Governance, Project Management, OCM Communications Plan, Project Plan, Risk Plan, Infrastructure Plan, Requirements Traceability and Project Scorecard	The Project Plan will be developed and maintained in MS Project. All other documents will be GoogleDocs	Participate in meetings where a plans are discussed and provide feedback for plan drafts.	Prepare all plans and present to Broomfield for feedback	- Deliverable contains all elements as identified in this DED. - Established Project Infrastructure.
D-3	Validation Strategy and Plan	Documents the approach to testing and specific testing activities to be employed on the project.	Before Phases			The Validation Strategy and Plan documents the approach to testing and specific testing activities to be employed on the project.	The Validation Plan addresses the specific testing procedures and practices that will be followed throughout the multiple project phases including tracking of test results. The Validation Plan also defines the scope of testing to be employed for each test phase and provides for the inclusion of Deliverables associated with specific test phases as they are completed. This document will be used as a guideline for building and executing the project test plans for each of the test types. Documents detailed criteria for acceptance of each CRP (CRP1, CRP2, CRP3) Document defines how the Functional Requirements and Project Goals will be tracked throughout the project.	Document Outline: 1. Purpose 2. Test Types 3. Timeline 4. Testing Strategy 5. Development of Test Scenarios 6. Development of Test Scripts 7. Test Tracking 8. Purpose and Scope of Test Cycles 9. Unit Testing 10. Conference Room Pilots 11. Payroll Parallel Testing 12. User Acceptance Testing 13. Test Plan 14. Appendix 1 – Terminology 15. Appendix 2 – Assumptions Format: Google Docs	Assign and prioritizes both functional and technical subject matter experts who provide timely decisions and input for Highstreet to complete the Validation Strategy and Plan. Reviews, provides detailed feedback, and approves the Validation Strategy and Plan.	Hosts design and planning sessions with the necessary functional and technical leads. Documents the Validation Strategy and Plan. Reviews the Validation Strategy and Plan with Broomfield resources.	- Deliverable contains all elements as identified in this DED. - Validation Strategy and Plan accounts for the scope agreed to in the SOW. - All test cycles are described with a timeline in the document.
D-4	Security Strategy and Plan	Documents the strategy for addressing security requirements, as well as the information necessary to establish good controls and transaction access, through configuration of the functional security features of the applications.	Before Phases			The Security Strategy and Plan documents the strategy for addressing security requirements, as well as the information necessary to establish good controls and transaction access, through configuration of the functional security features of the applications. Best practice dictates the use of delivered security roles, and that is what is considered in scope.	The Security Strategy and Plan will document the setup and configuration of Oracle cloud delivered security roles for Broomfield users. The key security measure for managing application security is creating and maintaining application users. This document describes the security approach to be applied for Broomfield's Oracle Applications. Scope: The Security Strategy and Plan will document the setup and configuration of Oracle cloud delivered security roles for Broomfield users. The key security measure for managing application security is creating and maintaining application users. This document describes the security approach to be applied for Broomfield's Oracle Applications. • Role Types • Custom role Creation • Managing Application Users • Password Management • Roles based User Provisioning • Segregation of Duties • Oracle Single Sign-On • Segment Value Security • Data Access Security • Procurement Agent Access • Monitor Role Access • Enterprise Scheduler Service ("ESS") Requests • Auto Provisioning Roles • User Role Matrix	Document Outline: 1. Overview of Oracle Cloud Application Security 2. Security Console 3. Role Types 4. Custom Role Creation 5. Security Strategy - Managing Application Users - Password Management - Roles based User Provisioning - Segregation of Duties - Service Account - Value Set Security - Data Access Security - Resource Access - Procurement Agent Access - Monitor Role Access - Administration Preferences - Enterprise Scheduler Service (ESS) Requests - Auto Provisioning Format: Google Docs file with sections based on the Broomfield security requirements.	Assign and prioritizes both functional and technical subject matter experts who provide timely decisions and input for Highstreet to complete the Security Strategy and Plan. Reviews, provides detailed feedback, and approves the Security Strategy and Plan.	Hosts design and planning sessions with the necessary functional and technical leads. Documents the Security Strategy and Plan. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED. - Security plan for each test cycle is described. - Security responsibilities between Broomfield and Highstreet are defined
D-5	Conversion Blueprint	Documents the strategy for conversion in all modules	Before Phases			The Conversion Blueprint contains the detailed technical specifications for custom data loads included for data conversion and use of Data RefleXtions.	Technical designs to deliver on the scope agreed to in the SOW. Guiding documents defining technical development requirements and plan for each conversion.	Document Outline: 1. Blueprints 2. Terminology 3. Conversion Cycling 4. Data Analysis 5. Data Organization 6. Conversion Scope 7. Conversion Sequencing Format: Google Docs	Assign and prioritizes subject matter experts who provide timely decisions and input for Highstreet to complete the technical designs. Reviews, provides detailed feedback, and approves the technical design.	Hosts design and planning sessions. Documents the technical designs. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED. - Conversion strategy (Blueprint) is documented and presented to Broomfield for approval. - Conversion strategy (Blueprint) accounts for the scope agreed to in the SOW. - Conversion strategy (Blueprint) document outline matches the Outline definition for this deliverable. - Conversion strategy (Blueprint) for each test cycle is described. - Conversion responsibilities between Broomfield and Highstreet are defined.
D-6	Integration Blueprint	Documents the strategy for and list of all in scope Integrations	Before Phases			The Integrations Blueprint contains the detailed technical specifications for custom integrations.	Technical designs to deliver on the scope agreed to in the SOW. Guiding documents defining technical development requirements and plan for each integration.	Document Outline: 1. Blueprint 2. Terminology 3. Integration Platform 4. Integration Stack 5. Design to Delivery Process 6. Testing and Acceptance Format: Google Docs	Assign and prioritizes subject matter experts who provide timely decisions and input for Highstreet to complete the technical designs. Reviews, provides detailed feedback, and approves the technical design.	Hosts design and planning sessions. Documents the technical designs. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED - Integration Design (Blueprint) for each test cycle is described. - Conversion responsibilities between Broomfield and Highstreet are defined.
D-7	Technical Specifications List	Highstreet and Client develop the initial list of technical items (Reports, Workflow, and Fast Formulas) excluding Intergrations and Conversions (which are documented in DED 5 and DED 6)	X	X	X	The Technical Design tracker contains the list of all custom items to be developed workflows, reports and other extensions.	Tracks development efforts for all technical objects to deliver on the scope agreed to in the SOW. Highstreet to provide and/or provide guidance on obtaining Oracle data dictionary, and entity relationship diagrams to assist with Broomfield reporting capabilities	Document Outline: 1. Item # 2. Item description 3. Phase 4. Type 5. Assigned to 6. Status 7. Testing Status Format: Google Sheet or Jira	Assign and prioritizes subject matter experts who provide timely decisions and input for Highstreet to identify the technical requirements.	Hosts design and planning sessions. Documents the technical requirements. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED - Technical custom items are recorded. - List is available for all Broomfield Team to review. - Items on the list meet the scope in the SOW. - Items on the list have sufficient description to identify the item

Deliverable Number	Deliverable	Description	Phase 1	Phase 2	Phase 3	Purpose	Scope	Outline/ Format	Broomfield Role	Highstreet Role	Acceptance Criteria
D-8-X	Configuration Workbook for CRP1	The Configuration Workbook (CWB) Functional Design document contains the configuration information for the functionality that is in-scope for the project to be used to configure the application for CRP1. Configuration Information includes necessary information to document the choices that Broomfield will make to configure the Oracle applications.	X	X	X	The Functional Design contains the configuration information for the functionality that is in-scope for the project. Guiding documents defining functional configuration based on Broomfield requirements for each module.	Functional designs to deliver on the scope agreed to in the SOW. Scope of configuration will be based on functionality per the Validation Strategy and Plan for CRP1.	Document Outline: 1. Summary 2. Multiple tabs, one for each configurable object in Oracle 3. Seeded and Highstreet Delivered Reports 4. Approval Workflow Requirements Format: Google Sheets	Assign and prioritizes subject matter experts who provide timely decisions and input for Highstreet to complete the functional designs. Provide detailed feedback, and approve the functional design.	Hosts design and planning sessions. Documents the functional designs. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED - Functional Design (Configuration Workbooks) for modules in scope are documented and presented to Broomfield for approval. - Functional Design (Configuration Workbooks) record the Broomfield design and configuration decisions to be used by Highstreet for that test cycle. - Functional Design (Configuration Workbooks) provide sufficient detail to define the configuration needed for each module. - Configuration responsibilities between Broomfield and Highstreet are defined. - Update Requirements Traceability Matrix
D-9	CRP1 Test Schedule	Test schedules for CRP1.	X	X	X	The Test Schedule provides the logistics details for the conference room pilot testing.	Identify the dates, hours, subject areas, test scripts, and attendees to test the configured environment. Scope and number of sessions, subjects and test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook.	Document Outline: 1. Summary 2. Time Schedule 3. Multiple tabs identifying the test scripts for each business Process Format: Google Sheet	Review and validate the Test Schedule. Identify Broomfield Testers Ensure Testers are available per the testing dates and times	Create the Test Schedule	- Deliverable contains all elements as identified in this DED. - Test schedule is created for CRP1 per the Validation Strategy - Test schedule covers all functionality identified for CRP1
D-10-1	Test scripts for CRP1	Highstreet set of test scripts converted into Google Docs folder	X	X	X	Test scripts provide step by step instructions to use on performing tasks in each application.	Test script covers functionality identified to meet Broomfield requirements. Delivered test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook and the Test Schedule for CRP1.	Document Outline: 1. Sequence 2. Steps 3. Actions 4. Expected Results 5. Test Signoff 6. Failure Reason 7. Tester Notes Format: Google Docs	Verify all test scripts are available for CRP1. Verify that the scripts are in the proper format.	Provide the scripts.	- Deliverable contains all elements as identified in this DED. - All Test Scripts identified in the Test Schedule have been provided. - Individual scripts have the same format as defined in the outline.
D-10-2	Test Results for CRP1	Summary of CRP1 Testing.	X	X	X	To document the test scripts that were completed and the results and action items from the testing.	Highstreet Test Tracker is completed to record the test scripts completed.	Document Format: Highstreet Test Tracker	Complete the testing identified in the CRP1 Test Schedule. Record all comments and pass/failure notes	Document all test results.	- Deliverable contains all elements as identified in this DED. - All Test Scripts identified in the Test Schedule have been attempted. - Testing results in the tracker matches actual testing - Action items identified for failed scripts. - Failed items are noted for retest in next CRP. - Update OCM Communication Plan
D-11-X	Configuration Workbook for CRP2	Contains the updated configuration information for the functionality that is in-scope for the project to be used to configure the application for CRP2.	X	X	X	The Functional Design contains the configuration information for the functionality that is in-scope for the project. Guiding documents defining functional configuration and Highstreet recommendations, based on Broomfield requirements for each module.	Functional designs to deliver on the scope agreed to in the SOW. Scope of configuration will be based on functionality per the Validation Strategy and Plan for CRP2. Goal is 90% of expected final functionality will be available. Full conversion data and 30% of custom reports will be available.	Document Outline: 1. Summary 2. Multiple tabs, one for each configurable object in Oracle 3. Seeded and Highstreet Delivered Reports 4. Approval Workflow Requirements Format: Google Sheets	Assign and prioritizes subject matter experts who provide timely decisions and input for Highstreet to complete the functional designs. Provide detailed feedback, and approve the functional design.	Hosts design and planning sessions. Documents the functional designs. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED. - Functional Design (Configuration Workbook) for modules in scope are documented and presented to Broomfield for approval. - Functional Design (Configuration Workbook) records the Broomfield design and configuration decisions to be used by Highstreet for that test cycle. - Functional Design (Configuration Workbooks) provide sufficient detail to define the configuration needed for each module. - Configuration scope details are equal to or more than required by DED-03 - - Update Requirements Traceability Matrix
D-12	Technical Specifications	Functional and Technical specifications created for each technical item on the Technical Specifications List (DED 07)	X	X	X	Define Functional and Technical specifications for all in scope Technical Items for the phase	Functional and Technical specifications for all in scope technical items	Document Outline: 1. Summary 2.Details on the Tech Item 3. Format 4. Test Cases 5. Notes Format: Google Docs	Review and validate the specifications document the requirements.	Create the specifications Review the Spec with Broomfield Team.	- Deliverable is complete, with proper format. - Each specification documents the requirement.
D-13	CRP2 Test Schedule	Highstreet and Client PMs create test schedules for CRP2	X	X	X	The Test Schedule provides the logistics details for the conference room pilot testing.	Identify the dates, hours, subject areas, test scripts, and attendees to test the configured environment. Scope and number of sessions, subjects and test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook.	Document Outline: 1. Summary 2. Time Schedule 3. Multiple tabs identifying the test scripts for each business Process Format: Google Sheet	Review and validate the Test Schedule. Identify Broomfield Testers Ensure Testers are available per the testing dates and times	Create the Test Schedule	- Deliverable contains all elements as identified in this DED. - Test schedule is created for CRP2 per the Validation Strategy - Test schedule covers all functionality identified for CRP2
D-14-1	Test scripts for CRP2	Highstreet set of test scripts converted into Google Docs folder	X	X	X	Test scripts provide step by step instructions to use on performing tasks in each application.	Test script covers functionality identified to meet Broomfield requirements. Delivered test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook and the Test Schedule for CRP2.	Document Outline: 1. Sequence 2. Steps 3. Actions 4. Expected Results 5. Test Signoff 6. Failure Reason 7. Tester Notes Format: Google Docs	Verify all test scripts are available for CRP2. Verify that the scripts are in the proper format.	Provide the scripts.	- Deliverable contains all elements as identified in this DED. - All Test Scripts identified in the Test Schedule have been provided. - Individual scripts have the same format as defined in the outline.
D-14-2	Test Results for CRP2	Summary of CRP2 Testing.	X	X	X	To document the test scripts that were completed and the results and action items from the testing.	Highstreet Test Tracker is completed to record the test scripts completed.	Document Format: Highstreet Test Tracker	Complete the testing identified in the CRP2 Test Schedule. Record all comments and pass/failure notes	Document all test results.	- Deliverable contains all elements as identified in this DED. - All Test Scripts identified in the Test Schedule have been attempted. - Testing results in the tracker matches actual testing - Action items identified for failed scripts. - Failed items are noted for retest in next CRP. - Update OCM Communication Plan

Deliverable Number	Deliverable	Description	Phase 1	Phase 2	Phase 3	Purpose	Scope	Outline/ Format	Broomfield Role	Highstreet Role	Acceptance Criteria
D-15-X	Configuration Workbook for CRP3	Contains the updated configuration information for the functionality that is in-scope for the project to be used to configure the application for CRP3.		X		The Functional Design contains the configuration information for the functionality that is in-scope for the project. Guiding documents defining functional configuration based on Broomfield requirements for each module.	Functional designs to deliver on the scope agreed to in the SOW and for the functionality available for CRP3 as defined in the DED Scope of configuration will be based on functionality per the Validation Strategy and Plan for CRP3. 100% of expected final functionality will be available. Full conversion data 100% of custom reports 100% of custom interfaces 100% of Approval Workflows	Document Outline: 1. Summary 2. Multiple tabs, one for each configurable object in Oracle 3. Seeded and Highstreet Delivered Reports 4. Approval Workflow Requirements Format: Google Sheets	Assign and prioritizes subject matter experts who provide timely decisions and input for Highstreet to complete the functional designs. Provide detailed feedback, and approve the functional design.	Hosts design and planning sessions. Documents the functional designs. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED. - Functional Design (Configuration Workbook) for modules in scope are documented and presented to Broomfield for approval. - Functional Design (Configuration Workbook) records the Broomfield design and configuration decisions to be used by Highstreet for that test cycle. - Functional Design (Configuration Workbooks) provide sufficient detail to define the configuration needed for each module. - Configuration scope details are equal to or more than required by DED-03 - All failures are identified and have an action item and agreed upon due date. - Update Requirements Traceability Matrix
D-16	Payroll Parallel 1 Results	Calculate and document differences in pay elements			X	Comparison between Oracle and Legacy application results. Payroll Parallel Test 1 confirms the accuracy and reliability of the new application system. Discrepancies, if any, should be expected and reconcilable.	The payroll parallel is completed and the comparison between results indicates differences for Gross to Net for each employee.	Document Outline: 1. Overview 2. High Level Gross Pay Comparison Summary 3. High Level Earnings and Deductions Summary 4. Gross Pay Comparison Details 5. Earnings and Deductions Comparison Details 6. Known Exceptions 7. Issues, Action Items and Corrective Actions	Identify the payroll to use for the comparison. Participate in the testing. Review the results comparison. Identify reasons for differences.	Load payroll data. Run the payroll. Document and review the results. Identify reasons for differences.	- Deliverable contains all elements as identified in this DED. - Variations between legacy and Oracle earning and deduction records are less than 30%. - Parallel Testing Template and Scorecard Spreadsheet is submitted. - All exceptions are documented with a path forward.
D-17	Payroll Parallel 2 Results	Calculate and document differences in pay elements			X	Comparison between Oracle and Legacy application results. Payroll Parallel Test 2 confirms the accuracy and reliability of the new application system. Discrepancies, if any, should be expected and reconcilable.	The payroll parallel is completed and the comparison between results indicates differences for Gross to Net.	Document Outline: 1. Overview 2. High Level Gross Pay Comparison Summary 3. High Level Earnings and Deductions Summary 4. Gross Pay Comparison Details 5. Earnings and Deductions Comparison Details 6. Known Exceptions 7. Issues, Action Items and Corrective Actions	Identify the payroll to use for the comparison. Participate in the testing. Review the results comparison. Identify reasons for differences.	Load payroll data. Run the payroll. Document and review the results. Identify reasons for differences. - Run and Validate Payroll Archive - Run and Validate Pre-Payments - Run and Validate Check Writer - Run and Validate EFT - Transfer EFT File to Bank - Run and Validate Costing of Payments - Run and Validate Statutory Deduction Register - Run and Validate Payroll Activity Report - Run and Validate Payroll Balances Report - Run and Validate Balance Exception Report - Run and Validate Periodic Archive Process - Run and Validate Third-Party Periodic Tax Filing Extract - Run and Validate Third-Party Tax Filing Audit Report Detail	- Deliverable contains all elements as identified in this DED. - Variations between legacy and Oracle earning and deduction records are less than 10%. - Parallel Testing Template and Scorecard Spreadsheet is submitted. - All exceptions are documented with a path forward. - Highstreet has run the Payroll reports and provided outputs to Broomfield
D-18	Payroll Parallel 3 Results	Calculate and document differences in pay elements			X	Comparison between Oracle and Legacy application results. Payroll Parallel Test 3 confirms the accuracy and reliability of the new application system. Discrepancies, if any, should be expected and reconcilable. Payroll Parallel testing demonstrates that the system is production ready for the processing of Payroll – end-to-end.	The payroll parallel is completed and the comparison between results indicates differences for Gross to Net. Validate Costing of Payroll into GL. Validate Payroll reports including Payslip.	Document Outline: 1. Overview 2. High Level Gross Pay Comparison Summary 3. High Level Earnings and Deductions Summary 4. Gross Pay Comparison Details 5. Earnings and Deductions Comparison Details 6. Known Exceptions 7. Issues, Action Items and Corrective Actions	Identify the payroll to use for the comparison. Participate in the testing. Review the results comparison. Identify reasons for differences. Run and Review the Payroll reports.	Load payroll data. Run the payroll. Document and review the results. Identify reasons for differences. Review the Payroll reports.	- Deliverable contains all elements as identified in this DED. - Parallel errors between legacy and Oracle earning and deduction records are less than 1% of total records. - Parallel Testing Template and Scorecard Spreadsheet is submitted. - All exceptions are documented with a path forward. - Successful transmission to Bank - Successful balance to GL - Successful creation of Paychecks - Successful creation of online Payslips - Successful transmission of Taxes to third party tax filing vendor
D-19	Conversion Validation Reports	Reports for converted data	X	X	X	The validation reports are to ensure that the conversion of legacy data into Oracle is accurate and can be used for transactions.	Reports from Oracle and Highstreet are used to verify the conversions. All conversions are to be completed for CRP3. All conversion validation reports are to be run in CRP3.	Documents: - reports are run in Oracle and the outputs can be exported into Google Sheet, Microsoft Excel, PDF or just data.	Review and compare the legacy data to the converted data. Verify mappings are accurate and data cleansing is done appropriately. Perform transactions using some of the converted data as part of CRP3.	Review and compare the legacy data to the converted data. Verify mappings are accurate and data cleansing is done appropriately. Document the results, accuracy and errors.	- Deliverable contains all elements as identified in this DED. - Variations between legacy and Oracle conversion records are less than 1%. - All exceptions are documented with a path forward.

Deliverable Number	Deliverable	Description	Phase 1	Phase 2	Phase 3	Purpose	Scope	Outline/ Format	Broomfield Role	Highstreet Role	Acceptance Criteria
D-20	Interface System Integration Test Results	Test results from Interface Testing		X	X	The system integration testing is to ensure that the integrations to and from Oracle are accurate and can be used for transactions.	Broomfield Test Scenarios are used for the test data. Verification of the integrations going into Oracle are by reviewing the results in the specific Oracle application. Integrations to third parties is done by verification with the third party. All interfaces for the integrations are to be completed for CRP3.	Document Format: Highstreet Test Tracker	Identify appropriate data to use for testing each interface. Review and compare the test data to the integrated data. Verify the results are accurate and data transfer is done appropriately. Perform transactions using the integrated data as part of CRP3. Contact external partners and verify data received successfully.	Review and compare the test data to the integrated data. Verify the results are accurate and data transfer is done appropriately. Review results from external partners if interface is not successful.	- Deliverable contains all elements as identified in this DED. - All inbound integrations successfully tested - All outbound integrations successfully tested and verified by third party contact - All exceptions are documented with a path forward.
D-21	Custom Reports	Reports created and ready for CRP3 Testing		X	X	Testing of the Broomfield custom reports is to verify that the outputs match the report requirements for content and format.	All custom reports identified in the technical items tracker per the SOW and Broomfield requirements.	Reports created in Oracle. Format could be any format depending on the requirement for each report. Documentation for reports including entity relationship diagrams and data dictionary for all potential reports	Test the reports as part of CRP3	Upload all reports into the CRP3 Test environment.	- Deliverable contains all elements as identified in this DED. - Reports are tested, confirming the data and layout, distribution and access.
D-22	CRP3 Test Schedule	Highstreet and Client PMs create test schedules (Finance or HCM) for CRP3		X	X	The Test Schedule provides the logistics details for the conference room pilot testing.	Identify the dates, hours, subject areas, test scripts, and attendees to test the configured environment. Scope and number of sessions, subjects and test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook.	Document Outline: 1. Summary 2. Time Schedule 3. Multiple tabs identifying the test scripts for each business Process Format: Google Sheet	Review and validate the Test Schedule. Identify Broomfield Testers Ensure Testers are available per the testing dates and times	Create the Test Schedule	- Deliverable contains all elements as identified in this DED. - Test schedule is created for CRP3 per the Validation Strategy - Test schedule covers all functionality identified for CRP3
D-23-1	Test scripts for CRP3	Highstreet set of test scripts copied into Teams folder and reviewed with Client		X	X	Test scripts provide step by step instructions to use on performing tasks in each application.	Test script covers functionality identified to meet Broomfield requirements. Delivered test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook and the Test Schedule for CRP3.	Document Outline: 1. Sequence 2. Steps 3. Actions 4. Expected Results 5. Test Signoff 6. Failure Reason 7. Tester Notes Format: Google Docs	Verify all test scripts are available for CRP3. Verify that the scripts are in the proper format.	Provide the scripts.	- Deliverable contains all elements as identified in this DED. - All Test Scripts identified in the Test Schedule have been provided. - Individual scripts have the same format as defined in the outline.
D-23-2	Test Results for CRP3	Summary of CRP3 Testing.	X	X	X	To document the test scripts that were completed and the results and action items from the testing.	Highstreet Test Tracker is completed to record the test scripts completed.	Document Format: Highstreet Test Tracker	Complete the testing identified in the CRP3 Test Schedule. Record all comments and pass/failure notes	Document all test results.	- Deliverable contains all elements as identified in this DED. - All Test Scripts identified in the Test Schedule have been attempted. - Testing results in the tracker matches actual testing - Action items identified for failed scripts. - Failed items are noted for retest. - Failed Tests have been retested and passed or documented and accepted as an open item. - All Functional Requirements addressed in CRP3 - Update Requirements Traceability Matrix
D-24-1	Configuration Workbook for UAT	Contains the final configuration information for the functionality that is in-scope for the project to be used to configure the application for UAT and Production		X		The Functional Design contains the configuration information for the functionality that is in-scope for the project. Guiding documents defining functional configuration based on Broomfield requirements for each module.	Functional designs to deliver on the scope agreed to in the SOW and for the functionality available for CRP3 as defined in the DED Scope of configuration will be based on functionality per the Validation Strategy and Plan for UAT. 100% of expected final functionality will be available. Full conversion data 100% of custom reports 100% of custom interfaces 100% of Approval Workflows	Document Outline: 1. Summary 2. Multiple tabs, one for each configurable object in Oracle 3. Seeded and Highstreet Delivered Reports 4. Approval Workflow Requirements Format: Google Sheets	Assign and prioritizes subject matter experts who provide timely decisions and input for Highstreet to complete the functional designs. Provide detailed feedback, and approve the functional design.	Hosts design and planning sessions. Documents the functional designs. Reviews with Broomfield resources.	- Deliverable contains all elements as identified in this DED. - Functional Design (Configuration Workbook) for modules in scope are documented and presented to Broomfield for approval. - Functional Design (Configuration Workbook) records the Broomfield design and configuration decisions to be used by Highstreet for that test cycle. - Functional Design (Configuration Workbooks) provide sufficient detail to define the configuration needed for each module. - Configuration scope details are equal to or more than required by DED-03
D-25	Technical Specifications	Functional and Technical specifications created for each technical item on the CEMLI list	X	X	X	Documents the detailed requirements and the technical development efforts for each custom developed item.	All custom objects in scope. - All documentation including technical specifications, data dictionaries, and entity relationship diagrams for applicable Technical items	Document format is by type and uses the Highstreet specification document structure. Format: Google Docs	Provide input into functional requirements. Test and approve each custom object.	Create the functional and technical specifications. Develop each custom object. Unit test each object.	- Deliverable contains all elements as identified in this DED. - Each custom object has a functional and techical specification. - Each individual functional specification documents the
D-26	Conversions	Data converted and verified into UAT Test environment	X	X	X	Final test conversion of legacy data into Oracle to ensure accuracy and converted items can be used for transactions.	Reports from Oracle and Highstreet are used to verify the conversions. All conversions are to be completed for UAT. All conversion validation reports are to be run in UAT.	Documents: - reports are run in Oracle and the outputs can be exported into Microsoft Excel, PDF or just data.	Review and compare the legacy data to the converted data. Verify mappings are accurate and data cleansing is done appropriately. Perform transactions using some of the converted data as part of UAT.	Review and compare the legacy data to the converted data. Verify mappings are accurate and data cleansing is done appropriately. Document the results, accuracy and errors.	- Deliverable contains all elements as identified in this DED. - Variations between legacy and Oracle conversion records are less than 1%. - All exceptions are documented with a path forward.
D-27	Configured Test Environment	Document submitted to Client PM that Test Environment is ready for testing.	X	X	X	Configuration of the Oracle application.	Configuration nbased on the configuration workbooks.	- Email - Configuration can only be validated through testing which will occur during the conference	None	Configure the Oracle applications	- Deliverable contains all elements as identified in this DED. '-
D-28	Training Assessment	Conduct training assessment and document results	X	X	X	The training needs assessment is a systematic process used to identify gaps in employee knowledge, skills, and abilities, and to determine what training is needed to fill those gaps.	Applies to al users who will be using the applications being implemented per the SOW.	Document Outline: 1. Summary 2. Learning Objectives 3. Methods and Tools 4. Surveys 5. Feedback 6. Results and Recommendations Format: Google Doc	Identify participants Provide input to the assessment	Perform the assessment Docuent the results	- Deliverable contains all elements as identified in this DED. - Assessment is complete and format is consistent with the outline - Recommendations are clearly articulated

Deliverable Number	Deliverable	Description	Phase 1	Phase 2	Phase 3	Purpose	Scope	Outline/ Format	Broomfield Role	Highstreet Role	Acceptance Criteria
D-29	UAT Test Schedule	Highstreet and Client PMs create test schedules (Finance or HCM) for UAT	X	X	X	The Test Schedule provides the logistics details for the conference room pilot testing.	Identify the dates, hours, subject areas, test scripts, and attendees to test the configured environment. Scope and number of sessions, subjects and test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook.	Document Outline: 1. Summary 2. Time Schedule 3. Multiple tabs identifying the test scripts for each business Process Format: Google Sheet	Create the Test Schedule. Identify Broomfield Testers Ensure Testers are available per the testing dates and times	Review and validate the Test Schedule	- Deliverable contains all elements as identified in this DED. - Test schedule is created for CRP3 per the Validation Strategy - Test schedule covers all functionality identified for CRP3
D-30	Test scripts for UAT	Highstreet set of test scripts copied into Teams folder and reviewed with Client	X	X	X	Test scripts provide step by step instructions to use on performing tasks in each application.	Test script covers functionality identified to meet Broomfield requirements. Delivered test scripts will be based on the agreed upon validation schedule in DED-03 and the approved configuration in the Configuration Workbook and the Test Schedule for UAT.	Document Outline: 1. Sequence 2. Steps 3. Actions 4. Expected Results 5. Test Signoff 6. Failure Reason 7. Tester Notes Format: Google Docs	Verify all test scripts are available for UAT. Verify that the scripts are in the proper format. Create Test Scenarios to verify all Broomfield requirements and functionality.	Provide the scripts.	- All Test Scripts identified in the Test Schedule have been provided. - Individual scripts have the same format as defined in the outline.
D-31	Test Results for UAT	Summary of UAT Testing. (Note: This deliverable is identified as B-31 in the SOW)	X	X	X	To document the test scripts that were completed and the results and action items from the testing.	Highstreet Test Tracker is completed to record the test scripts completed.	Document Format: Highstreet Test Tracker	Complete the testing identified in the CRP2 Test Schedule. Record all comments and pass/failure notes	Document all test results.	- Deliverable contains all elements as identified in this DED. - All Test Scripts identified in the Test Schedule have been attempted. - Testing results in the tracker matches actual testing - Action items identified for failed scripts. - Failed items are noted for retest. - Failed Tests have been retested and passed or documented and accepted as an open item.
D-32	OGL Assessment	Training assessment	X	X	X	To identify areas in the application where additional in app training would be usefu.	SMEs and Leads review Oracle functionality and identify opportunities to enhance usr understanding of Oracle functionlity.	Document Outline: 1. List of Oracle screens to add guided learning Document format: Google Sheet list of itemts	Review Oracle functionality. Identify screens for custom OGL content.	Develop and test the OGL content.	- Deliverable contains all elements as identified in this DED. - OGL content has been configured in a Test environment. - all items identified in the list have been addressed
D-33	Cutover Strategy	Cutover strategy completed and submitted to Client for approval	X	X	X	To identify tasks and responsibilities to transition from legacy applications to new ERP functionality.	All items associated with the pillar being transitioned.	Document Outline: 1. Overall Assessment 2. Configuration 3. Security 4. Change Management 5. Issues and Risks Document Format: Google Sheets	Identify Broomfield Items Verify readiness Perform Assigned Steps	Plan the Cutover Prep for Production Configuration Prep for Conversion	- Cutover Plan includes all transition items. - Cutover Plan has responsibilities Identified - Timing for activities is consistent with the production go live.
D-34	Production Support Strategy Document	Highstreet and Client Teams define the post go live support structure	X	X	X	Essential for ensuring the stability, reliability, and efficiency of systems in a live environment.	Documents the Broomfield plan for providing post go live support. This should include Level 1 support by Broomfield and other support by Highstreet Hypercare Team.	Document Outline: 1. Overview 2. Roles and Responsibilities 3. Supported systems and Services 4. Incident Management 5. Change Management 6. Monitoring and Alerting 7. Security 8. Tools Document Format: Google Doc	Identify their post go live support team. Define the Broomfield Help Desk structure. Identify tools to be used for incident tracking Provide Highstreet Team required access to support issue resolution.	Provide guidance on Help Desk and Issues resolution structure. Prepare the strategy document from Broomfield input.	- Deliverable contains all elements as identified in this DED. - Strategy clearly defines th Broomfield structure. - Highstreet role is defined.
D-35	Train the Trainer Session Training Materials	Training material for Client Trainers	X	X	X	Presentation material for the Train the Trainer sessions	Covers the training that will be presented.	Document Outline: Presentation file	Review the training material	Provide the file of material used during the training session.	- Deliverable contains all elements as identified in this DED. - File is the same as the material presented
D-36	Hypercare support	Post go live support	X	X	X	To document the completion of the Highstreet post go live support for each phase.	Notification to Broomfield that the post go live support for that period has ended.	Email	None	Track post go live support activities Resolve Issues Document Solutions for issues Create end of Hypercare notification	- Deliverable contains all elements as identified in this DED. - the duration for post go live support for that pillar per the SOW has ended
D-37	Detailed Monthly Report	Monthly report	X	X	X	To share the activities performed during the month, highlight next activities and to bring attention and solutions to tasks that are not progressing as required to meet go live schedule.	All activities for that month including updating the project plan and project scorecard (with Broomfield)	Document Outline: To be agreed upon by the Project Leaders prior to the end of the first month. Document Format: Google Doc	Review the monthly report	Prepare the monthly report	- Deliverable contains all elements as identified in this DED. '- Report follows agreed upon format - All project management activities completed for the month (as defined in SOW ___)

Exhibit C

Insurance Requirements

Including General Liability, Automobile, Workers' Compensation, Professional Liability and Excess Liability/Umbrella Coverage

General Requirements (Version dated December 2024)

1. All insurers shall be licensed or approved to do business within the State of Colorado.
2. Contractor/Vendor's insurance carriers shall have an A.M. Best Company rating of at least A– Class VII.
3. Additional Insured. City and County of Broomfield, its officers, board members, agents, employees and volunteers acting within the scope of their duties for the City and County of Broomfield shall be named as Additional Insured on all Commercial General Liability, umbrella liability, excess liability, and Automobile Liability Insurance policies (construction contracts require Additional Insured coverage for completed operations).
4. Primacy of Coverage. Coverage required of Contractors and Subcontractors shall be primary and non-contributory to any insurance carried by the City and County of Broomfield.
5. All subcontractors must meet the same insurance requirements for the Contract or Purchase Order unless Risk Management has approved a deviation.
6. Subrogation Waiver. All insurance policies required under this Contract maintained by Contractor or its Subcontractors shall waive all rights of recovery against City and County of Broomfield, its officers, board members, agents, employees and volunteers acting within the scope of their duties for the City and County of Broomfield.
7. Cancellation, Change in Coverage or Limits. The above insurance policies shall include provisions preventing cancellation, non-renewal, or reduction in coverage or limits of any insurance, without at least 30 days prior notice to Contractor/Vendor and Contractor/Vendor shall forward such notice to within seven days of receipt of such notice.
8. Certificates. Contractor and all Subcontractors shall provide certificates showing insurance coverage required hereunder to the City and County of Broomfield within 5 days of:
   a. the effective date of the Contract
   b. the expiration date of any coverage
   c. a request by the City and County of Broomfield
9. Separation of Insureds. All insurance policies shall include coverage for cross liability and contain a "Separation of Insureds" provision in the general liability policy.
10. City and County of Broomfield in no way warrants that the limits required herein are sufficient to protect the Contractor/Vendor from liabilities that may arise out of the performance of the work under this Contract by the Contractor, its agents, representative, employees or subcontractors. The Contractor is not relieved of any liability or other obligations assumed or pursuant to the Contract by reason of its failure to obtain or maintain insurance in sufficient amounts, duration or type.
11. All parties understand and agree that the City and County of Broomfield is relying on, and does not waive or intend to waive by any provision of this Contract, the monetary limitations, immunities, protections or any other rights provided by the Colorado Governmental Immunity Act.
12. The City and County of Broomfield reserves the right to negotiate additional specific insurance requirements at the time of the Contract.

13. The City and County of Broomfield and Contractor shall cooperate with each other in the collection of any insurance proceeds which may be payable in the event of any loss, including the execution and delivery of any proof of loss or other actions required to effect recovery.

Insurance Requirements

The Vendor/Contractor/Subcontractor shall obtain and maintain, at its own expense, and for the duration of the Agreement including any warranty periods under which the Agreement are satisfied, the following:

Commercial General Liability

Commercial General Liability insurance covering all operations by or on behalf of the contractor/vendor on an occurrence basis against claims for bodily injury, property damage (including loss of use), advertising liability, products and completed operations, and contractual liability. For contracts involving vendor/contractor contact with minors or at risk adults, Sexual Abuse and Misconduct Coverage should be included in the coverage requirements and listed on the certificate.

Minimum limits:

- $1,000,000 Each Occurrence
- $2,000,000 General Aggregate (per project aggregate for construction contracts)
- $2,000,000 Products/Completed Operations Aggregate (for construction projects, this coverage should be maintained for a minimum of 3 years from the end of the project)

Automobile Liability

Automobile Liability Insurance covering any auto (including owned, hired, and non-owned autos).

Minimum limits:

- $1,000,000 each accident combined single limit
- If hazardous materials are transported, an MCS 90 form shall be included on the policy

Workers' Compensation

Workers' Compensation Insurance as required by State statute, covering all Vendors/Contractors employees acting within the course and scope of their employment. This requirement shall not apply when a contractor or subcontractor is exempt under the Colorado Workers' Compensation Act and when such contractor or subcontractor provides an appropriate sole proprietor letter.

Employer's Liability with minimum limits:

- $100,000 Each Accident
- $100,000 Each Employee by Disease
- $500,000 Disease Aggregate

Professional Liability

Contractor/Vendor will purchase and maintain professional liability insurance covering any damages caused by an error, omission or negligent professional act to include the following coverages:

- Limited Contractual Liability
- If coverage is Claims Made, a retroactive date prior to the inception of the work
- If coverage is Claims Made, similar coverage must be maintained for three years following the completion of the work or an extended reporting period of 36 months must be purchased

Minimum Limits:

- $1,000,000 Per Claim
- $2,000,000 General Aggregate

Excess/Umbrella Liability

Contractor/Vendor will purchase an Excess/Umbrella Liability Policy that provides liability coverage over the specified Workers Compensation/Employers Liability, Commercial General Liability and Automobile Liability limits.

Minimum limit:

- $2,000,000 Each Occurrence/Aggregate

Protected Information (Cyber) Liability

Contractor/Vendor will purchase and maintain liability insurance covering all loss of confidential information, such as Personally Identifiable Information, Protected Health Information, Payment Card Information, Tax Information, and Criminal Justice Information, and claims based on alleged violation of privacy rights through improper use or disclosure of protected information.

Minimum Limits:

- $1,000,000 Per Claim
- $5,000,000 General Aggregate

Deviations

Any deviations below the standards given above must be approved by the City and County of Broomfield's Risk Management office. Please direct any questions to RiskManagement@broomfield.org.

Certificate Holder/Certificate of Insurance (COI)

On all Certificates of Insurance the following shall be named an Additional Insured and included on the Certificate provided:

The City and County of Broomfield, its officers, board members, agents, employees and volunteers acting within the scope of their duties for the City and County of Broomfield shall be named as Additional Insured on all Commercial General Liability, Umbrella Liability, Excess Liability, and Automobile Liability Insurance policies (construction contracts require Additional Insured coverage for completed operations). A Waiver of Subrogation is provided in favor of the Additional Insureds as respects to all policies.

City and County of Broomfield
One DesCombes Drive
Broomfield, CO 80020-2495
certificates@broomfield.org

City and County of Broomfield

City Council Regular Meeting

B. Resolution - Adoption of Broomfield Transportation Safety Action Plan

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Action Items Item: 7B.

Presented By
Bryce Hammerton, Traffic Engineer

Community Goals
☑ Thriving, Diverse, Safe and Welcoming Community

Overview

View Correspondence
View Presentation

The Transportation Safety Action Plan aims to reduce and eliminate serious injury and fatal crashes affecting all roadway users. The action plan uses data analysis to characterize roadway safety problems through projects and strategies that address the most significant safety risks. The intent is to have an actionable and useful plan to help Broomfield prioritize safety improvements and program initiatives to improve the safety of all road users.

Attachments

Memo - Broomfield Transportation Safety Action Plan.pdf
Resolution 2025-135 Broomfield Transportation Safety Action Plan (9-23-2025).pdf
Broomfield Transportation Safety Action Plan_Final Draft_08.18.25.pdf

Summary

View Correspondence
View Presentation

Staff is presenting the final report of Broomfield's Transportation Safety Action Plan to City Council for consideration and approval. The plan was funded by the federal U.S. Department of Transportation (US DOT) Safe Streets and Roads for All (SS4A) program. This memorandum provides an overview of the public outreach, recommendations, and goals developed in coordination with internal and external technical safety professionals.

The Transportation Safety Action Plan aims to reduce and eliminate serious injury and fatal crashes affecting all roadway users. The action plan uses data analysis to characterize roadway safety problems through projects and strategies that address the most significant safety risks. The intent is to have an actionable and useful plan to help Broomfield prioritize safety improvements and program initiatives to improve the safety of all road users.

The first phase of the Transportation Safety Action Plan was presented to the Transportation Forum in November 2024, then again at a council study session on January 21, 2025. The overall vision and mission statements were presented at that meeting.

Vision: Vision Zero - No one is seriously injured or killed while using the transportation network on locally owned roadways in Broomfield.

Mission Statement: Broomfield commits to eliminating traffic-related fatalities by 2040 and serious injuries by 2045 on Broomfield-owned roadways, with an eventual goal of zero on all roadways, including CDOT highways.

Staff is seeking adoption of the plan from the City Council. Once adopted, Broomfield will utilize this plan to prioritize safety action items in the future. Each year, a progress report will be completed to identify safety action steps that were taken.

Financial Considerations

As shown in the sources and uses of funds summary below, the project can be completed within the budgeted amount.

Sources and Uses of Funds	Amount
Broomfield Transportation Project 20-70090-55600 / 24T0012	
80% Federal Highway Administration Grant Funding	$297,600
20% Local Funds - Safety Action Plan	$74,400
Broomfield Safety Action Plan	-$370,663
Projected Balance	**$1,337**

Prior Council or Other Entity Actions

- Sept. 12, 2023 - Resolution No. 2023-98 Approved the IGA with FHWA through the Safe Streets and Roads for All Program for the Broomfield Safety Action Plan.
- April 23, 2024 - Resolution No. 2024-42 Approved the Consulting Agreement with Fox Tuttle Transportation Group for professional services to write the Broomfield Safety Action Plan.
- Jan. 21, 2025 - Council Study Session to ask for council support in the mission statement.

Boards and Commissions Prior Actions and Recommendations

Transportation Forum - No actions or recommendations made.

Proposed Actions / Recommendations

If Council desires to adopt the Broomfield Transportation Safety Action Plan, the appropriate motion is...

That Resolution 2025-135 be adopted.

Alternatives

Do not adopt the Action Plan, and provide alternative direction to staff.

Broomfield's Transportation Safety Action Plan - Final

The proposed Safety Action Plan is a comprehensive strategy document that identifies potential traffic safety problems in our community and outlines specific actions to reduce crashes, injuries, and fatalities on local roads. It will essentially serve as a roadmap for making transportation safer for everyone, including drivers, pedestrians, cyclists, and transit users. The final report was created after extensive public engagement.

Plan Vision and Mission Statement

The federal grant requires that the City and County of Broomfield complete a leadership commitment and goal-setting for transportation safety. This includes an official public commitment (e.g., resolution, policy, ordinance, etc.) by a high-ranking official and/or governing body (e.g., Mayor, City Council, etc.) to an eventual goal of zero roadway fatalities and serious injuries. The commitment must include a goal and timeline for eliminating roadway fatalities and serious injuries achieved through one or both of the following:

1. The target date for achieving zero roadway fatalities and serious injuries, OR
2. An ambitious percentage reduction of roadway fatalities and serious injuries by a specific date, with an eventual goal of eliminating roadway fatalities and serious injuries.

Based on the initial community and stakeholder engagement, data analysis, and review of regional partner goals, the final plan included the following vision and mission statement to guide the plan:

> **Vision:**
> Vision Zero - No one is seriously injured or killed while using the transportation network on locally owned roadways in Broomfield.
>
> **Mission Statement:**
> *Broomfield commits to eliminating traffic-related fatalities by 2040 and serious injuries by 2045 on Broomfield-owned roadways with an eventual goal of zero on all roadways, including CDOT highways.*

The vision statement above was developed through review of grant requirements, technical stakeholder feedback and guidance from Council from the January 21, 2025 Study Session. It is reflected within each goal of the plan.

The mission statement establishes the required timeframes for achieving zero roadway fatalities and serious injuries. The target dates align with DRCOG's Taking Action on Vision Zero goals.

The requirement for a leadership commitment, as outlined above, will be accomplished through formal approval of the final action plan.

A further summary of the vision and goals can be found in Chapter 2, while details on accomplishing those goals are presented in Chapter 5.

Public Engagement

Public engagement is a crucial component of the action plan drafting process. Public and stakeholder engagement was used to reaffirm goals and priorities regarding safety. Community and stakeholder feedback is used to develop strategies and projects based on proven safety countermeasures.

Engagement efforts included the following:

- Public outreach events, including an open house at Broomfield Days
- Community survey about transportation safety perceptions and experiences
- Mapping tool to note specific locations for concerns
- Internal technical stakeholders made up of department or division representatives
- External technical stakeholders, including nonprofit organizations, schools, CDOT, DRCOG, RTD and Transportation Demand Management Organizations
- An Emergency Response Group composed of first responders, hospitals, fire and police staff.
- Broomfield Transportation Forum Presentation
- Council Study Session
- Combined Stakeholders meeting bringing everyone together to collaborate on recommendations

Takeaways from the public engagement include identifying the following three key areas of safety concern:

- Speeding
- Bicycle Safety
- Inadequate Pedestrian Crossings

Further details on public engagement can be found in Appendix B.

Data Analytics

Data analysis efforts included ensuring the accuracy of crash data as a first step, followed by analyzing that data to identify themes. When examining the data, the focus was on using the Federal Highway Administration's Safe Systems Approach, which prioritizes reducing severe injury and fatal crashes.

- Over the last three years, Broomfield has had an average of 1,211 crashes per year on all roads, including limited access highways, 25.6 severe injury crashes per year, and 4 fatal crashes per year. Below shows this breakdown of Broomfield-owned roadways, CDOT surface streets, and CDOT limited access highways over the last three years.
    - Broomfield Owned Local Roads: 1,665 crashes , including 28 severe injuries and five fatalities. This represents an annual average of 555 crashes, resulting in 9.3 severe injuries and 1.7 fatal crashes per year.
    - CDOT Surface Street Highways: 1,313 crashes (438 crashes per year), including 30 severe injuries and three fatalities. This represents an annual average of 438 crashes, resulting in 10 severe injuries and one fatal crash per year.
    - CDOT Limited Access Highways: 655 crashes (218 crashes per year), including 19 severe injuries and four fatalities. This represents an annual average of 655 crashes, resulting in 6.3 severe injuries and 1.3 fatal crashes per year.

Themes from the data analysis are as follows:

- 74% of surface street crashes occur at intersections
- Vulnerable Road Users (non-motorized modes): Crashes involving pedestrians or bicyclists account for 1.6% of all crashes, but 16.8% of serious injury/fatal crashes.
- Careless driving is the most frequent contributing factor to crash occurrences. Careless driving is typically attributed to some level of driver inattention or distraction that results in actions such as red light running, following too closely, failure to yield, etc.
    - 87% of all crashes and 74% of severe outcome crashes were a factor of careless driving. While phone use was only reported in 6% of Broomfield's crash reports, a recent study by Cambridge Mobile Telematics found that phone usage while driving has increased by 20% since 2020.
- Reckless driving involving deliberate acts such as excessive speeding, evading police and high-speed weaving that leads to crashes is 3% of all crashes but 15% of severe injury/fatal crashes.
- 41% of all crashes are rear-end crashes, which are the most frequent type of crash, but only 11% of serious injury/fatal crashes.
- 52% of serious injury and fatal crashes involve a collision with a fixed object (25%), right angle (18%), and approach turn (14%).
- Broomfield has a lower fatal crash rate than most of its comparable Colorado counterparts.
- Alcohol related crashes were unusually high at the intersection of Sheridan Blvd and W 120th Ave.

As part of the data analysis, intersections were ranked by excess crash cost using safety performance functions at each intersection. Excess crash costs are calculated on an anticipated number of crashes, with severe crashes weighted more heavily. This helped to identify intersections for road safety audits and identify recommendations. The example below shows this table. It should be noted that additional Broomfield-owned intersections were identified for road safety audits, as shown in the final report; however, CDOT intersections generally exhibited a higher excess crash cost.

	Intersection			Excess Crash Costs		
	Jurisdiction	North / South Street	East / West Street	Excess PDO	Excess FI	Excess Expected Crash Value ($)
Top 10 Intersections	CDOT	HURON ST	STATE HIGHWAY 7	11.9	0.5	$207,017
	CDOT	SHERIDAN BLVD	120TH AVE	3.6	0.9	$159,246
	CDOT	MAIN ST	120TH AVE	4.5	0.8	$148,436
	CDOT	WADSWORTH PKWY	INTERLOCKEN LOOP	8.1	0.3	$147,910
	CDOT	CHASE ST	120TH AVE	5.3	0.7	$146,345
	CDOT	SHERIDAN PKWY	STATE HIGHWAY 7	9.7	0.1	$134,045
	Broomfield	LOWELL BLVD	144TH AVE	3.0	0.6	$115,427
	CDOT	US HIGHWAY 287	MIRAMONTE BLVD	3.0	0.5	$99,572
	CDOT	US HIGHWAY 287	10TH AVE	3.4	0.4	$89,667
	CDOT	NICKEL ST	US HIGHWAY 287	2.4	0.5	$86,993

Information on existing conditions is provided in Appendix A, while a detailed breakdown of that data is presented in Chapter 3.

Action Plan

The action plan is broken into five different categories:

- Broomfield Non-Infrastructure Recommendations
    - Recommendations to improve coordination, speeding, pedestrian safety focused on achieving goals and strategies that were identified during engagement. An example is traffic safety cameras for automated enforcement.
- Broomfield Intersection Recommendations
    - Intersections were flagged for road safety audits due to high excess crash cost or high number of a particular type of crash. An example is adding backplates to the intersection of Lowell Blvd at W 144th Ave.
- CDOT Intersections Recommendations
    - Intersections were flagged for road safety audits due to high excess crash cost or a high number of a particular type of crash. An example is adding directional pedestrian ramps at the intersection of 287 with Miramonte Blvd.
- Broomfield Infrastructure Recommendations
    - Official recommendations from the top intersections
- CDOT Infrastructure Recommendations
    - Official recommendations from the top intersections

The top recommendations are presented in Chapter 4, while Appendix D provides additional details on the recommendations, offering further information on costs, priorities, timelines, and considerations. Further strategies are outlined in Chapter 5; however, the priority action items are listed in Chapter 4. Top recommendations were identified through a combination of technical expertise, working through the plan and consideration of the following questions. An ordered list was not established; rather, a list of top priorities was compiled, allowing staff to work through the plan effectively, as best practices and resources may change over time.

- Locations with the highest excess crash cost (proxy for the highest calculated potential for improvement)
- Project/program/process ease of implementation (is the project/program/process already starting or easy to begin, can it be completed with existing city staff and funding?)
- Is the completion of the program/process critical for the implementation of other future safety improvements or decisions?
- Is the completion of the program/process critical for future progress data comparison?
- Was the project/program/location identified by the public during the public process?

The top recommendations for Broomfield owned roadways, infrastructure and non-infrastructure are shown below.

Table 4.1 Top Infrastructure (Broomfield-Owned) Recommendations		
Project Name	**Location**	**Description**
Upgrade left-turn signs at Lowell Boulevard/144th Avenue	Intersection of Lowell Boulevard and 144th Avenue	Upgrade left-turn signs on mast arms for eastbound and westbound movements
Install backplates at Lowell Boulevard/144th Avenue	Intersection of Lowell Boulevard and 144th Avenue	Install retro-reflective backplates on eastbound traffic signal heads
Pedestrian mobility improvements at Lowell Boulevard/144th Avenue	Intersection of Lowell Boulevard and 144th Avenue	Design and install crosswalk and directional ADA ramps on east leg
Study and implementation of reducing eastbound left-turn to one lane at Flatiron Crossing Drive/Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Feasibility study and implementation of restriping dual eastbound left-turn lanes to single left-turn lane
Add wayfinding signs at Flatiron Crossing Drive/ Interlocken Loop Ramp*	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Add wayfinding signs to mast arm
Check pedestrian buttons and pedestrian signal cycle at Flatiron Crossing Drive/ Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Check pedestrian push button on north leg; add pedestrian re-service
Study potential implementation of protected-only left-turn phasing at Flatiron Crossing Drive/ Interlocken Loop Ramp*	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Monitor short term changes, consider protected only left turn phasing if needed
Revise/refresh striping at Interlocken Boulevard/Flatiron Crossing Drive*	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Add stop bars across right-turn lanes and refresh left-turn lane striping and skip striping within intersection
Intersection improvements at Interlocken Boulevard/Flatiron Crossing Drive*	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Design and construct intersection improvements including right-turn bypass islands with connected crosswalks and raised crosswalks across right-turn lanes
Flatiron Crossing Drive road diet study*	Flatiron Crossing Drive between Interlocken Loop Ramps and Interlocken Boulevard	Conduct study to determine feasibility and conduct benefit/cost analysis of road diet

Table 4.2 Top Non-Infrastructure (Broomfield-Owned) Recommendations		
Project Name	**Description**	**Resources***
Safe System Website and Dashboard Launch	Develop website and associated dashboard that shows up-to-date location, details, and trends of crashes in Broomfield. Immediately implement website/dashboard for public awareness.	IT, GIS, Planning, Engineering or Police staff to develop and maintain the website and dashboard - estimate 120 staff hours/year
Interagency Safety Coordination Council (ISCC)	Create ongoing group and process for coordinating traffic safety efforts between agencies, organizations, and departments. Utilize or build on the combined stakeholder group list and hold two times a year meetings to update/coordinate next steps in reducing Serious Outcome crashes.	City staff (multiple departments) along with partnering agencies/entities - estimate 20 staff hours/year for coordination, documentation, and planning
First Responder Crash Documentation Process Refinement	Refine and unify the process for documenting the what, how, and why of traffic crashes in the field, and allow for faster and more accurate crash data processing. Implement changes in first year to allow for uniform data comparison year-over-year.	Planning, Engineering, Police staff to complete initial coordination and minor ongoing updates - estimate 40 hours total for engineering and police in first year (coordination, refinement, training), then 10 hours/year training
Critical Emergency Route System Documentation	Document critical emergency response route system and policy. Identify primary/key emergency response routes. Develop policy for limiting delay on primary ER network and balancing every day vehicular speeds and response times.	Planning, Police, Fire, Hospital staff - estimate 40 hours for engineering to plan, coordinate, and document, and 20 hours for emergency personnel to provide inpu and review. (Ownership, and therefore hours, may be flipped to emergency personnel)
Signal Timing Policy Development	Develop Signal Timing Policy, including Left Turn Protected Phasing Policy (Flashing Yellow Arrow, Full Left Turn Protected Phasing), Leading Pedestrian Interval (LPI) Policy (allows pedestrians a "head start" before cars get green light).	Planning, Engineering staff, potentially with outside consultant - estimate 60 hours of staff time if consultant completes document
Pedestrian Crossing Treatment Guidelines/Standards Development	Develop Pedestrian Crossing Treatment Guidelines/Standards including Improving sight distance at pedestrian crossings (daylighting), bumpouts/curb extensions at pedestrian crossings, crossing treatments - which crossings get warning lights (RRFBs) or pedestrian hybrid beacons (PHB/HAWKs), which are striped, locations.	Planning, Engineering staff, potentially with outside consultant - estimate 60 hours of staff time if consultant completes document
Roundabout Retrofit Study and Policy	Implement consideration of roundabout options into safety, capital, and development project. Complete high level overview study of intersections to identify locations of greatest potential.	Planning, Engineering staff with outside consultant - estimate of 80 hours of staff time if consultant completes document
Traffic Safety Cameras for automated enforcement	Develop draft Traffic Safety Camera plan and deployment for automated enforcement based on existing crash data trends and potential concern areas for review by CCoB staff and council.	Planning, Engineering, Police, and Communications staff to develop deployment plan - estimate 200 hours of staff time to develop plan in first year, then 100 hours/year (depending on extent of deployment) of staff time between Police and Communications departments.

In addition to specific plan recommendations, a countermeasure toolbox was developed to assist staff in assessing and proposing solutions to issues during road safety audits or crash reviews. This countermeasure toolbox can be found in Chapter 4 of the report.

Safety Goals and Measures of Effectiveness

The table below includes goals that have been discussed with internal stakeholders. Each goal has been assigned strategies and measures of effectiveness, as outlined in Chapter 5 of the report.

GOAL THEME	GOALS
Crash Reduction	Reduce crashes prone to Serious Injuries and Fatalities (Severe Outcomes).
Efficient and Safe Emergency Response	Balance the benefits of transportation safety measures with ensuring efficient emergency response efforts.
Promote Responsible Travel Behavior	Generate awareness in the community around transportation safety and an understanding of everyone's responsibility in achieving safety. Continue to include public feedback in advancing the program.
Integrate Technology and Data	Use advanced technologies, data analysis, and infrastructure to make data-driven decisions that improve safety and enforcement strategies across all transportation modes.
Project & Program Prioritization and Fiscal Stewardship	Incorporate a focus on transportation safety into all transportation-related projects and programs and prioritize efforts at high-risk locations and corridors.
Foster Collaboration and Communication	Strengthen partnerships between city departments, transportation agencies, law enforcement, emergency response and community partners to create a comprehensive and coordinated approach to transportation safety.

Short-term, medium-term, and long-term strategies are identified. For example, strategies under Foster Collaboration and Communication goals could look like:

Short Term: Create an interagency safety council
Medium Term: Data-driven enforcement efforts
Long Term: Safety Ad Campaign

Measures of Effectiveness (MOE) were designed to be ambitious yet implementable and realistic for staff. For example, the MOE for Foster Collaboration is to track the number of interagency meetings in the review of fatal crash data.

Next Steps

Following adoption, staff will work with the Mayor to finalize a letter to be included as an introduction to the plan and improvements will be made to the plan formatting to ensure compliance with accessibility requirements.

Implementation of the plan, including its action steps, will begin following adoption. Consistent with the grant requirements, staff will develop a method to track progress and an annual report on this progress will be compiled annually by staff. A graph with new data points will be established each new year to show crash trends as the plan progresses. Additional reporting measures may include where funds were spent or if

grants were acquired, what programs or policies were created, or the number of intersection safety improvements. The annual reporting will be communicated to the community through the traffic engineering webpage.

Recommendations that are expected to be underway in 2026 include the crossing treatment guide and early research for automated vehicle enforcement. Additionally, budgets will be reviewed and some of the early action items such as backplates may be implemented.

An internal working group made up of staff from the Police, North Metro Fire Rescue, Public Health, Public Works, schools, CDOT and community partners will be convened twice per year to review emerging issues, coordinate grant applications, and finalize the annual reporting for the Plan.

Updates to the Safety Action Plan will be targeted to occur approximately every five to ten years to take into consideration changing safety risks, technology and funding opportunities.

RESOLUTION NO. 2025-135

A resolution to adopt the Broomfield Transportation Safety Action Plan.

Recitals.

Whereas, Broomfield's Transportation Safety Action Plan is consistent with the 2016 Broomfield Comprehensive and Transportation Plans.

Whereas, Broomfield's vision for transportation safety is that no one is seriously injured or killed while using the transportation network on locally owned roadways in Broomfield, also known as "Vision Zero."

Whereas, Broomfield commits to eliminating traffic-related fatalities by 2040 and serious injuries by 2045 on Broomfield-owned roadways with an eventual goal of zero on all roadways, including CDOT highways.

Whereas, the Broomfield Transportation Safety Action Plan was completed in accordance with the Federal Highway Administration's Safe Streets and Roads for All (SS4A) discretionary program.

Whereas, the SS4A program funds regional, local, and tribal initiatives through grants to prevent roadway deaths and serious injuries and supports the development of a comprehensive safety action plan.

Whereas, the SS4A program requires an eligible Action Plan to be in place before applying to the SS4A program to implement projects and strategies that were identified in the plan.

Now, therefore, be it resolved by the City Council of the City and County of Broomfield, Colorado:

Section 1.

The 2025 Broomfield Transportation Safety Action Plan, attached to this resolution as Exhibit A, is hereby approved.

Section 2.

The Mayor or Mayor Pro Tem is authorized to issue a letter to be included with the Action Plan acknowledging this resolution and approval.

Section 3.

This resolution is effective upon its approval by the City Council.

Approved on September 23, 2025

The City and County of Broomfield, Colorado

_____

Mayor

Attest:

_____

Office of the City and County Clerk

Approved as to form:

NCR

_____

City and County Attorney



FINAL DRAFT - AUGUST 18, 2025

BROOMFIELD TRANSPORTATION

SAFETY ACTION PLAN

Prepared for the City and County of Broomfield, Colorado

Prepared by Fox Tuttle Transportation Group, Olsson, and Next Phase Engineering



A Letter from our Mayor

HOLD FOR LETTER

ACKNOWLEDGMENTS

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Kenny Van Nguyen, Ward 1
Paloma Delgadillo, Ward 2
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ACKNOWLEDGMENTS (CONTINUED)

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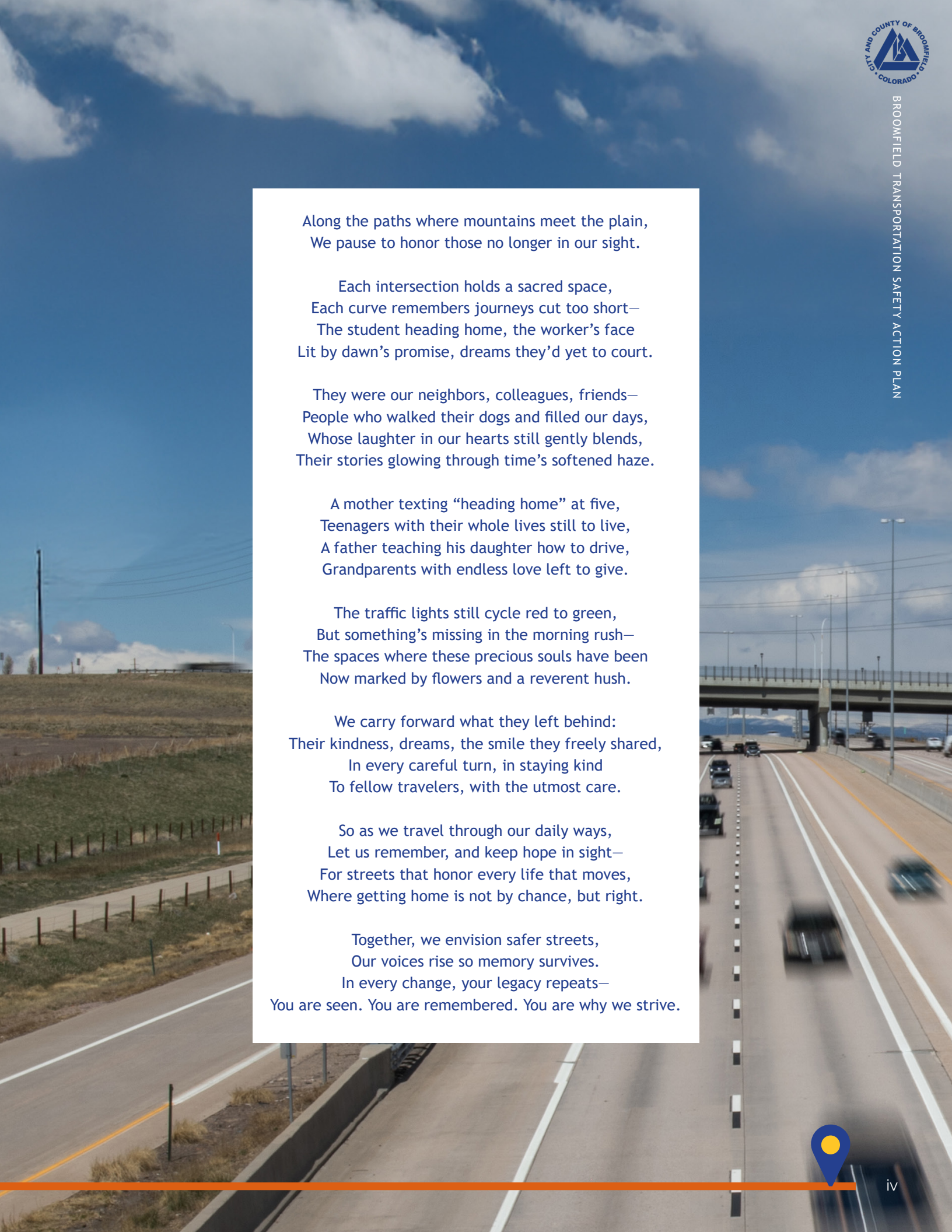
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Along the paths where mountains meet the plain,
We pause to honor those no longer in our sight.

Each intersection holds a sacred space,
Each curve remembers journeys cut too short—
The student heading home, the worker's face
Lit by dawn's promise, dreams they'd yet to court.

They were our neighbors, colleagues, friends—
People who walked their dogs and filled our days,
Whose laughter in our hearts still gently blends,
Their stories glowing through time's softened haze.

A mother texting "heading home" at five,
Teenagers with their whole lives still to live,
A father teaching his daughter how to drive,
Grandparents with endless love left to give.

The traffic lights still cycle red to green,
But something's missing in the morning rush—
The spaces where these precious souls have been
Now marked by flowers and a reverent hush.

We carry forward what they left behind:
Their kindness, dreams, the smile they freely shared,
In every careful turn, in staying kind
To fellow travelers, with the utmost care.

So as we travel through our daily ways,
Let us remember, and keep hope in sight—
For streets that honor every life that moves,
Where getting home is not by chance, but right.

Together, we envision safer streets,
Our voices rise so memory survives.
In every change, your legacy repeats—
You are seen. You are remembered. You are why we strive.

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EXECUTIVE SUMMARY

Broomfield's Transportation Safety Action Plan (BTSAP or Plan) was developed with and for the community and is aimed at making traveling in and through Broomfield safer for everyone. Utilizing the Federal Highway Administration's Safe System framework, which is rooted in the understanding that traffic crashes are preventable and no number of traffic deaths is acceptable, the Plan provides infrastructure, program, policy, enforcement and education recommendations based on the current available evidence and proven countermeasures. These elements, when combined, will help Broomfield achieve the ultimate vision of no one being seriously injured or killed while using the transportation network in Broomfield.

The Broomfield City Council, following a comprehensive community engagement process, has committed to the following safety targets:

- **Zero traffic fatalities on Broomfield-owned roadways by 2040**
- **Zero serious injuries on Broomfield-owned roadways by 2045**
- **An eventual goal of zero fatalities and serious injuries on all roadways in Broomfield, including those owned and operated by the Colorado Department of Transportation (CDOT)**

Every crash has a story and a cost. Understanding the scale of the problem and the people it affects helps explain why Broomfield is committing to action.

Twenty-three lives were lost in traffic crashes in Broomfield between 2019 and 2023.

In 2023 alone, traffic crashes cost the community nearly $72 million dollars. Crashes are not random "accidents;" they have predictable causes and, therefore, may be prevented through targeted solutions.

The Plan analyzed three years of crash data (2021-2023). Key findings included those in the infographics to the right.

The below crash types

Fixed Object
Right Angle Turning
Approach Turn
Rear End
Pedestrian Crash
Bicyclist Crash

make up

85%

of all serious injury/ fatal crashes



74%

of crashes

occur at or are related to



Pedestrians and bicyclists are involved in only **3%** of crashes

but account for 17% of serious injuries / fatalities



Careless and distracted driving is an overwhelming contributor to crashes, including:

87% of all crashes **and** **74%** of all serious injury/fatal crashes

SPEED

is a factor

in the severity of crashes,

especially on arterial roads



CDOT roadways represent just **5%** of the street system, but

50% of serious crashes,

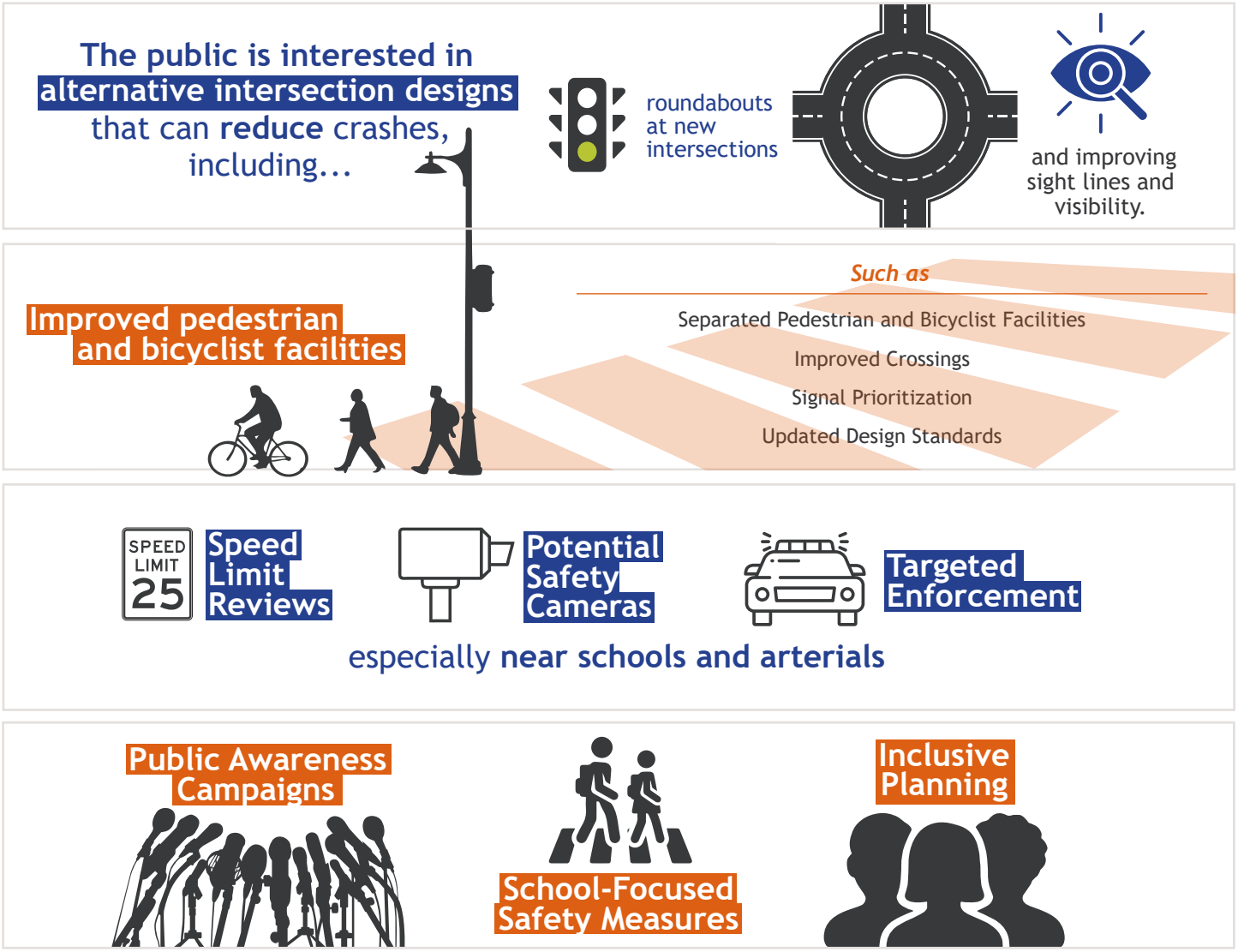
highlighting the need for continued state-local coordination

The two primary goals of the public engagement process were to gather feedback on perceived safety concerns and solicit input on plan recommendations. During the year-long multi-format public process, the feedback showed a generally supportive and eager community that noted almost unilateral recognition of safety concerns needing proactive change:

- The top four **infrastructure safety concerns** are related to locations where ***non*-motorized and motorized traffic intersect**.
- The top four **behavioral transportation safety concerns** that far outweighed all others included: ***speeding, driving aggressively, distracted driving, and disregard for stop signs and red lights.***

The public is generally in support of a mixture of forms of proactive safety improvements including infrastructure-based, program-based and community driven solutions. There were generally no recommendations that received significant pushback from the community. The themes illustrated below were heard consistently from residents and stakeholders throughout the planning process as desired focus areas and safety outcomes.

The Broomfield Public is generally interested in...



Broomfield's vision of a community where "No one is seriously injured or killed while using the transportation network" and the actions recommended in this plan are bold because history shows that a paradigm shift is necessary to remove fatalities and serious injuries from the transportation network. Transportation safety in Broomfield is everyone's responsibility. This Plan provides the roadmap for getting there.


KOHL

CHAPTER 1

Introduction

5 What is a Safety Action Plan?
9 Regional Context and Study Area
11 Project Components

WHAT IS A SAFETY ACTION PLAN?

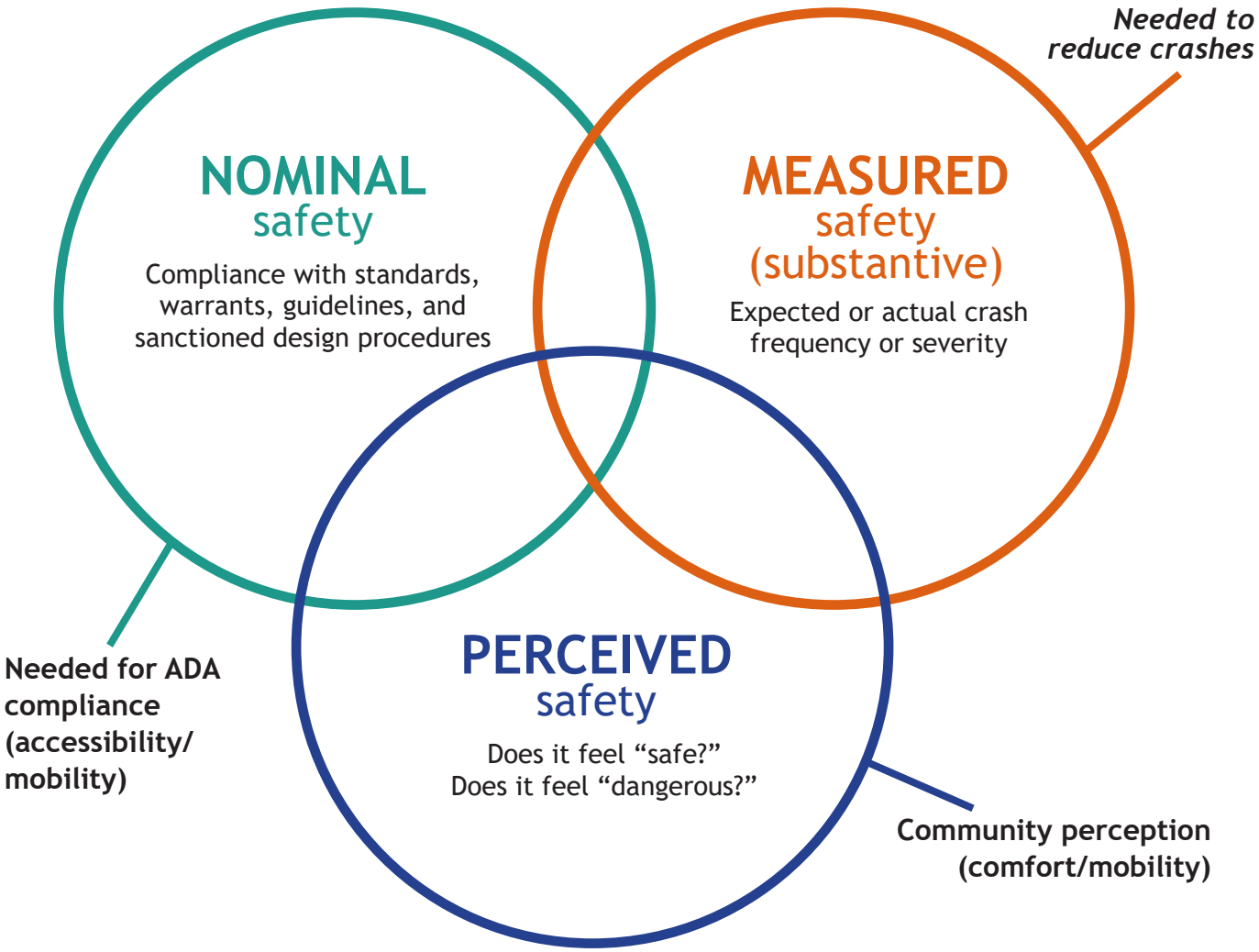
Transportation safety is fundamentally about preventing death and serious harm while people move through a community's streets, bikeways, sidewalks, trails and transit system. Engineers often describe safety with three complementary lenses, which are described and illustrated (in **Figure 1.1**) below:

NOMINAL SAFETY asks whether the design meets current standards and best practices—for example, are the lane widths consistent with a roadway design manual and best practice? Nominally-safe facilities can still produce severe crashes if the standards themselves are outdated or applied in the wrong context.

MEASURED SAFETY looks at the crash record: where, when, how often and to whom crashes occur. High-injury networks and hot spot analyses are measured-safety tools that indicate where people are being killed or seriously injured, regardless of whether the road meets the design criteria found in a manual.

PERCEIVED SAFETY captures whether people feel safe when they travel. If residents feel unsafe walking across six travel lanes, they will drive instead, even if crash counts are low; that latent danger surfaces the moment conditions change (nighttime, rain, distraction). A robust safety program values all three perspectives because perception influences mode choice, mode choice shapes exposure, and exposure affects measured crash risk.

Figure 1.1 Three Types of Safety



WHAT IS A SAFETY ACTION PLAN?

WHY TRANSPORTATION SAFETY MATTERS

Crashes are not random "accidents;" they have predictable causes and, therefore, preventable solutions. Motor-vehicle crashes remain the leading cause of death for U.S. teenagers, and until 2020, they were the leading cause of death for children under 14. Broomfield's experience mirrors a national crisis: despite a renewed focus on safety, the number of people seriously injured or killed in traffic crashes (called "serious outcome" crashes in this Plan) over the past half decade in Broomfield has remained steady, with 23 people killed since 2018 in 21 fatal crashes. After declining for over 40 years, the traffic fatality rate in the United States has been trending upward over the past five years. Beyond the tragic human cost, the National Highway Traffic Safety Administration (NHTSA) estimates the economic cost to society of a single traffic death at roughly $1.6 million as of 2020; Broomfield's 21 fatal crashes from 2019 to 2023 translate to $33.6 million in societal costs. Additionally, motor vehicle crashes cost the equivalent of $1,035 per person every year. Every community that builds, maintains or polices roads therefore carries an ethical, economic and legal obligation to pursue the safest system practicable.

Figure 1.2 Broomfield Surface Street Crashes

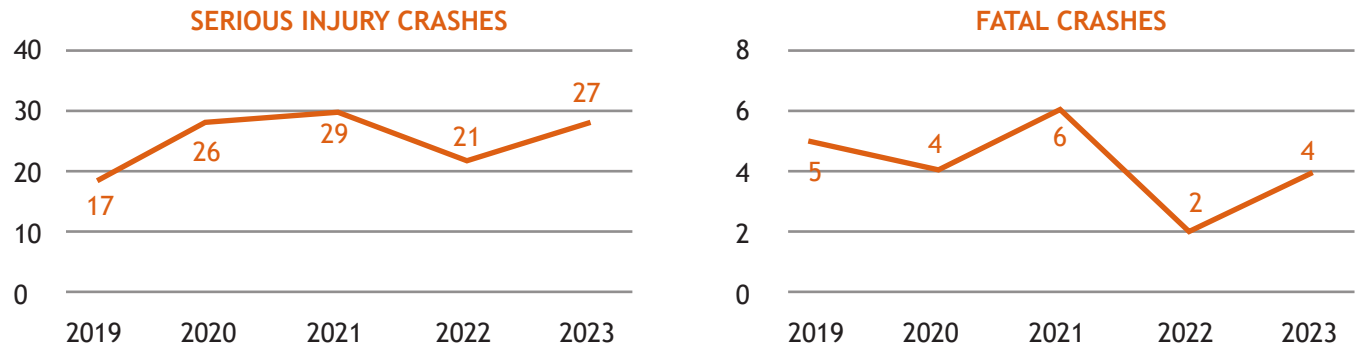
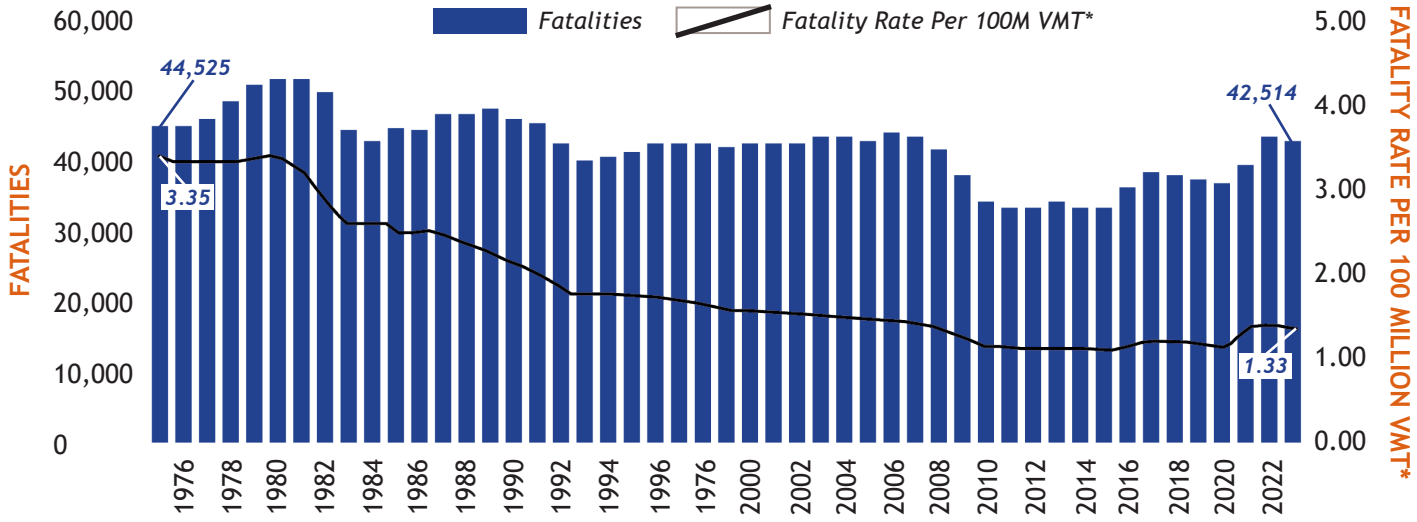


Figure 1.3 Traffic Fatalities and Fatality Rate per 100 Million VMT* in the U.S. (1975-2022)



Source: FARS 1975-2021 Final File, 2022 ARF; 1975-2022 VMT - FHWA's Annual Highway Statistics

*VMT - Vehicle Miles Traveled

WHAT IS A SAFETY ACTION PLAN?

SAFE STREETS AND ROADS FOR ALL (SS4A)

The Infrastructure Investment and Jobs Act (IIJA) created the Safe Streets and Roads for All (SS4A) discretionary program, administered by the United States Department of Transportation (USDOT), to accelerate local efforts to reduce transportation deaths and serious injuries. SS4A offers two grant tracks:

- **Action Plan Grants:** funding to develop a Comprehensive Safety Action Plan – utilized to develop Broomfield's Transportation Safety Action Plan.
- **Implementation Grants:** funding to execute strategies and projects identified in an eligible Action Plan.

Action Plans developed with this funding and under the Safe System Approach must include eight core components:

- Leadership commitment and a zero-fatality goal
- A collaborative planning structure involving a committee charged with the Plan's development, implementation and monitoring
- A data-driven safety analysis pinpointing high-risk corridors and populations
- Meaningful public engagement and inter-agency collaboration
- Equity considerations
- A clear list of policy/process changes
- A prioritized pipeline of strategies and projects, with cost estimates
- Transparent methods for measuring progress and updating the plan

THE SAFE SYSTEM APPROACH

SS4A explicitly aligns with the Federal Highway Administration's (FHWA) Safe System Approach (SSA). The SSA reframes safety around human fallibility and physical vulnerability with the belief that humans make mistakes and those mistakes should never lead to death.

Instead of relying solely on individual behavior, the Safe System Appproach builds redundant layers of protection across five elements:

- **Safe roads & sidewalks:** designs that self-enforce safe speeds, separate modes where volumes and speeds are high and remove roadside hazards.
- **Safe speeds:** speed limits and geometric designs calibrated to human injury tolerances; kinetic energy, not posted numbers, dictates survivability.
- **Safe vehicles:** crash-avoidance technologies, underride protection and fleet policies that mitigate harm to vulnerable users.
- **Safe road users:** education, equitable enforcement, and culture-change campaigns that discourage impairment, distraction and unbelted travel.
- **Post-crash care:** rapid detection, emergency response and trauma systems that turn survivable injuries into survivals.

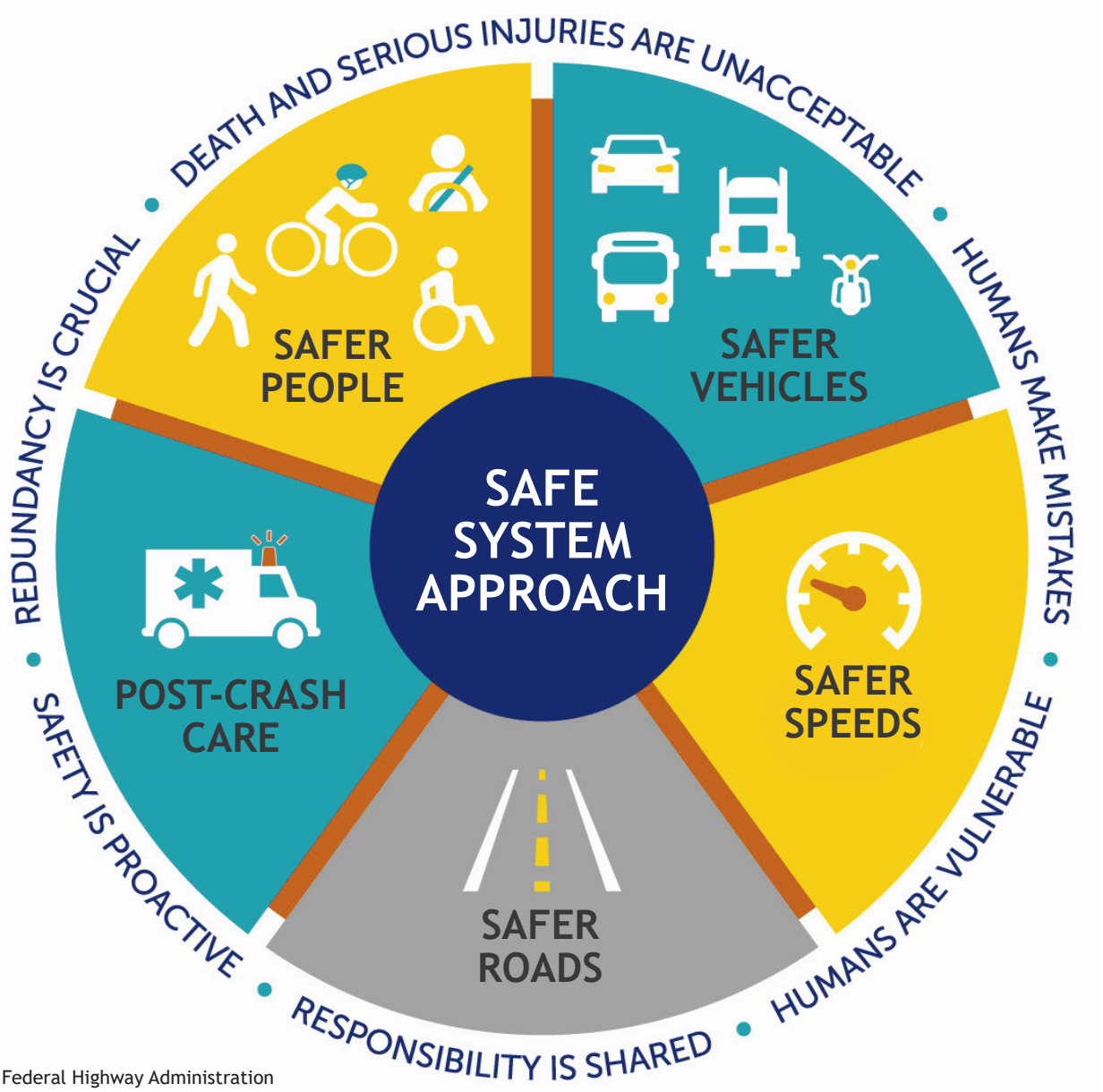
What distinguishes the Safe System Approach is its **systemic** mindset: if one layer fails in a particular location, the elements from other layers aim to serve as countermeasures that improve safety and potentially prevent a fatality. It also embeds equity because low-income neighborhoods and communities of color often live along high-speed arterials – focusing investments on the High-Injury Network inherently reduces long-standing disparities.

DID YOU KNOW?

Creating a transportation network with safe speeds is often cited as having the highest life-saving potential of all Safe System Approach elements.

WHAT IS A SAFETY ACTION PLAN?

Figure 1.4 The Safe System Approach



Source: Federal Highway Administration

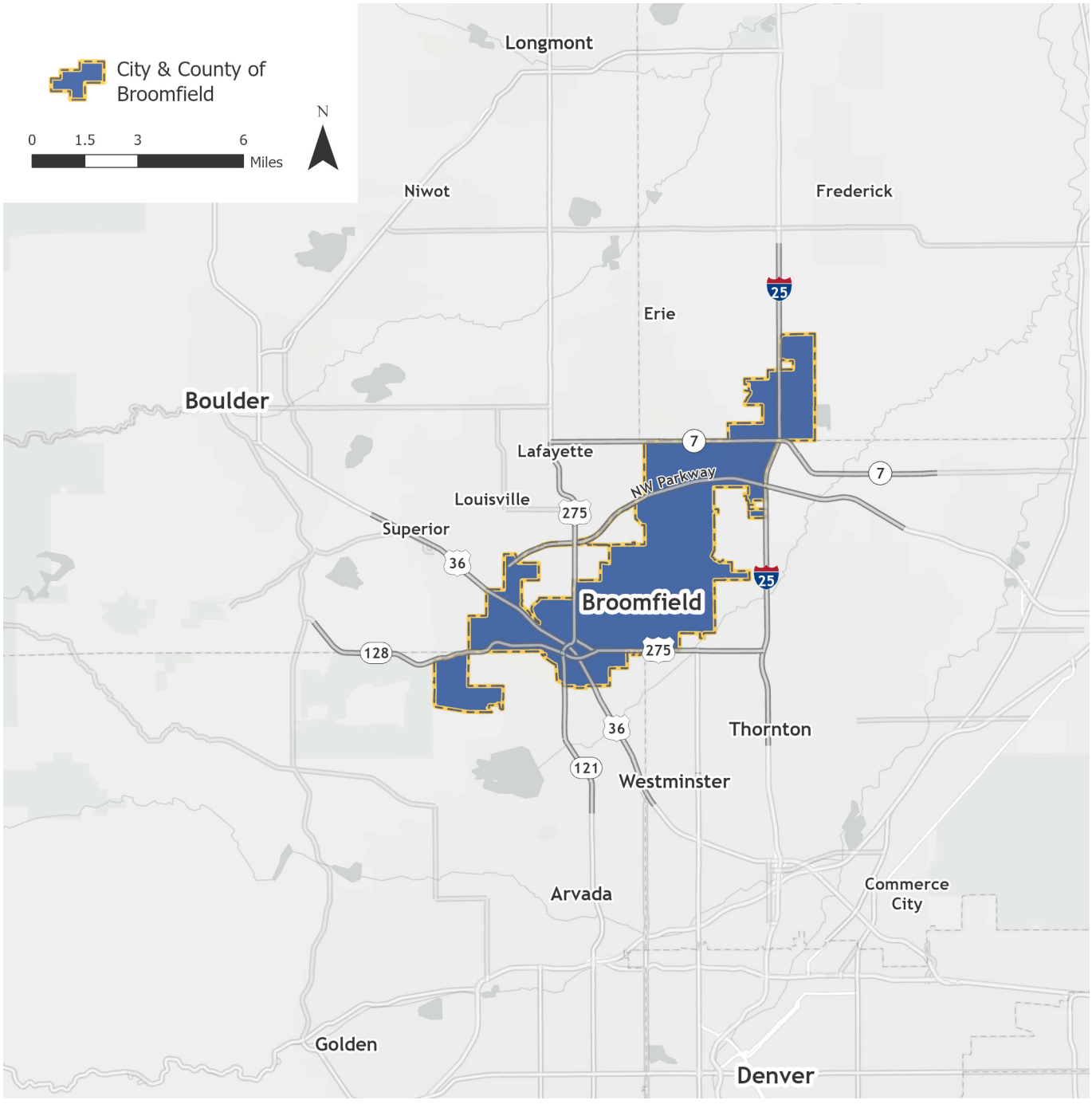
PUTTING IT TOGETHER

A modern Safety Action Plan weaves nominal, measured and perceived safety into a Safe System Approach framework and uses proven countermeasures to act quickly and equitably. It sets a clear target of zero serious outcome crashes, diagnoses risk with rigorous data, centers community voices and commits to designs that forgive human mistakes. The result is not just fewer crashes; it is a transportation system that supports healthier travel choices, stronger local economies and streets where every neighbor—regardless of age, ability, income or zip code—can move freely without fear.

REGIONAL CONTEXT AND PROJECT AREA

The City and County of Broomfield (Broomfield, or CCOB in this Plan) sits roughly midway between Denver and Boulder on Colorado's "High-Tech Corridor." Incorporated in 1961 and becoming a consolidated city and county in 2001, it has grown to about 77,000 residents with a 33-square-mile footprint that straddles four legacy counties. Its position at the confluence of Interstate 25, U.S. Highways 36 and 287, Colorado 7, 121, 128 and the Northwest Parkway, a private tollway, makes it a commuter gateway and a regional employment hub.

Figure 1.5 Broomfield's Regional Context



REGIONAL CONTEXT AND PROJECT AREA

A MULTIMODAL SPINE

Broomfield's transportation system combines highway access with regional transit and trails.

RTD's Flatiron Flyer bus rapid transit line offers all-day, 15-minute service from two park-and-ride stations in Broomfield, delivering more than 800 boardings and alightings on an average weekday in 2023.

The US 36 Bikeway—an 18-mile off-street multi-use path—carries upwards of 130,000 bicycle trips per year past the Uptown Avenue counter since 2016, with Saturday volumes averaging above 340 riders per day in 2024.

Within Broomfield, the Lake Link, Broomfield and Rock Creek greenways stitch neighborhoods together and feed planned "mobility hubs" on the forthcoming CO 7 Bus Rapid Transit (BRT). These facilities help move Broomfield toward its 2016 Transportation Plan goal of a low-stress, citywide network that allows residents of all ages and abilities to walk, roll or ride.

PEER COMMUNITIES

Broomfield can benchmark itself against fast-growing, middle-ring cities that anchor their own counties: Castle Rock (~80 k residents) recently adopted a Safe-System Transportation Safety Action Plan, while Boulder and Westminster—its immediate US 36 neighbors—have mature Safe System programs focused on arterials and high-injury networks. To the east, Thornton and Lafayette share planning for a multimodal CO 7 "innovation corridor," and Erie collaborates on trail gaps and first-/last-mile needs.

REGIONAL RELATIONSHIPS

Because 40% of Broomfield residents commute to larger metro centers and 30% of its workers arrive from Adams, Weld and Jefferson Counties, CCOB's safety and congestion outcomes are tightly linked to its neighbors. Broomfield leverages Denver Regional Council of Governments (DRCOG), CDOT and Regional Transportation District (RTD) partnerships—most recently on the US 36 Coalition and the CO 7 Interim Mobility Hub—to align speed management, freight access and active transportation investments across boundaries.

This collaborative posture ensures that the local Transportation Safety Action Plan can advance Safe System principles while supporting the economic engines of the broader Front Range.

PROJECT COMPONENTS

The Broomfield Transportation Safety Action Plan (BTSAP, or the Plan) was developed over approximately 15 months from the summer of 2025 to the fall of 2026. It includes the following primary components:



A Data-Driven Traffic Safety Analysis of all crashes in Broomfield between January 2021 and December 2023 that identified common crash types, trends and patterns on Broomfield and CDOT roadways in Broomfield (other than grade-separated CDOT facilities).



Community and Stakeholder Outreach and Input that gathered perceived safety data from the people who use the network the most, summarized community needs and concerns and helped prioritize recommendations.



A High Injury Network (HIN) that mapped roadways with the most serious and fatal crash volumes and roadways with the highest potential for crashes.



A Toolbox of Proven Countermeasures was used to develop recommendations and as a reference for Broomfield staff in the future.



A Prioritized List of Recommendations that identified strategies, engineering projects, programs and policies to be developed and implemented both immediately and over time to “move the needle” on transportation safety.

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CHAPTER 2

Vision and Goals

15 Purpose
17 Vision and Goals Development
18 Vision and Mission
19 Goal Themes and Goals
20 Summary

PURPOSE



FRAME THE "NORTH STAR" OF BROOMFIELD'S APPROACH TO TRANSPORTATION SAFETY

A concise vision, which is no one is seriously injured or killed while using the transportation network in Broomfield, crystallizes the Safe System Approach principle that any fatality is unacceptable, and that everyone has a role and responsibility in implementing the Safe System Approach to save lives and reach the shared goal of zero deaths.

Achieving zero requires changing the way we think about traffic safety - and recognizing that we all have a role and responsibility in implementing the Safe System Approach to save lives and reach the shared goal of zero deaths.



ALIGN DIVERSE PARTNERS AROUND A COMMON FINISH LINE

Transportation safety touches engineers, planners, police, emergency medical services (EMS), public health professionals, schools, community advocates and community members themselves. A shared vision gives all those involved a unifying destination, while discrete goals translate that destination into discipline-specific actions.



SATISFY FEDERAL GRANT REQUIREMENTS

Under the Safe Streets for All (SS4A) program, leadership commitment and goal-setting is the very first of the eight mandatory Action Plan components. Applicants must publicly adopt a target date or percentage reduction toward zero and embed that goal in local policy before they can compete for implementation funds.



CONVERT ASPIRATION INTO MEASURABLE ACCOUNTABILITY

Well-written goals are paired with metrics or Measures of Effectiveness. Broomfield's plan links each of its six goals: Crash Reduction, Safe Emergency Response, Responsible Travel Behavior, Technology and Data, Project and Program Prioritization and Fiscal Stewardship and Collaboration and Communication, to quantifiable indicators that are reported annually, creating a feedback loop for continuous improvement. Without those goal-based metrics, it is impossible to know whether the plan is working or to be able to recalibrate investments when it is not.

PURPOSE



PRIORITIZE RESOURCES WHERE RISK IS HIGHEST

Goals that focus on eliminating serious outcome crashes, closing equity gaps or taming speed provide an objective filter for capital programming, design exceptions and even traffic enforcement deployments.



INSTITUTIONALIZE A SAFETY CULTURE BEYOND THE PLAN ITSELF

Once Vision and Goals are embedded in an agency's planning documents, design guides and procedures, every resurfacing, signal retiming and land-development review becomes an opportunity to advance safety - not just dedicated "Safe System projects." That institutional momentum is what turns an action plan into a lasting, life-saving program.



BUILD AND SUSTAIN PUBLIC TRUST

A plain-language vision galvanizes community support, while transparent goal reporting keeps that trust alive. SS4A explicitly requires progress and transparency—public, web-posted score cards that show how Broomfield is moving the fatal crash needle. Consistent messaging also helps residents understand trade-offs (e.g., lower speeds vs. travel time) and strengthens political will to stay the course when tough decisions arise.

Vision and goals are not window dressing. They are the **strategic, legal and cultural foundation** that enables a Transportation Safety Action Plan to attract funding, coordinate agencies, target investments, measure progress and maintain the public mandate necessary to reach zero.

VISION AND GOALS DEVELOPMENT

KICK-OFF AND FRAMING

Convened a multidisciplinary Transportation Working Group that included engineering, planning, police, fire/EMS, public health and communications. Reviewed the 2016 Comprehensive Plan vision and Broomfield's previous transportation goals to ensure this safety effort "nested" under those community values.

KEY INPUTS AND CHECKPOINTS

2016 Comprehensive Plan & Transportation Plan, FHWA Safe System guidance, and Safe System principles

TECHNICAL DISCOVERY

Conducted a three-year crash analysis to understand where and why people are being killed or seriously injured. Benchmarked peer Safe System and Transportation Safety Action Plans vision and goals to see what was working elsewhere.

KEY INPUTS AND CHECKPOINTS

State and local crash database, Census and equity data, peer city plans, and Safe Streets for All guidance

COMMUNITY VISIONING

Conducted two rounds of public engagement: online interactive maps, pop-ups at rec centers, farmers' markets and school events, and stakeholder interviews. Asked residents what trade-offs they could accept and which outcomes mattered most.

KEY INPUTS AND CHECKPOINTS

240 survey responses and 757 map comments, resulting in themes including slow speeds, safe crossings, tech-enabled enforcement, and collaboration

VISION AND GOALS DRAFTING

Using the discovery and engagement results, workshopped language for a concise Vision statement (the "north star"), a Mission (time bound commitment), and six actionable Goals. Paired each goal with quantitative Measures of Effectiveness to track annual progress.

KEY INPUTS AND CHECKPOINTS

Crash reduction targets and progress checkpoints

REFINING AND ADOPTING

Presented a plain-language summary to the public for a "common sense review," then finalized and adopted by City Council.

KEY INPUTS AND CHECKPOINTS

Additional stakeholder and public input

VISION AND MISSION

VISION

No one is seriously injured or killed while using the transportation network in Broomfield.

MISSION

Broomfield commits to eliminating traffic-related fatalities by 2040 and serious injuries by 2045 on Broomfield-owned roadways with an eventual goal of zero on all roadways, including CDOT highways.

GOAL THEMES AND GOALS

THE SIX ADOPTED GOAL THEMES AND GOALS

1. **Crash reduction** – Reduce crashes prone to serious injuries and fatalities (severe outcomes).

2. **Efficient and safe emergency response** – Balance the benefits of transportation safety measures with ensuring efficient emergency response efforts.

3. **Promote responsible travel behavior** – Generate awareness in the community around transportation safety and an understanding of everyone's responsibility in achieving safety. Continue to include public feedback while advancing the program.

4. **Integrate technology and data** – Use advanced technologies, data analysis and infrastructure to make data-driven decisions that improve safety and enforcement strategies across all transportation modes.

5. **Project and program prioritization / fiscal stewardship** – Incorporate a focus of transportation safety into all transportation-related projects and programs and prioritize efforts at high risk locations and corridors.

6. **Foster collaboration and communication** – Strengthen partnerships between CCOB departments, transportation agencies, law enforcement, emergency response and community partners to create a comprehensive and coordinated approach to transportation safety.

SUMMARY

VISION

No one is seriously injured or killed while using the transportation network in Broomfield.

MISSION

Broomfield commits to eliminating traffic-related fatalities by 2040 and serious injuries by 2045 on Broomfield-owned roadways with an eventual goal of zero on all roadways, including CDOT highways.

GOAL THEME	NUMBER	GOALS
Crash Reduction	1	Reduce crashes prone to serious injuries and fatalities (severe outcomes).
Efficient and Safe Emergency Response	2	Balance the benefits of transportation safety measures with ensuring efficient emergency response efforts.
Promote Responsible Travel Behavior	3	Generate awareness in the community around transportation safety and an understanding of everyone's responsibility in achieving safety. Continue to include public feedback while advancing the program.
Integrate Technology and Data	4	Use advanced technologies, data analysis and infrastructure to make data-driven decisions that improve safety and enforcement strategies across all transportation modes.
Project and Program Prioritization and Fiscal Stewardship	5	Incorporate a focus of transportation safety into all transportation-related projects and programs and prioritize efforts at high risk locations and corridors.
Foster Collaboration and Communication	6	Strengthen partnerships between CCOB departments, transportation agencies, law enforcement, emergency response and community partners to create a comprehensive and coordinated approach to transportation safety.

WHY THIS PROCESS MATTERS

By starting with data and lived experience, the goals reflect both measurable safety risk and community priorities. Tying every goal to a measure of effectiveness (described later) allows Broomfield to report transparently on progress and recalibrate quickly. Embedding the goals in existing policy ensures every type of project is influenced—not just "safety" projects.





Information in this chapter is a high-level summary of the detailed Appendix A State of the System Analysis.

CHAPTER 3

Understanding the Data

23 Broomfield Crash Data Trends
28 Key Crash Types
32 Peer Cities Comparison
33 Crash Locations
34 Intersection Screening
35 CDOT versus Broomfield Roadways
36 High Injury Network Development
39 Stakeholder and Community Involvement

BROOMFIELD CRASH DATA TRENDS

Most analyses in this project use three years of crash data obtained from the Broomfield Police Department. Individual crash records were reviewed and 'scrubbed' to ensure completeness, accuracy and consistency. Older crash data (2014-2020) used for longer term trend review was obtained from CDOT.

The reviewed crash data does not include crashes on private property, crashes that go unreported, or near-miss incidents. Crashes on limited access highways (I-25 and US 36) within Broomfield's boundaries are included in the database, but in some instances the analysis is noted as 'surface streets only', meaning that it does not include limited access highways, but does include state highways on the surface street system (such as CO 7, US 287 etc.)

Crash severity is divided into five different levels of potential injury. The severity is determined by the responding officer and includes: no apparent injury (also sometimes called property damage only or PDO), possible injury, suspected minor injury, suspected serious injury and fatal injury. Analysis that lists 'severe' crashes or 'severe outcome' crashes include suspected serious injury and fatal crashes.

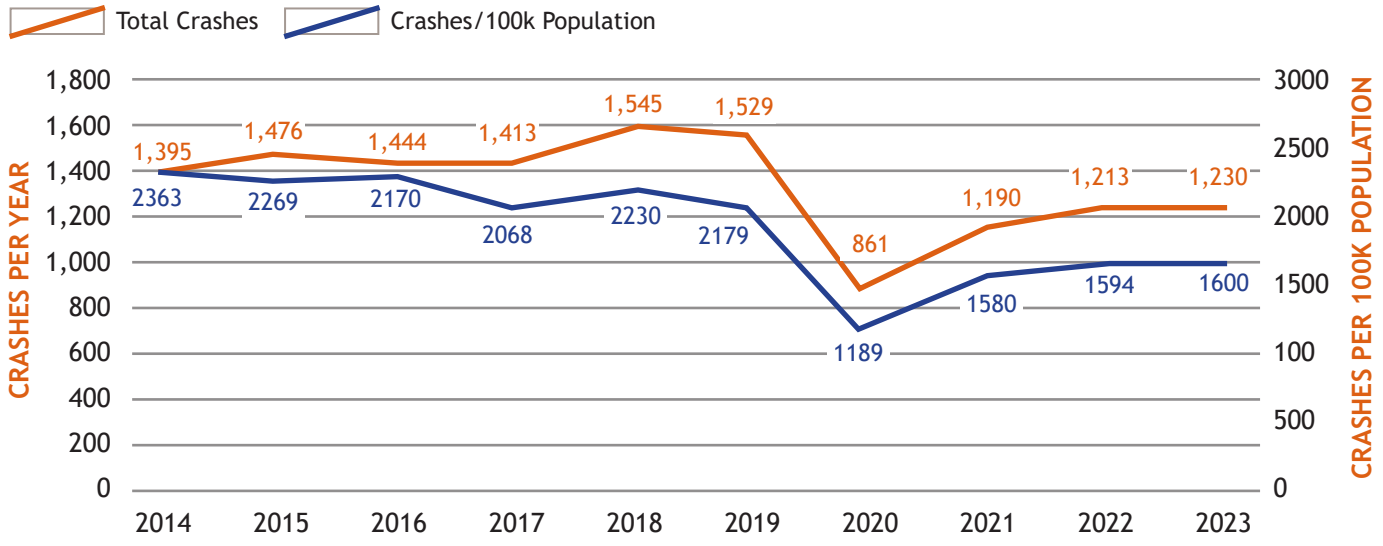
The City and County of Broomfield experiences an average of 1,211 reported crashes each year. Of those 1,211 crashes, 218 occur on limited access highways such as I-25 and US 36, 438 occur on surface streets under the jurisdiction of CDOT (which comprise 5% of surface street miles in Broomfield) and 555 occur on Broomfield-owned surface streets (which comprise 95% of surface street miles). In other words, 44% of Broomfield's surface street crashes occur on CDOT roadways, which comprise only 5% of surface street miles in Broomfield. The crash reports do not include crashes on private property such as commercial parking lots. **Figure 3.1** shows the number of reported crashes each year, together with the crashes per 100,000 population. This shows that the population is increasing faster than the number of crashes.

One measure of crash severity is the percentage of crashes that involve suspected serious injury or fatalities (see **Table 3.1**). This highlights if the level of injury of crashes is becoming more severe over time.

Table 3.1 Percent of Severe Crashes

Year	*Percent of Crashes that are Severe*
2019	1.4%
2020	3.5%
2021	2.9%
2022	1.9%
2023	2.5%

Figure 3.1 10-Year Crash Trends with Population Comparison



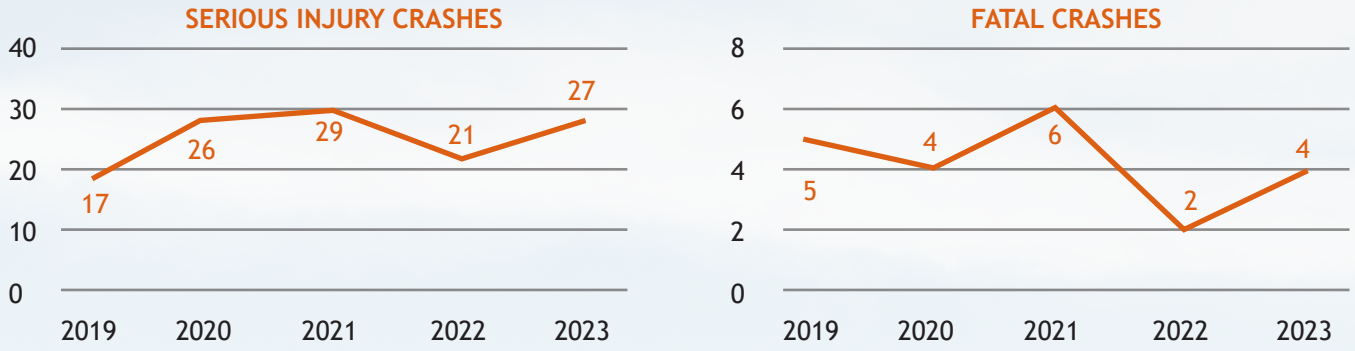
BROOMFIELD CRASH DATA TRENDS

The five-year trend of serious injury and fatal crashes is shown in **Figure 3.2**.

On average, Broomfield experiences 30 serious injury/fatal crashes each year. Of those 30 crashes:

- 8 occur on limited access highways,
- 11 occur on surface streets under the jurisdiction of CDOT, and
- 11 occur on Broomfield-owned surface streets.

Figure 3.2 Broomfield Surface Street Crashes

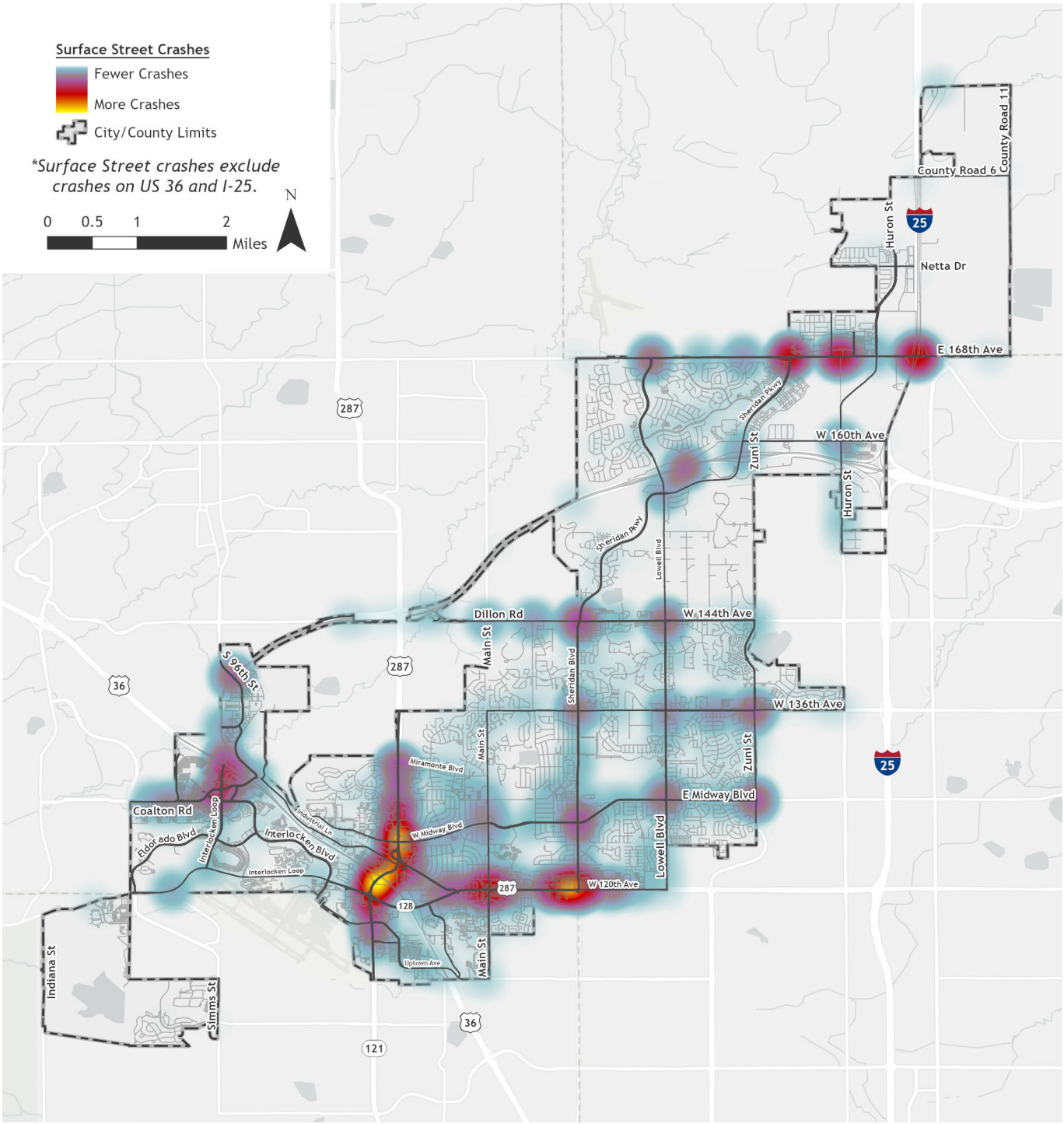


BROOMFIELD CRASH DATA TRENDS

CRASH LOCATIONS

Figure 3.3 shows the location of surface street crashes in Broomfield as a heat map.

Figure 3.3 Surface Street Crashes Heat Map

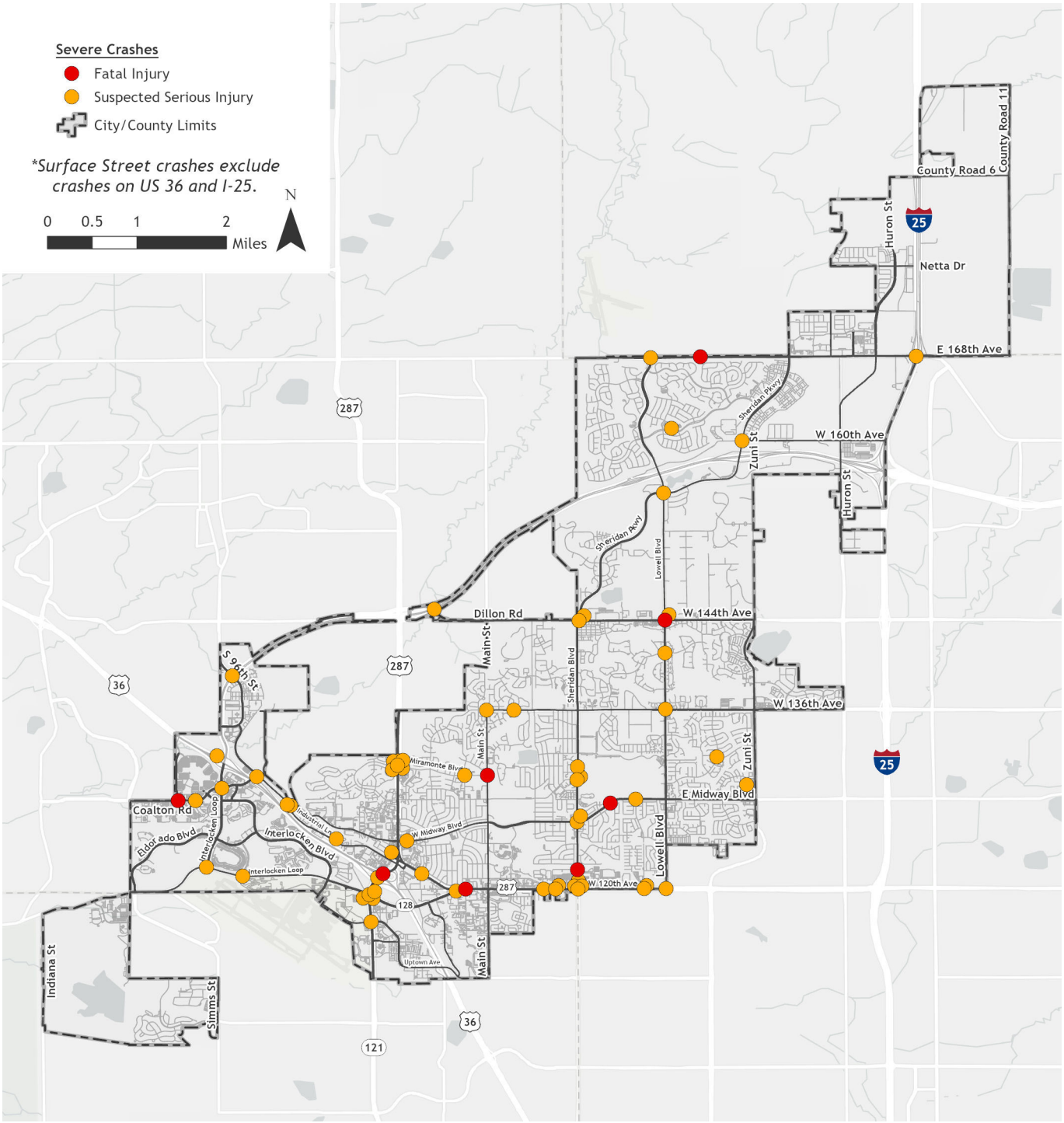


BROOMFIELD CRASH DATA TRENDS

CRASH LOCATIONS

Figure 3.4 provides more detailed information on serious injury/fatal crashes.

Figure 3.4 Serious Injury/Fatal Crashes on Surface Street System



BROOMFIELD CRASH DATA TRENDS

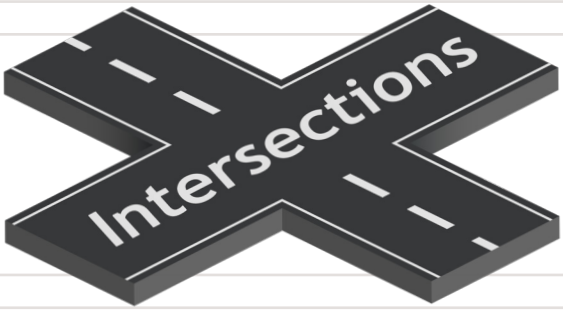
Other notable statistics regarding surface street crashes in Broomfield include:

Careless and distracted driving is an overwhelming contributor to crashes, including:

87% of all crashes **and** **74%** of all serious injury/fatal crashes



74% of crashes **occur at or are related to**





85% of all serious injury/fatal crashes **are made up of**

Six Crash Types

- Fixed Object
- Right Angle
- Approach Turn
- Rear End
- Pedestrian Crash
- Bicycle Crash

While crashes involving only motor vehicles account for **97% of all crashes**, they account for only **68% of serious injury/fatal crashes.**

the remaining serious injury/fatal crashes involve:

15% Motorcycles **11%** Pedestrians **6%** Bicycles

all of which are over-represented in severe crashes.

Most bicycle crashes occur...

at intersections or driveways (97%)

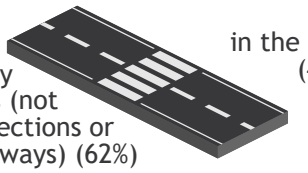




in the daylight (91%)

Most pedestrian crashes occur...

on roadway segments (not intersections or driveways) (62%)



in the dark (48%)



The overall economic impact of traffic crashes in Broomfield in 2023 was almost **$72M**

including monetary and future losses related to

- Medical Care
- Emergency Services
- Property Damage
- Lost Productivity
- Insurance Premiums
- Reduction in Quality of Life Due to Injuries

KEY CRASH TYPES

Over 85% of serious outcome crashes on surface streets in Broomfield involved one of the following crash types (this percentage is similar for both Broomfield controlled surface streets and CDOT controlled surface streets):

- Fixed Object Crashes
- Right Angle (Broadside/T-bone) Crashes
- Approach Turn Crashes
- Rear-end Crashes
- Pedestrian Crashes
- Bicycle Crashes

Given that the goal of this Plan is to eliminate severe outcome crashes, these are the crash types that will be the main focus for evaluation and safety efforts. Understanding details about these crashes (trends, location, lighting, speed, etc.) is an important first step to identifying countermeasures and comprehensive safety efforts. Each type is discussed below together with trends and statistics for surface street crashes in Broomfield. This information is used in **Chapters 4** and **5** of this Plan where specific strategies and recommended actions are provided to reduce these types of crashes.

FIXED OBJECT CRASHES

A fixed-object crash is a type of roadway-departure collision in which a vehicle leaves its travel lane—either by drifting across the centerline or running off the outside edge—and strikes a stationary roadside hazard such as a tree, utility pole, sign, bridge pier, culvert or retaining wall. These crashes often occur with speeding on curves, loss-of-control maneuvers or distraction or impairment. They are often high-energy head-on impacts where the striking vehicle usually retains most of its approach speed, and the roadside object does not deform to absorb energy, often resulting in serious outcomes.

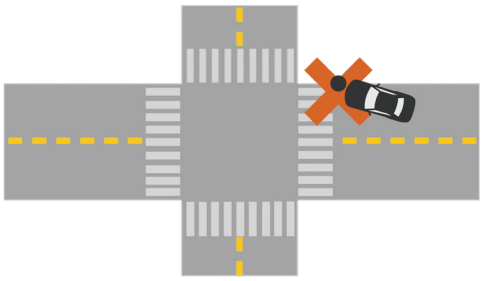


Figure 3.5 Broomfield Crash Types

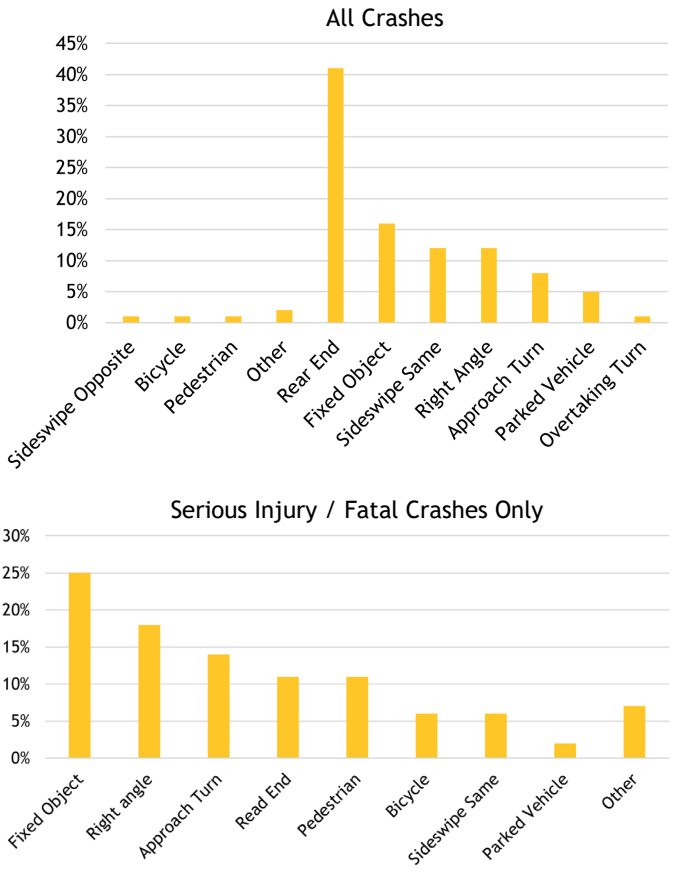
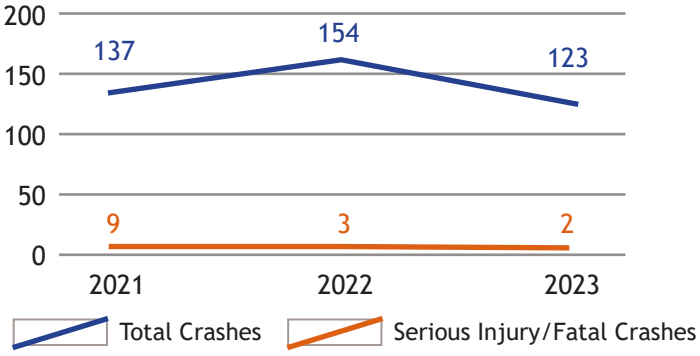


Figure 3.6 Broomfield Surface Street Fixed Object Crashes



Additional details about fixed object crashes include:

- 16% of total crashes but 25% of serious injury/fatal crashes
- Of the serious injury/fatal fixed object crashes:
  - 86% occur along roadway segments, and not at intersections or driveways
  - 93% are single vehicle crashes
  - 57% involved vehicles traveling in excess of 50 miles per hour

KEY CRASH TYPES

RIGHT ANGLE CRASHES

Right angle crashes (also known as broadside crashes) occur at intersections when vehicles arrive on perpendicular roads and one fails to yield or passes a traffic control device and strikes the other. There are two main types of right angle crashes – one where the approaching traffic has stopped and then proceeds inappropriately into the intersection, and one where entering traffic disregards a stop sign or signal. Because a vehicle's side offers far less crash-energy protection than its front or rear, broadside crashes produce a high share of serious injuries and fatalities.

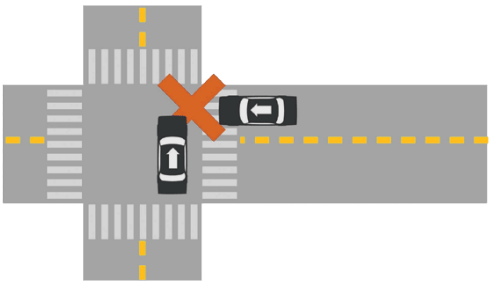
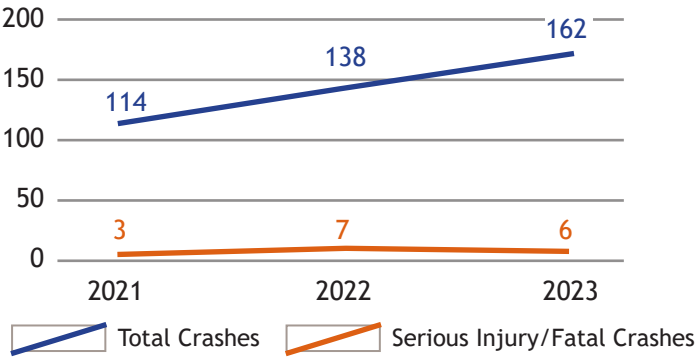


Figure 3.7 Broomfield Surface Street Right Angle Crashes



Additional details about right angle crashes include:

- 12% of total crashes but 18% of serious injury/fatal crashes
- 100% of the serious injury/fatal right angle crashes occurred at intersections
- The total number of right angle crashes have been trending upwards in Broomfield

APPROACH TURN CRASHES

Approach turn crashes involve two vehicles traveling in opposite directions, and one turns left (or attempts a U-Turn) in front of the oncoming vehicle and is struck. There are two main causes of approach turn crashes: poor estimation of the distance and speed of approaching through traffic, and poor visibility—often due to offset left-turn lanes. These crashes occur at both signalized and unsignalized intersections and can be especially severe because the striking vehicle's speed combines with the limited side-impact protection of the struck vehicle.

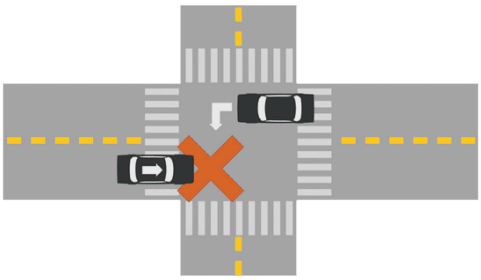
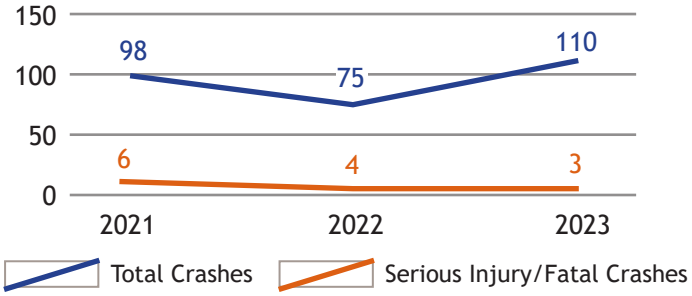


Figure 3.8 Broomfield Surface Street Approach Turn Crashes



Additional details about approach turn crashes include:

- 8% of total crashes but 15% of serious injury/fatal crashes
- 100% of the serious injury/fatal approach turn crashes occurred at intersections

KEY CRASH TYPES

REAR-END CRASHES

A rear-end crash happens when a following vehicle strikes the back of a vehicle ahead that is slowing, stopped, or moving more slowly in the same lane—often a minor crash or classically the "fender-bender," but at higher speeds it can become more severe.

Rear-end crashes are the most common type of crash in Broomfield. The lower speed rear end crashes often occur at intersections, while rear end crashes that result in severe outcomes occur more frequently at non intersections and at higher speeds. While difficult to fully quantify due to crash data limitations, distracted driving plays a significant role in the occurrence of rear end crashes.

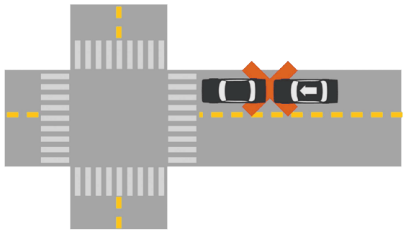
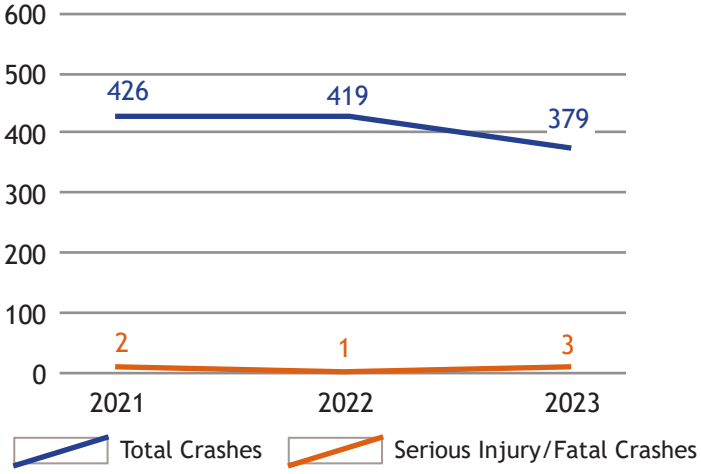


Figure 3.9 Broomfield Surface Street Rear-End Crashes



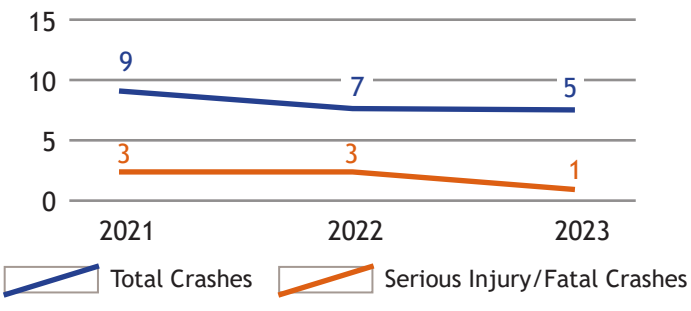
Additional details about rear-end crashes include:

- 41% of total crashes, 11% of serious injury/fatal crashes
- Of the serious injury/fatal rear end crashes:
  - 67% occur at intersections or driveways
  - 50% involved vehicles traveling in excess of 50 miles per hour

PEDESTRIAN CRASHES

Crashes that are categorized as pedestrian crashes involve a motor vehicle striking someone walking, using a mobility device or operating a small micromobility vehicle. Because these users have no crumple-zones or air bags, even relatively low-speed impacts can become life-altering or fatal. Current vehicle trends (heavier, higher-front SUVs and trucks, fast-accelerating EVs) can transfer more energy to a pedestrian's chest and head, increasing lethality. There are also equity implications of this type of crash, because young people, older adults and lower-income residents are generally over-represented in pedestrian crash statistics, so the burden of severe injury falls on populations already facing mobility challenges.

Figure 3.10 Broomfield Surface Street Pedestrian Crashes



Additional details about pedestrian crashes include:

- 1% of total crashes, 11% of serious injury/fatal crashes
- Of the serious injury/fatal pedestrian crashes:
  - 71% occurred along roadway segments, and not at intersections or driveways. This includes one crash at a midblock crosswalk.
  - 71% occurred in the dark
- Of the total of 21 pedestrian crashes on surface streets, 18 occurred on Broomfield controlled roadways, and three on CDOT surface streets. Of the seven serious injury crashes, five occurred on Broomfield controlled roadways and two on CDOT surface streets.

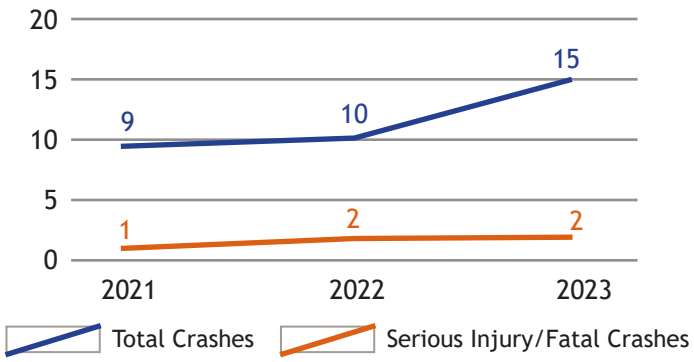
KEY CRASH TYPES

BICYCLE CRASHES

A bicycle crash is any collision that involves a motor vehicle striking a person riding a bicycle or E-bike. A higher percentage of these bicycle crashes results in serious injuries or fatalities because a person riding a bicycle or E-bike does not have the physical protection afforded to a someone in a motor vehicle (i.e., air bags or crumple zones). Reported bicycle crashes in Broomfield are trending upwards.

It is typical that the majority of crashes involving bicycles occur at intersections or driveways. Although difficult to quantify precisely in Broomfield, in communities with crash reporting practices that show specific bicycle position and direction of travel a contributing factor is bicyclists riding against traffic (either on the sidewalk or on the roadway). Bicyclists entering an intersection or driveway from an unexpected direction makes them difficult for motorists to see. This speaks to the importance of both education and facility design to discourage riding against traffic.

Figure 3.11 Broomfield Surface Street Bicycle Crashes



Additional details about bicycle crashes include:

- 1% of total crashes, 6% of serious injury/fatal crashes
- Of the serious injury/fatal bicycle crashes:
  - 100% occurred at intersections
  - 100% occurred in the daylight
- Of the total of 34 bicycle crashes on surface streets, 25 occurred on Broomfield controlled roadways, and nine (9) on CDOT surface streets. Of the five (5) serious injury crashes, three occurred on Broomfield controlled roadways and two on CDOT surface streets.

PEER CITIES COMPARISON

The most reliable and consistent way to compare roadway safety from one community to another is to compare fatal collisions, since they are required to be reported to the federal government. **Table 3.2** is sorted by fatal crash rate and compares Broomfield to other Colorado cities with similar populations (37,000 to 117,000).

It is important to note that because fatal crashes are rare, there are relatively low numbers to use in the analysis, which can result in some volatility in the results. As a result, there can be significant swings in the crash rate as the number of fatal crashes varies from year to year.

While Broomfield has a lower fatal crash rate than most of its comparable Colorado counterparts, the Safe System concept strives for continuous improvement with a goal of zero serious injuries or fatalities.

Table 3.2 Fatal Crash Rate Comparison to Other Colorado Cities*

City	Population	Fatal Crashes, 2019-2023					Fatal Crash Rate (Crashes/Year/ 100,000 Population)
		2019	2020	2021	2022	2023	
Castle Rock	81,400	0	0	0	1	5	1.5
Centennial	105,865	2	4	2	0	4	2.3
Boulder	107,295	2	4	4	1	3	2.6
Windsor	42,722	1	0	4	1	1	3.3
Northglenn	38,206	3	1	4	0	0	4.2
Parker	63,566	2	5	1	4	4	5.0
Broomfield	76,860	5	4	6	2	4	5.5
Littleton	45,465	3	3	3	1	3	5.7
Greeley	110,831	4	12	2	5	10	6.0
Loveland	77,884	2	6	3	8	7	6.7
Average CO Cities	78,128	4.8	4.9	5.3	4.9	6.2	6.7
Westminster	113,600	5	5	8	13	10	7.2
Longmont	98,630	12	5	9	7	5	7.7
Grand Junction	65,067	5	4	6	9	9	10.1
Commerce City	69,454	13	5	10	8	6	12.1
Brighton	43,205	4	6	7	4	6	12.5
Pueblo	113,969	13	15	16	14	22	14.0

* Colorado cities with 37,000 - 117,000 population

CRASH LOCATIONS

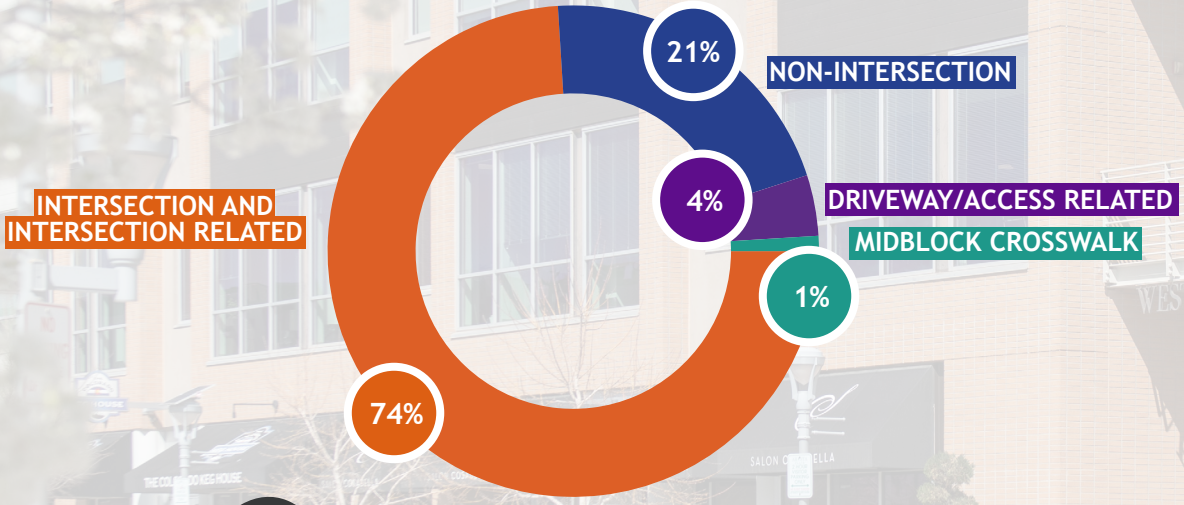
ARTERIALS

The majority of crashes occur on a small subset of Broomfield's roadways. 76% of all crashes and 83% of serious outcome crashes in Broomfield occurred on arterial roadways. These are typically the roadways that carry the most volume and have higher speeds.

INTERSECTIONS

As is consistently found in most urban areas, the majority of surface street crashes occur at intersections rather than mid-block or along roadway segments.

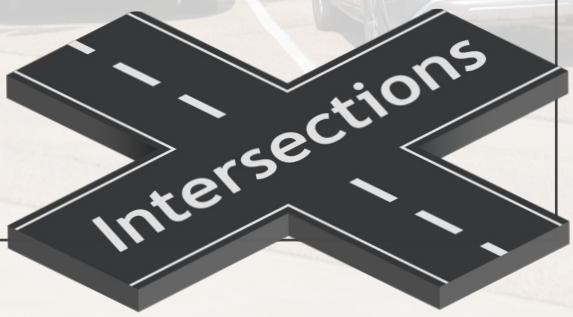
Figure 3.12 Broomfield Surface Street Crash Locations





74% of crashes

occur at or are related to



INTERSECTION SCREENING

While total crash numbers and heat maps are informative, because vehicle volumes and other elements at locations vary widely, it is difficult to draw relevant and comparative conclusions from total crashes alone. Therefore, an additional analysis was conducted that allows for a data-based intersection comparison so that mitigation efforts can be targeted at places where more severe crashes are occurring than would be expected based on roadway characteristics.

The comparison uses 'excess crash cost,' which is a monetized number that indicates the difference in statistically expected crashes versus actual crashes. To calculate this, the costs for the expected number of crashes are subtracted from the costs of actual crashes at a given location; the result is excess crash cost. Calculations were completed at more than 100 intersections in Broomfield. Intersections with the highest excess crash costs are good candidates for interventions, and improvements can have a strong impact on reducing crashes. Details on the calculations are explained in **Appendix A**. A similar evaluation is done to identify 'Levels of Service of Safety' or LOSS, a measure that CDOT uses in safety grant applications.

The top 10 intersections along surface streets in Broomfield that have an unusually high crash history are listed below. They are ranked with highest potential for crash reduction (highest excess crash costs) listed first. Note that nine of the top ten intersections involve state highways and are under the jurisdiction of CDOT.

The final piece of analysis was to review crash patterns at all the evaluated intersections. This exercise identified locations that have a high prevalence of a particular type of crash. Details and locations are listed in **Appendix A**.



*Broomfield jurisdiction intersection; the rest are CDOT jurisdiction

CDOT VS. BROOMFIELD ROADWAYS

This analysis involved crashes that occurred on surface streets in Broomfield. Along those surface streets (a total of 273 miles), 14.1 miles (or 5%) are designated as state highways and under the jurisdiction of CDOT. This includes CO 7, US 287, CO 121 and CO 128.

Due to increased volumes and speeds on CDOT roadways, the crash numbers and severity are higher on CDOT roadways versus Broomfield roadways. Notable considerations between CDOT and Broomfield surface streets include:

- 5% of surface streets within Broomfield are under CDOT jurisdiction.
- 44% of Broomfield's surface street crashes occur on CDOT roadways.
- 50% of Broomfield's serious injury / fatal crashes occur on CDOT roadways.
- Nine of the top ten intersections in the intersection screening are on CDOT controlled roadways.
- There are six intersections in the top 25 in the intersection screening that are Broomfield controlled locations. They are:
  - 144th Avenue and Lowell Boulevard (#7)
  - 136th Avenue and Zuni Street (#13)
  - Sheridan Parkway and 144th Avenue (#16)
  - Midway Boulevard and Lowell Boulevard (#21)
  - Sheridan Boulevard and 136th Avenue (# 23)
  - Interlocken Loop and Flatiron Crossing Drive (# 25)

These statistics highlight the importance of close collaboration with CDOT to improve safety, including joint Road Safety Audits, and support for CDOT-led safety efforts (such as the CO 7 safety study currently in progress).

Additional details on a variety of analyses and evaluations are included in **Appendix A**.





HIGH INJURY NETWORK DEVELOPMENT

To define Broomfield's High Injury Network, the BTSAP followed a two-step process.

1. The Plan defined a subset of the total street system identified as the base level High Injury Network (HIN) which are the corridors (including intersections) that have disproportionately high numbers of crashes with severe outcomes.
2. The base level HIN was then augmented by adding a more nuanced review of various types of data, and evaluating contextual factors associated with safety, compiling them to make the final HIN. This approach results in a holistic and proactive network for use by Broomfield in prioritizing safety projects. The purpose of having a defined HIN is to make those roadways eligible for federal safety funding, and to help identify areas of highest interest for other Broomfield and State projects.

The following data was reviewed using a geospatial analysis to stitch together logical stretches of roadways (segments) that incorporate most of the areas of interest and potential for safety improvements:

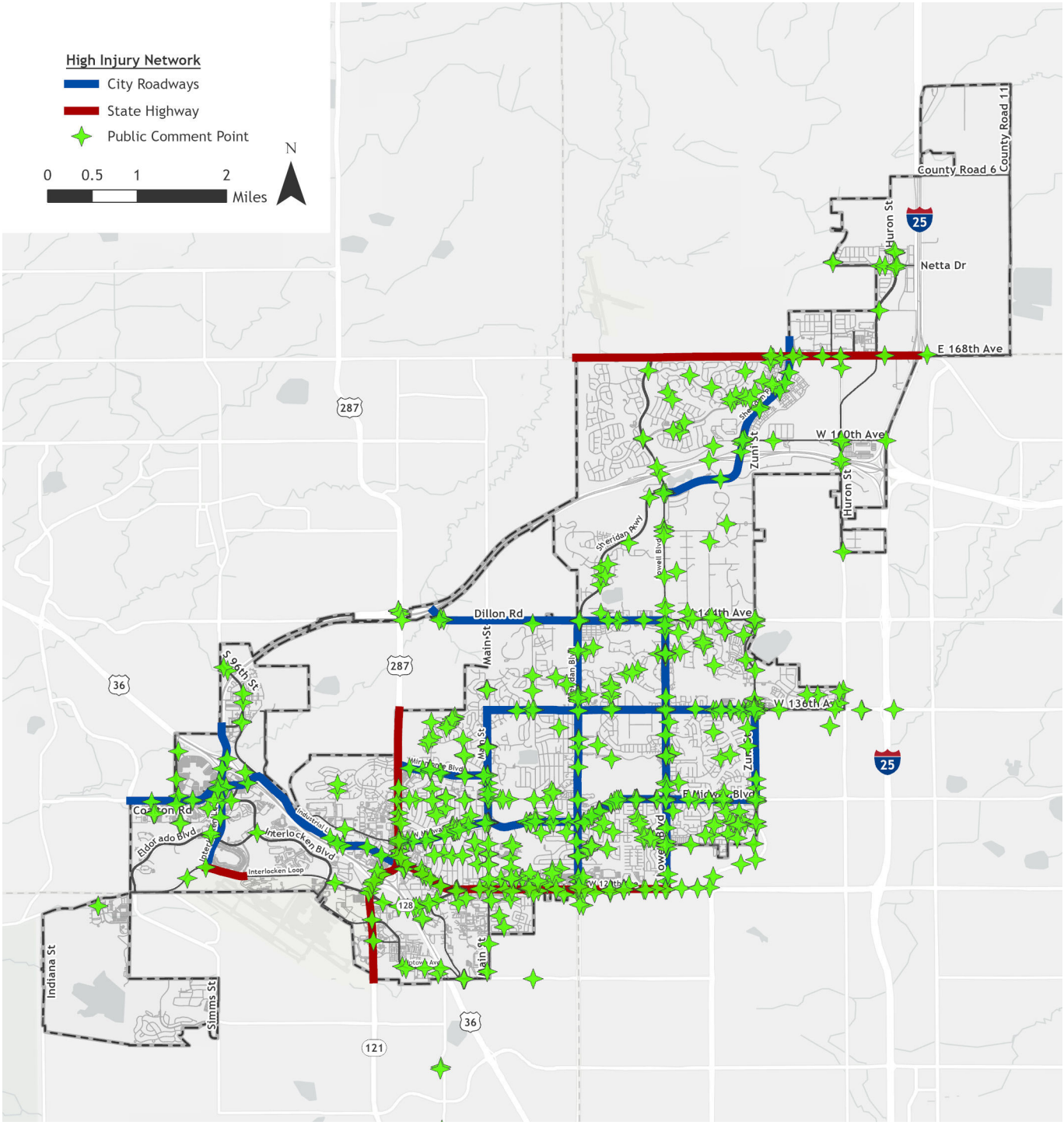
- Heat map of severe injury/fatal crashes to identify locations/corridors with the most severe outcome crashes
- Heat map of all crashes (including non-injury crashes) to identify general corridors with higher numbers of crashes
- Pin map of vulnerable user crashes to look for locations of particular interest for pedestrians and those using bicycles
- Pin map of the top 25 intersections with excess crash costs (meaning they have more crashes than what would be expected given intersection characteristics indicating locations with potential for safety improvements)
- Heat map of non-intersection crashes to identify roadway segments with unusual numbers of single vehicle or run off the road crashes
- The Social Equity Index GIS layer to identify locations with a disproportionate percentage of economically disadvantaged residents
- Public comments noting safety concerns

All of the roadways identified as being on the High Injury Network are also classified as arterials. This is typical as arterials are the roadways with the highest volume and speed of traffic, and therefore the highest level of risk.

The HIN represents just 13.5% of the roads in Broomfield, however, those roads account for 67% of all crashes and 83% of serious injury/fatal crashes.

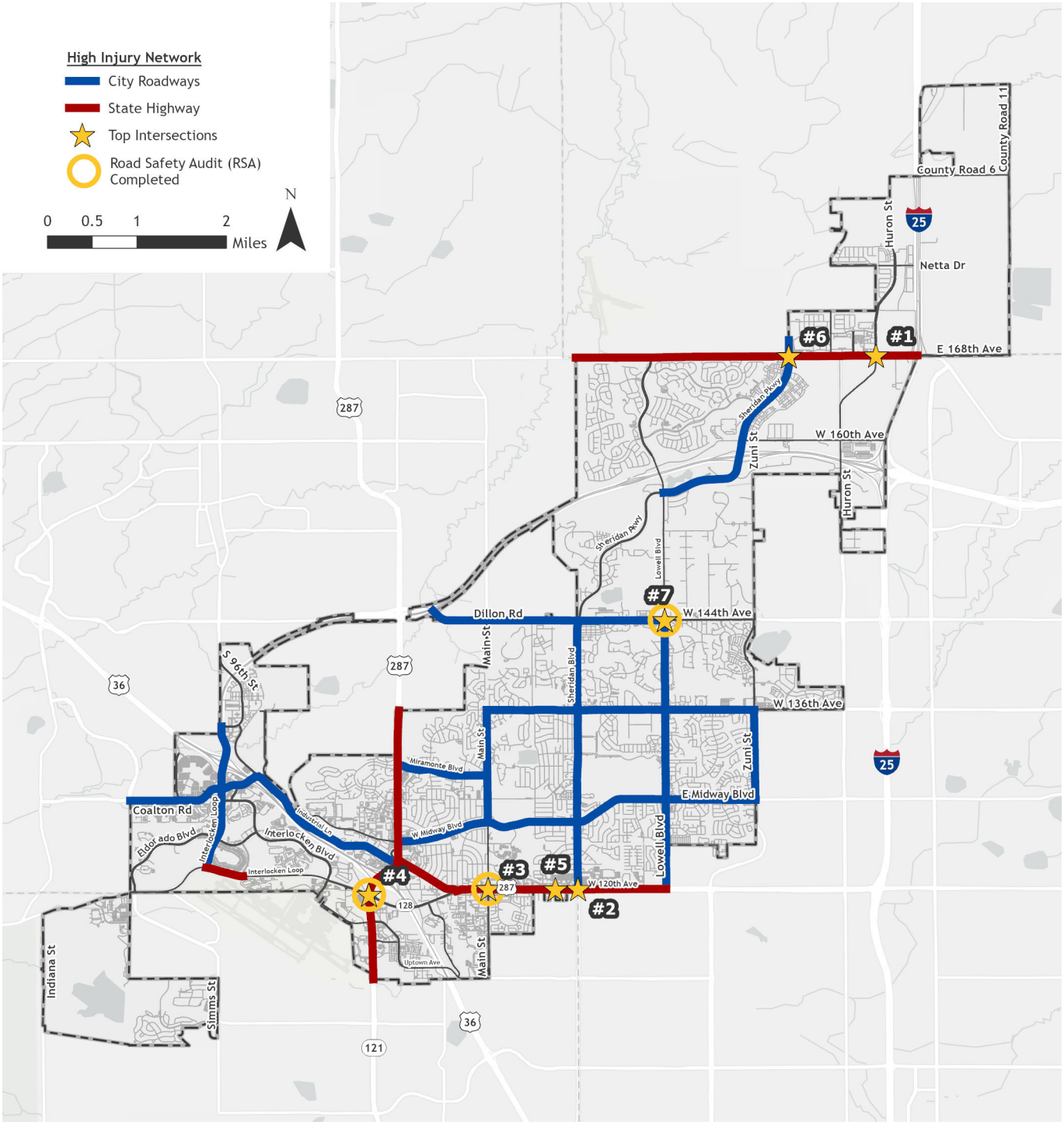
HIGH INJURY NETWORK DEVELOPMENT

Figure 3.13 Broomfield High Injury Network (HIN) with Public Comments



HIGH INJURY NETWORK DEVELOPMENT

Figure 3.14 Broomfield High Injury Network (HIN)



STAKEHOLDER AND COMMUNITY INVOLVEMENT

While data on nominal safety (i.e., existing design standards) and measured safety (i.e., crash data) were gathered and analyzed as described above, the third component of the safety triad is the community's perception of the transportation network, or the perceived safety. How people feel about transportation safety in Broomfield had not been previously captured through geospatial data. This is why it was essential for the community to have several opportunities to tell the project team where the transportation network feels unsafe or where they have encountered conditions that discourage their movement. This feedback, which is detailed in Appendix B and summarized below, helped to further the project team's analysis, allowing for a more comprehensive review of Broomfield's transportation network and its safety concerns.

PUBLIC INPUT SUMMARY

The project team collaborated with stakeholders, community members, Broomfield staff, and technical experts. These conversations helped guide the project team as they developed recommendations for Broomfield's transportation network.

The following themes were heard consistently throughout the planning process.



INTERSECTION SAFETY AND ROUNDABOUT IMPLEMENTATION

There is strong support for improving safety at intersections, including improving sight lines, enhancing visibility and considering feasibility of roundabouts as an option for new signals or four-way stops.



PEDESTRIAN AND BICYCLIST INFRASTRUCTURE

Stakeholders and residents desired separated pedestrian and bicycle facilities, improved crossings, signal prioritizations, and updated design standards to enhance safety for non-motorized users.



SPEED MANAGEMENT AND ENFORCEMENT

Many comments called for speed limit reviews, installing safety cameras (speed and red light cameras) and targeted enforcement—especially near schools and high-speed corridors—to deter dangerous driving.



TECHNOLOGY AND TRAFFIC SIGNAL ENHANCEMENTS

There was expressed interest in using smart infrastructure (e.g., sensors, cameras, fiber networks), consistent yellow light durations, and more protected left turn signal phasing (e.g., protected lefts, flashing yellow arrows).



COMMUNITY ENGAGEMENT, EDUCATION AND EQUITY

There was a desire for public awareness campaigns, school-focused safety measures, and inclusive planning that considers vulnerable road users like children, seniors, and cyclists.

STAKEHOLDER AND COMMUNITY INVOLVEMENT

PUBLIC INPUT PROCESS

The project team hosted several in-person and online engagement opportunities throughout the planning process. Throughout the process, the community was able to add their comments to an online map, informing the project team of their transportation safety concerns.

In-Person Engagement

- **Public Open House (Fall 2024):** The project team attended Broomfield Days in September 2024 and hosted a unique, on-site public open house as a booth. This allowed the team to promote the project and gather feedback from event attendees about their transportation safety concerns.
- **Public Open House (Spring 2025):** A second in-person public open house was held in Spring 2025. Community members were invited to attend and learn more about the BTSAP, its progress and review the draft plan recommendations.
- **Pop-Up Events:** To meet the community where they were, the project team attended pop-up events to promote and increase community awareness about the BTSAP.

COMMUNITY VOICES REACHED

- ☑ 850+ unique comments received
- ☑ 757 Mapping Concerns
- ☑ 240 Survey Respondents
- ☑ 5 Stakeholder Meetings
- ☑ 4 Pop-Up Events
- ☑ 2 Public Open Houses
- ☑ 1 Virtual Open House

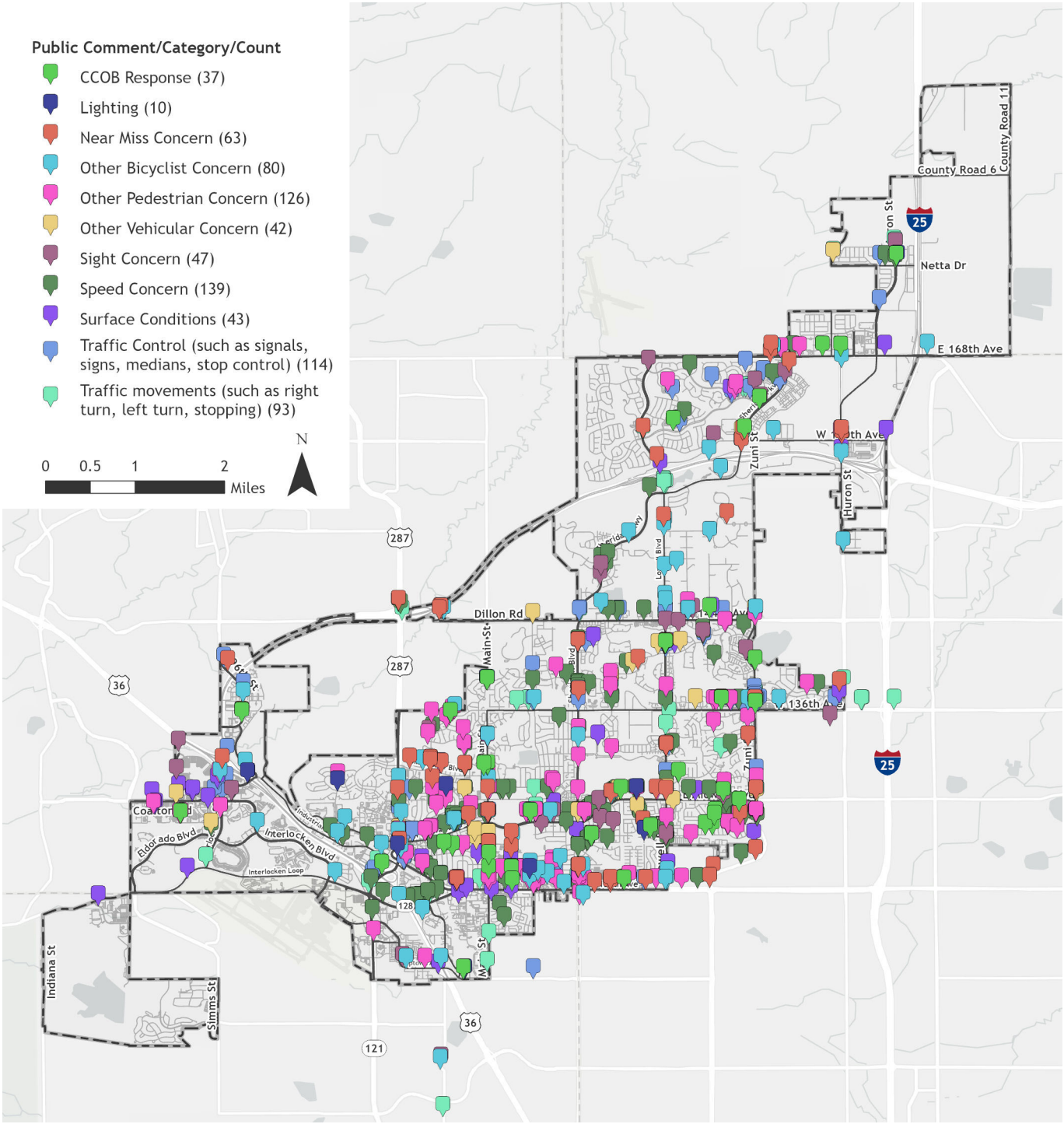
Online Engagement

To allow widespread public participation, the project team offered several online opportunities to provide feedback in the safety action planning process.

- **Public Survey:** A public survey was available online from July 31 to Oct. 1, 2024. The survey focused on residents' and stakeholders' transportation safety concerns and experiences with Broomfield's transportation network. In total, there were 595 public survey visitors and 240 survey responses received.
- **Project Webpage:** A dedicated webpage provided project information and updates, included a project timeline, and offered an interactive mapping experience where members of the public could indicate where they had safety concerns throughout Broomfield's transportation network.
- **Online Map:** An online, interactive mapping experience was available to the public, allowing them to indicate where they have encountered safety concerns within Broomfield's transportation network by placing a "pin" on the map. In total, there were 757 unique map "pins" collected. See **Figure 3.16** that shows the map and pins. A full breakdown of the concerns is indicated below.
  - Speed Concern (139 pins)
  - Other Pedestrian Concern (126 pins)
  - Traffic Control Concerns - signals, signs, medians, stop control (114 pins)
  - Traffic Movement Concerns - right turn, left turn, stopping (93 pins)
  - Other Bicyclist Concern (80 pins)
  - Near Miss Concern (63 pins)
  - Sight Concern (47 pins)
  - Surface Condition Concern (43 pins)
  - Other Vehicular Concern (42 pins)
  - Lighting Concern (10 pins)
- **Virtual Open House:** In Spring 2025, a virtual open house was hosted, allowing community members to provide feedback on BTSAP's vision and goals and draft recommendations. This allowed those who could not attend an in-person event to participate in the planning process.

STAKEHOLDER AND COMMUNITY INVOLVEMENT

Figure 3.15 Broomfield Public Comments



STAKEHOLDER AND COMMUNITY INVOLVEMENT

PROJECT PARTNERS

Unique stakeholder committees were formed as part of the safety action plan process to provide feedback and guidance to the project team.

Internal Technical Stakeholder Group (ITSG)

The ITSG comprised staff from different City and County of Broomfield departments. These stakeholders were essential as they provided crucial insight into CCOB's internal processes. Representatives from the following departments were included as ITSG members:

- Communications and Engagement Department
- Community Development Department - Capital Improvements Program, Engineering, Planning and Transportation/Traffic Divisions
- Information Technology and Geographic Information Systems Department
- Open Space and Trails Department
- Parks, Recreation, and Senior Services Department
- Police Department
- Public Health and Environment Department
- Public Works Department

External Technical Stakeholder Group (ETSG) and Emergency Response Group (ERG)

The ETSG included members of different organizations and agencies with a personal stake in transportation safety within Broomfield. The ERG consisted of representatives from local hospitals, businesses, volunteer agencies, fire districts, departments, emergency medical services, and the school district. Several stakeholders were able to serve as members of both groups. This combined group included:

- Adams District 12
- Boulder Valley School District
- Broomfield Housing Alliance
- Children's Colorado
- CDOT
- Commuting Solutions
- DRCOG
- Imagine Colorado
- Jefferson Academy Secondary School
- North Metro Fire District
- Prospect Ridge Academy
- RTD
- Smart Commute
- UC Health

These stakeholders were partners throughout the project, providing their professional expertise on local and regional infrastructure, existing programs, and suggestions for additional partnerships and collaboration opportunities. Their insights enriched the project's foundation, helped propel the team's analysis and spurred additional conversations. This dynamic led to a more robust understanding of transportation safety concerns and the community's perception of the transportation network.

Detailed information about the public outreach process and results can be found in **Appendix B**.


3636
FF1 Dtwn Boulder
FF1 All Stations
3636



CHAPTER 4

Action Plan

45 How to Use this Action Plan
48 Action Plan
54 Countermeasures Toolbox

HOW TO USE THIS ACTION PLAN

This Plan is intended to be a day-to-day playbook, not a document that gathers dust. Its guidance should be consulted any time Broomfield plans a capital project, reviews a land-development proposal, sets an annual maintenance schedule or applies for external funding. By embedding the Plan's Safe System strategies and crash-reduction goals into routine checklists and staff reports, every pavement overlay, signal retiming, intersection improvement program, and Police or Fire deployment decision becomes an incremental step toward the community's vision of zero traffic deaths and serious injuries. The Plan also provides performance measures so City Council, boards and the public can track progress transparently.

Because safety risks, technology and funding opportunities evolve, the BTSAP should be revisited on a predictable cycle: a full update every five to ten years, with an interim "check-in" each year when staff publishes the annual safety report (see details in **Chapter 5**) and Capital Improvement Program. Minor edits—such as correcting data or adding a project already consistent with the Plan—can be approved administratively by the Community Development Director.

The Master Recommendations Table includes many sortable categories of information provided with each recommendation, described as follows.

HORIZON (COST AND TIMEFRAME)

The implementation and impact horizon incorporates both order of magnitude cost and timeframe, which in turn can be viewed as a proxy for feasibility. The timeframes of implementation of the strategies and recommendations listed in this Plan range from next year (2026) to 8-10 years from now (2035).

Specific recommendations for implementation years are listed in the next chapter; however, while implementation of a recommendation may begin in the near term pending available fiscal resources, its effects and impacts may not be measurable for a number of years (particularly in the case of programs and policies). This is why implementing this Plan as a whole, rather than focusing on one particular type of recommendation, is critical to truly move the needle.

The costs shown are listed as orders of magnitude in order to compare projects/strategies to each other and give a general idea of what financial commitment might be required to accomplish a recommendation.

RESPONSIBLE PARTIES

Primary stewardship rests with the City and County of Broomfield's Transportation & Traffic Divisions within Community Development, which leads the Safety Coordination Council made up of Police, North Metro Fire Rescue, Public Health, Public Works, schools, CDOT and Broomfield community partners. That team maintains the crash-database dashboard, convenes twice a year to review emerging issues, coordinates grant applications and issues an annual Safety Scorecard aligned with the Measures of Effectiveness in the Plan.

City Council's role is to set policy direction and appropriate resources, while partner agencies and the public keep the effort accountable through ongoing collaboration, data sharing and community reporting.

The public's role is simple, but critical: stay engaged in current and future safety planning efforts, serve as ambassadors by sharing what they learn with neighbors and friends and commit to safer driving—free of distractions and at or below the speed limit.

HOW TO USE THIS ACTION PLAN

FUNDING

Broomfield currently has a recently-consolidated Traffic Safety Fund of approximately $230,000/year, which is used quickly for safety-based infrastructure improvements.

State and federal programs—such as DRCOG's Transportation Improvement Program, Safe Streets for All (SS4A) Implementation, the Highway Safety Improvement Program (HSIP) and CDOT's Revitalizing Main Streets, Transportation Alternatives (TAP) and Multimodal Options Fund (MMOF) grants—can supplement Broomfield's Traffic Safety Fund as feasible, and provide potential funding for more budget-demanding safety planning and construction projects; however, grants generally come with longer timelines and are competitive (either through subjective criteria or empirically like HSIP non-systemic grants). All grants typically require a local funding match (typically 20% of the project cost), and their availability can rise and fall with state legislative cycles and federal administrative priorities. It should be noted that all of these state and federal programs are facing uncertainty under the current political climate. To stay "grant-ready," Broomfield should consider pairing these outside resources with a stable home-grown revenue stream dedicated to transportation safety.

A growing number of Colorado communities have already created this backstop, dedicating a sustainable annual capital funding source for implementing high-priority projects, systemic safety improvements and to match grant opportunities, often calling for additional staffing to meet the needs of the plans. Broomfield's 2016 Transportation Plan outlines many of the local tools available—impact fees on new development, a voter-approved sales-and-use tax, property tax, user fees and the General Fund capital program—that can be tailored to this purpose.

To translate those precedents into action, Broomfield may consider taking these steps in the near term:

Near Term

- Maintain and increase funding of the Traffic Safety Fund within the Capital Improvement Program to re-prioritize the budget to implement safety improvements and retrofit existing infrastructure in accordance with priorities of the Plan. This fund is currently used for small projects such as Rectangular Rapid Flashing Beacons or minor ADA improvements, but is only sufficient to fund the most inexpensive safety improvements each year. While this funding could be used as a start on the first few recommendations, additional funding in this account will be critical to allow staff to make a significant safety impact with the most efficiency.
- Continue to leverage every resurfacing or utility project to install low-cost systemic fixes, and track these efforts to include in grant applications, strengthening and reinforcing the narrative that Broomfield has been proactive and efficient in funding and advancing transportation safety
- Build a five-year project and grant calendar to identify when each external program opens and how much match Broomfield will need. Continue to remain involved in the DRCOG and ensure priority projects are part of the Transportation Improvement Program.

HOW TO USE THIS ACTION PLAN

Short Term

- Earmark local match dollars and a sustainable annual capital funding source for high-priority projects using a combination of the following potential tools:
  - General-fund or street-maintenance carve-outs (2–5% of annual resurfacing budgets) so every overlay can add proven counter-measures.
  - Safety camera revenue dedicated to systemic safety upgrades (depending on implementation timeline)
- Continue to monitor State and Federal funding opportunities, most of which require a local match:
  - **Federal formula safety funds (more reliable/regular):**
    - Highway Safety Improvement Program (HSIP) - Core FHWA program that every state receives by formula; can pay for spot or systemic counter-measures on any public road, not just state highways.
    - Surface Transportation Block Grant (STBG) Safety Set-Aside funds - Flexible pot that DRCOG can steer toward Safe System corridors and eligible projects in the regional transportation plan when HSIP is expended.
  - **Federal discretionary grants (for big corridors or bundled systemic work):**
    - Safe Streets and Roads for All (SS4A) – can also fund quick-builds, systemic speed-management packages, or data dashboards. Requires a USDOT-approved Safety Action Plan and a 20% local match. Currently, this program is at its last round of funding with an uncertain future.
    - RAISE – Very competitive, multimodal grants that can be fund complete corridor reconstructions with strong safety benefits - however, these are reserved for major infrastructure and will typically be used on state highways; 20-40% local match.
    - Thriving Communities / ATTAIN / Safe Routes to School – Niche programs that cover planning, tech pilots, and school-area improvements.
  - **State and CDOT programs (often faster to obligate):**
    - Revitalizing Main Streets (RMS) - Quick-build or permanent walking/biking projects that improve safety and downtown vitality; awards up to $250k with only a 10% match—ideal for rapid-delivery curb extensions or RRFBs. However, this program has been suspended due to state budget shortfalls and all previously allocated funding for future years has been eliminated.
    - Multimodal Transportation & Mitigation Options Fund (MMOF) - Larger capital or planning projects that reduce VMT* or improve vulnerable-user safety (e.g., separated bike lanes, transit-priority signals). Due to state budget shortfalls $71.4 million of state general funds have been swept away from the MMOF. There is no funding available in this program to the DRCOG region until 2030.
    - Colorado Safe Routes to School / FASTER Safety - Small-to-mid-sized school-zone or systemic roadway-departure fixes; match varies, often 20%. This is a small funding source with only about $3 million allocated statewide.
    - CDOT Safety Grants menu (HSIP-local, Off-System Bridge, etc.) - Annual calls for projects listed on CDOT's grants portal.

Long Term

- Identify a long-term revenue source using potential new funding sources. Clear language that links the revenue to measurable safety outcomes and annual public reporting will help build durable community support.
  - Voter-approved sales-and-use tax (e.g., a 0.1% "Safe System" increment).
  - Transportation impact fees earmarked for pedestrian, bike, and traffic-calming work around new development.
  - Bond programs/TIF districts when a corridor overhaul aligns with reinvestment areas.

Taken together, these steps give Broomfield a self-replenishing "local match vault" and insulate priority safety work from external funding swings.

*VMT - Vehicle Miles Traveled

ACTION PLAN

The Broomfield Transportation Safety Action Plan is intentionally multi-layered and presented in multiple formats so users can utilize the format or component that fits their current need. For day-to-day engineering and maintenance decisions it offers the crash analysis and excess crash spreadsheet (digital format maintained in city files) and the crash dashboard (being developed as one of the recommendations of this plan), a High-Injury Network map, and a toolbox of systemic countermeasures; for long-range budgeting it supplies a project list prioritizable based on current needs or opportunties (funding, type of project, etc.); and for community conversations it distills the data into recommendations as they relate to each project goal (see **Chapter 5**). By packaging the same recommendations in several formats—technical sheets, quick-build toolbox, and goal-based projects—the Plan stays useful whether repainting a crosswalk next week or programming a bond measure five years out.

This chapter singles out 18 early priorities on Broomfield roadways the whole community can rally around: the ten infrastructure projects with the strongest life-saving return combined with highest priority and quickest implementation, and the eight non-infrastructure actions (policy, enforcement, education, and programs) that can start saving lives even before the first shovel turns. Some items are "low-lift" quick-builds—adding reflective signal head backplates, clarifying roadway striping, or launching a Safe System website and dashboard—that can be started from existing budgets and evaluated within the first year. Others are "big early steps," such as a corridor-wide lane repurposing study or pedestrian crossing treatment guidelines development, that lay the structural groundwork for decades of safer travel. These early priority projects, programs and processes were selected based on:

- Locations with highest excess crash cost (proxy for highest calculated potential for improvement)
- Project/program/process ease of implementation (is the project/program/process already starting or easy to begin, can it be completed with existing city staff and funding?)
- Is completion of program/process critical for implementation of other future safety improvements or decisions?
- Is completion of the program/process critical for future progress data comparison?
- Was the project/program/location identified by the public during public process?

Additionally, the recommendations spreadsheet in **Appendix D** includes parallel recommendations for CDOT-owned roadway projects that Broomfield can help enable.

Just as important, the Safe System framework on which this Plan rests reminds us that **no single intervention will end severe crashes.** Because people make mistakes and resources are finite, real safety gains come from layering many small, mutually reinforcing actions: safer roads and safer speeds, education and enforcement, quick fixes and long-range rebuilds. Per the safe system framework, no single principle can eliminate crashes entirely—together they create a comprehensive system where each principle compensates for the gaps in others. Progress will come not from a silver bullet but from a million coordinated moves—each crosswalk refreshed, each policy tweaked, each conversation about shared responsibility pushing Broomfield one step closer to its ultimate goal.

ACTION PLAN

Table 4.1 Top Infrastructure (Broomfield-Owned) Recommendations		
Project Name	**Location**	**Description**
Upgrade left-turn signs at Lowell Boulevard/144th Avenue	Intersection of Lowell Boulevard and 144th Avenue	Upgrade left-turn signs on mast arms for eastbound and westbound movements
Install backplates at Lowell Boulevard/144th Avenue	Intersection of Lowell Boulevard and 144th Avenue	Install retro-reflective backplates on eastbound traffic signal heads
Pedestrian mobility improvements at Lowell Boulevard/144th Avenue	Intersection of Lowell Boulevard and 144th Avenue	Design and install crosswalk and directional ADA ramps on east leg
Study and implementation of reducing eastbound left-turn to one lane at Flatiron Crossing Drive/Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Feasibility study and implementation of restriping dual eastbound left-turn lanes to single left-turn lane
Add wayfinding signs at Flatiron Crossing Drive/ Interlocken Loop Ramp*	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Add wayfinding signs to mast arm
Check pedestrian buttons and pedestrian signal cycle at Flatiron Crossing Drive/ Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Check pedestrian push button on north leg; add pedestrian re-service
Study potential implementation of protected-only left-turn phasing at Flatiron Crossing Drive/ Interlocken Loop Ramp*	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Monitor short term changes, consider protected only left turn phasing if needed
Revise/refresh striping at Interlocken Boulevard/Flatiron Crossing Drive*	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Add stop bars across right-turn lanes and refresh left-turn lane striping and skip striping within intersection
Intersection improvements at Interlocken Boulevard/Flatiron Crossing Drive*	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Design and construct intersection improvements including right-turn bypass islands with connected crosswalks and raised crosswalks across right-turn lanes
Flatiron Crossing Drive road diet study*	Flatiron Crossing Drive between Interlocken Loop Ramps and Interlocken Boulevard	Conduct study to determine feasibility and conduct benefit/cost analysis of road diet

*Note - Improvement can be a model for implementation at other Interlocken locations.

ACTION PLAN

Table 4.2 Top Non-Infrastructure (Broomfield-Owned) Recommendations		
Project Name	**Description**	**Resources***
Safe System Website and Dashboard Launch	Develop website and associated dashboard that shows up-to-date location, details, and trends of crashes in Broomfield. Immediately implement website/dashboard for public awareness.	IT, GIS, Planning, Engineering or Police staff to develop and maintain the website and dashboard - estimate 120 staff hours/year
Interagency Safety Coordination Council (ISCC)	Create ongoing group and process for coordinating traffic safety efforts between agencies, organizations, and departments. Utilize or build on the combined stakeholder group list and hold two times a year meetings to update/coordinate next steps in reducing Serious Outcome crashes.	City staff (multiple departments) along with partnering agencies/entities - estimate 20 staff hours/year for coordination, documentation, and planning
First Responder Crash Documentation Process Refinement	Refine and unify the process for documenting the what, how, and why of traffic crashes in the field, and allow for faster and more accurate crash data processing. Implement changes in first year to allow for uniform data comparison year-over-year.	Planning, Engineering, Police staff to complete initial coordination and minor ongoing updates - estimate 40 hours total for engineering and police in first year (coordination, refinement, training), then 10 hours/year training
Critical Emergency Route System Documentation	Document critical emergency response route system and policy. Identify primary/key emergency response routes. Develop policy for limiting delay on primary ER network and balancing every day vehicular speeds and response times.	Planning, Police, Fire, Hospital staff - estimate 40 hours for engineering to plan, coordinate, and document, and 20 hours for emergency personnel to provide inpu and review. (Ownership, and therefore hours, may be flipped to emergency personnel)
Signal Timing Policy Development	Develop Signal Timing Policy, including Left Turn Protected Phasing Policy (Flashing Yellow Arrow, Full Left Turn Protected Phasing), Leading Pedestrian Interval (LPI) Policy (allows pedestrians a "head start" before cars get green light).	Planning, Engineering staff, potentially with outside consultant - estimate 60 hours of staff time if consultant completes document
Pedestrian Crossing Treatment Guidelines/Standards Development	Develop Pedestrian Crossing Treatment Guidelines/Standards including Improving sight distance at pedestrian crossings (daylighting), bumpouts/curb extensions at pedestrian crossings, crossing treatments - which crossings get warning lights (RRFBs) or pedestrian hybrid beacons (PHB/HAWKs), which are striped, locations.	Planning, Engineering staff, potentially with outside consultant - estimate 60 hours of staff time if consultant completes document
Roundabout Retrofit Study and Policy	Implement consideration of roundabout options into safety, capital, and development project. Complete high level overview study of intersections to identify locations of greatest potential.	Planning, Engineering staff with outside consultant - estimate of 80 hours of staff time if consultant completes document
Traffic Safety Cameras for automated enforcement	Develop draft Traffic Safety Camera plan and deployment for automated enforcement based on existing crash data trends and potential concern areas for review by CCoB staff and council.	Planning, Engineering, Police, and Communications staff to develop deployment plan - estimate 200 hours of staff time to develop plan in first year, then 100 hours/year (depending on extent of deployment) of staff time between Police and Communications departments.

*Note - Hour estimates generally include planning and engineering staff hours unless otherwise noted.

ACTION PLAN

Table 4.3 Top Infrastructure (CDOT-Owned) Recommendations

Project Name	Location	Description
CO 7/Huron Street CDOT Coordination	Intersection of State Highway 7 and Huron Street	Monitor and engage in CDOT safety review.
120th Avenue/Sheridan Boulevard Road Safety Audit	Intersection of 120th Avenue and Sheridan Boulevard	Monitor intersection; consider for safety audit next year; utilize previously completed safety study."
120th Avenue/Main Street signal upgrades	Intersection of 120th Avenue and Main Street	Replace missing left lane assignment sign on northboard mast arm; add northboard/southbound backplates; add reflective plates all directions; add 4 section northboard/southbound left turn heads for protected only phasing.
120th Avenue/Main Street signal timing optimization	Intersection of 120th Avenue and Main Street	Check clearance intervals and left turn phasing splits.
120th Avenue/ Main Street CDOT coordination	Intersection of 120th Avenue and Main Street	Coordinate with upcoming CDOT signal project.
Wadsworth Parkway/ Interlocken Loop signal upgrades	Intersection of Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Adjust signal head placement; maintain left-turn signage; maintain skip striping through intersection; install/maintain pedestrian countdown signal heads; install retroreflective signal backplates.
Traffic analysis for Wadsworth Parkway/ Interlocken Loop	Intersection of Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Conduct weaving analysis (merge/diverge) for US 36 off-ramp approach including factors such as median, signalization and roadway/lane geometrics.
Wadsworth Parkway corridor operation study	Wadsworth Parkway (State Highway 1212) from Interlocken Loop (State Highway 128) to Midway Boulevard	Conduct review of operations, wayfinding, geometrics, and other roadway characteristics along corridor.
120th Avenue/Chase Street Safety Audit	Intersection of 120th Avenue and Chase Street	Monitor intersection; consider for safety audit next year.
CO 7/Sheridan Parkway CDOT coordination	Intersection of State Highway 7 and Sheridan Parkway	Monitor and engage in CDOT safety review.
US 287/Miramonte Boulevard signal and striping improvements	Intersection of US Highway 287 and Miramonte Boulevard	Add eastbound/westbound left turn 4 section head; consider WB bike lane, or sharrows eastbound/westbound; add reflective backplates in all directions.
US 287/Miramonte Blvd signal optimization	Intersection of US Highway 287 and Miramonte Boulevard	Implement ped protect when button is pushed; check clearance intervals on US 287 for higher speeds; consider overall operational review.
US 287/Miramonte Boulevard pedestrian improvements	Intersection of US Highway 287 and Miramonte Boulevard	Consider directional ramps and pork chop islands in future.
US 287/Miramonte Boulevard CDOT coordination	Intersection of US Highway 287 and Miramonte Boulevard	Coordinate with upcoming CDOT signal project.
US 287/10th Avenue Safety Audit	Intersection of US Highway 287 and 10th Avenue	Monitor intersection; consider for safety audit next year.
US 287/Nickel Street signal and striping improvements	Intersection of US Highway 287 and Nickel Street	Install reflective backplates for all directions; perform maintenance on signal head hoods and backplates; improve westbound wayfinding including sign visibility on departure and/or pavement wayfinding.
US 287/Nickel Street signal operational improvements	Intersection of US Highway 287 and Nickel Street	Replace WB left-turn signal head with 4-section head; implement protected phasing; check clearance times and railroad interconnect.
US 287/Nickel Street intersection review	Intersection of US Highway 287 and Nickel Street	Review intersection for compliance before acceptance from CDOT (luminaires, phasing, backplates, heads, etc.); coordinate with future potential road diet.

ACTION PLAN

Table 4.4 Top Intersections (Broomfield-Owned) Recommendations		
Rank	**Project Name**	**Recommendation**
7	Lowell Boulevard and 144th Avenue	Upgrade left turn signs eastbound/westbound on mast arms; change on eastbound backplates to reflective
7	Lowell Boulevard and 144th Avenue	Consider Protected only left turn phasing during PM peak; check clearance intervals; check coordinated offset for eastbound/westbound arrivals on red
7	Lowell Boulevard and 144th Avenue	Pedestrian mobility (crosswalk) and directional ramps on east leg
26	Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Restripe EB left turn lane to just single left; add wayfinding to mast arm
26	Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Check pedestrian push button on north leg; add pedestrian re-service
26	Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Consider road diet in the corridor
26	Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Monitor short term changes; consider protected only left turn phasing if needed
49	Interlocken Boulevard and Flatiron Crossing Drive	Add stop bars across right turn lanes; refresh left turn striping - skip past crosswalk and refresh in intersection
49	Interlocken Boulevard and Flatiron Crossing Drive	Consider road diet in the corridor
49	Interlocken Boulevard and Flatiron Crossing Drive	Intersection rebuild; bring crosswalk to porkchops and raised crosswalk across right turn lanes

ACTION PLAN

Table 4.5 Top Intersections (CDOT-Owned) Recommendations		
Rank	**Project Name**	**Recommendation**
1	State Highway 7 and Huron Street	Monitor and engage in CDOT safety review.
2	120th Avenue and Sheridan Boulevard	Monitor; consider for safety audit next year utilize previously completed safety study.
3	120th Avenue and Main Street	Replace missing left lane assignment sign on northbound mast arm; add northbound/southbound backplates; add reflective plates all directions; add 4 section northbound/southbound left turn heads for protected only phasing.
3	120th Avenue and Main Street	Check clearance intervals, and left turn phasing splits.
3	120th Avenue and Main Street	Coordinate with upcoming CDOT signal project.
4	Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Significant signal equipment maintenance needs (signal head placement, left turn signage, skip striping, pedestrian countdown, reflective plates, etc.).
4	Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Alternative analysis for weave issue (median, signalization, or geometrics on US 36 off ramp approach).
4	Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Corridor review of operations, wayfinding, geometrics, etc. along SH 121 from 128 to Midway.
5	120th Avenue and Chase Street	Monitor; consider for safety audit next year.
6	State Highway 7 and Sheridan Parkway	Monitor and engage in CDOT safety review.
8	US Highway 287 and Miramonte Boulevard	Add eastbound/westbound left turn 4 section head; consider westbound bike lane, or sharrows eastbound/westbound; reflective backplates (all directions).
8	US Highway 287 and Miramonte Boulevard	Implement pedestrian protect when button is pushed; check clearance intervals on US 287 for higher speeds; consider overall operational review.
8	US Highway 287 and Miramonte Boulevard	Consider directional ramps and pork chop islands in future.
8	US Highway 287 and Miramonte Boulevard	Coordinate with upcoming CDOT signal project.
9	US Highway 287 and 10th Avenue	Monitor; consider for safety audit next year.
10	US Highway 287 and Nickel Street	Reflective backplates all direction; maintenance on hoods, plates; improve westbound wayfinding (westbound sign visibility on departure or pavement wayfinding).
10	US Highway 287 and Nickel Street	Replace westbound left turn with 4 section head - protected phasing, check clearance times, and RR interconnect.
10	US Highway 287 and Nickel Street	Review intersection for compliance before acceptance from CDOT (luninaires, phasing, backplates, heads, etc.); coordinate with future potential road diet.

COUNTERMEASURES TOOLBOX

A countermeasure toolbox is more than a catalog of treatments—it serves as a decision support system for translating crash data into implementable Safe-System responses in a consistent, transparent way. The process below describes how Broomfield can continue to respond to changing safety needs in the coming years, during and after implementation of the action plan components listed previously.

1. **Diagnose the problem:** what is the type, severity, location and risk factors associated with the identified concern?
2. **Consider candidate fixes:** use the matrix in the toolbox to narrow down options.
3. **Decide systemic versus spot treatment:** ask "can this measure be rolled out citywide or does it belong only at this specific location of concern?"
4. **Screen for compatibility:** consider the context of the concern (design speed, land-use, freight routes, bus service, snow removal, emergency response needs and equity).
5. **Determine ideal countermeasure:** for specific location concern, or rank system-wide locations by excess crash cost, HIN status, VRU crash history and public comment density.

Safety Countermeasures Toolbox Summary*

The toolbox evaluates the appropriateness of countermeasures based on the type and location of a crash. Elements considered include the location/type of crash, countermeasure type, applicability of the countermeasure to the location and type of crash, and related considerations/cautions.

LOCATION/TYPE OF CRASHES

Speed

Intersections

- Approach Turn
- Right Angle
- Rear End
- Red Light Running
- Run off Road (T Intersection)
- Other

Roadway Segments

- Roadway Departure
- Head On
- Access/Driveways

Pedestrian Crashes

- Intersections
- Uncontrolled Crossings
- Road Segments

Bicycle Crashes

- Intersections
- Uncontrolled Crossings
- Road Segments

Snow and Ice Crashes

COUNTERMEASURES CATEGORIES

Signing and Striping

Operations/Traffic Control

Low Cost Infrastructure

Infrastructure - Capital

Maintenance

Enforcement

Education

Program

Standards/Policies

SOURCES

FHWA Crash Modification Factors Clearinghouse

FHWA Proven Safety Countermeasures

FHWA Highway Safety Manual

*Note - The full Safety Countermeasures Toolbox, including details on the countermeasures and conditions in which to implement them, can be found in the Countermeasures Toolbox spreadsheet held by CCoB staff. For an online countermeasures reference, FHWA recommendations can be viewed here: https://highways.dot.gov/safety





CHAPTER 5

Accomplishing Broomfield's Goals

57 Tackling the Concerns
58 Vision and Mission
59 Crash Reduction
60 Efficient and Safe Emergency Response
61 Promote Responsible Travel Behavior
62 Integrate Technology and Data
63 Project Prioritization and Fiscal Stewardship
64 Foster Collaboration and Communication
65 Annual Reporting

TACKLING THE CONCERNS

Structuring this Plan around the community- and stakeholder-developed goals transforms what could be an unwieldy list of recommendations into a story that Broomfield's community and decision-makers can follow and allows all to see how recommendations compare to FHWA Safe System pillars. Per the Safe Streets for All requirements, Safety Action Plans must define measurable objectives tied to an overarching commitment to zero deaths. Because the goals are outcome-oriented rather than department-specific, they give engineers, police, public health, elected official, and members of the community a unifying basis and approach, making it clear that everyone has a role in reducing traffic fatalities and serious injuries and easier for the community to understand why a given project or policy belongs in the Plan.

Equally important, goal themes and goals create a built-in management and accountability framework. By pairing each theme with Measures of Effectiveness and Safe System components, staff can track annual progress and communicate results through concise dashboards rather than dozens of isolated action items. This transparency helps direct limited resources to the highest-risk corridors, creates transparency and provides the flexibility to swap in new tactics—like emerging enforcement technologies—without rewriting the entire document. In short, organizing a plan by goal themes turns it from a static report into a living tool that aligns partners, guides funding and keeps Broomfield steadily on course toward zero serious crashes. As a living tool, this chapter as written does not list every recommendation - a complete table of recommendations can be found in the Appendix D.

This structure also describes a Measure of Effectiveness for each goal. A Measure of Effectiveness is a plainly defined, quantitative measuring tool that tells the transportation safety team whether the system is moving toward—or drifting away from—its Safe System goals. Unlike an action (e.g. install five rectangular rapid-flashing beacons) or an output (e.g. miles of bike lane built), a Measure of Effectiveness tracks the outcome the community ultimately cares about but cannot directly control—for example, the annual number of people killed or seriously injured, average operating speed on corridors of concern or emergency response times. Because Measure of Effectiveness sit at the intersection of data and accountability, they provide an objective basis for reporting progress to the public and triggering course corrections when investments are not delivering the promised safety benefits.

Within each theme, recommendations are organized into three categories based on how aggressive, effective and feasible they are (shown in more detail in **Chapter 4**).

- **Near-term strategies:** lower cost, quicker implementation
- **Mid-term strategies:** moderate to high cost, moderate timeframe
- **Long-term paradigm shifts:** moderate to high cost, longer-term timeframe; these efforts are focused on creating a "sea change" in how the public views and approaches transportation safety. (Example: Transforming public attitudes toward safer streets is to today's Safe System movement what the decades-long seatbelt campaign was to car safety—a relentless, generation-spanning push that turns a life-saving behavior from optional to automatic.)

DID YOU KNOW?

Seat-belt wearing rates in the United States have climbed from barely 11–14 percent of occupants buckling up in the early 1980s to more than 91 percent in 2024, thanks to decades of design improvements, primary-law mandates, high-visibility enforcement, and relentless public-education campaigns.

VISION AND MISSION

A succinct, public-backed vision-and-mission pair anchors the plan around a clear, shared destination—zero serious crashes—and a time-bound commitment to get there. Setting a vision of zero fatalities and serious-injury crashes matters precisely because it is bold. The goal shows that the Broomfield community has rejected the century-old assumption that a certain amount of death is the inevitable "price" of mobility and instead has embraced the Safe System principle that every life is non-negotiable and every severe crash is preventable. That ethical clarity galvanizes political will, unlocks federal programs premised on a zero target and aligns engineers, police, health officials and community advocates behind a single litmus test for every decision: does this action move the number toward zero? By elevating safety above convenience, the zero vision drives design innovation, prioritizes investment where risk and benefit is highest and provides a transparent yard stick against which progress (or back-sliding) can be measured year after year.

Goals operationalize the vision; they break Broomfield's vision into concrete, measurable, department-spanning objectives that direct resources to the highest-risk issues and highest-benefit projects and let the community see, year by year, whether the community is truly closing in on zero. In Broomfield, the high-level pledge that "no one is seriously injured or killed" is translated into six goal themes—Crash Reduction, Safe Emergency Response, Responsible Travel Behavior, Technology and Data, Project and Program Prioritization and Fiscal Stewardship and Collaboration—which together describe what must go right in the system for that pledge to come true. Each goal targets a different factor (emergency response, human behavior, integrating technology, programs and fiscal responsibility and collaboration), so that every capital project, enforcement tactic or public education campaign can be traced back to the specific part of the system it is meant to strengthen. Because the goals come with their own measures of effectiveness, they also create an accountability pathway from daily tasks to the north-star outcome.

VISION

No one is seriously injured or killed while using the transportation network in Broomfield.

MISSION

Broomfield commits to eliminating traffic-related fatalities by 2040 and serious injuries by 2045 on Broomfield-owned roadways with an eventual goal of zero on all roadways, including CDOT highways.

STRATEGY KEY

The strategies presented on the following pages were developed using the Safe System Approach components and recommendation types, identified by the following icons.

SAFE SYSTEM APPROACH COMPONENTS

- SS Safer Speeds
- SV Safer Vehicles
- SR Safer Roads
- PC Post-Crash Care
- SU Safer Users

RECOMMENDATION TYPES

- I+O Infrastructure and Operations
- P+G Policies and Guidelines
- E Enforcement
- P Programs
- E+O Education/Outreach

CRASH REDUCTION

GOAL

Reduce crashes prone to serious injuries and fatalities (severe outcomes).

MEASURES OF EFFECTIVENESS

Annually track the numbers of crashes (listed below) prone to severe outcome as well as severe outcome crash numbers to determine if reductions are occurring. This information will be listed in the annually updated crash report spreadsheets developed as a baseline for this project, and on the public-facing crash dashboard reporting the same, and sortable by crash type.

- Fixed Object Crashes
- Right Angle (Broadside/T-bone) Crashes
- Approach Turn Crashes
- Rear-end Crashes
- Pedestrian Crashes
- Bicycle Crashes

Additionally, as part of the annual tracking, monitor Road Safety Audit and major project locations for two years after improvements are implemented to ensure severe outcome crashes are reduced at those specific locations.

STRATEGIES

Near-term (target 2029)

I+O SS

Implement three short term Road Safety Audit (RSA) recommendations (per previous chapter) such as replacing missing lane assignment signs, adding reflective backplates and installing 4-section signal heads to allow for protected only left turn phasing.

P+G SS SR

Develop pedestrian crossing treatment guidelines/ standards, including treatments such as improving sight distance at pedestrian crossings, bumpouts and crossing treatment location and selection.

P+G SS SR

Implement consideration of roundabout options into safety, capital, and development projects. Complete high level overview study of intersections to identify locations of greatest potential.

Mid-term (target 2030)

I+O SR

Implement Operational Actions and Design/ Construction RSA recommendations, such as pedestrian protected phasing when a pedestrian push button is pushed, and review and update signal clearance intervals and left turn phasing splits.

I+O SS SR

Create a list of 10-year horizon safety projects at current and future hot spots as standalone projects or with other planned projects, such as positive offset left turn lane alignment, right turn slip lane angle adjustment and speed limits review. This list will build on or supplement the initial recommendations lists noted in **Chapter 4**.

I+O SS SR

Utilize the Countermeasure Toolbox tools as specific crash types or patterns become apparent.

P+G SS SR

Develop signal timing policies that focus on safety of all users, such as left turn protection policy and leading pedestrian intervals (LPIs).

Long-term Paradigm Shift (target 2033)

P+G SS SR

Increase awareness of context sensitive speeds and individual compliance through deployment of radar speed signs and safety cameras.

I+O P+G SR

Create uniform and informed understanding of vulnerable road user priority through implementation of newly-developed left turn phasing reform, pedestrian crossing treatment guidelines, and bike facility treatment guidelines.

EFFICIENT AND SAFE EMERGENCY RESPONSE

GOAL

Balance the benefits of transportation safety measures with ensuring efficient emergency response efforts.

MEASURES OF EFFECTIVENESS

Annually track emergency response metrics (such as emergency response times, or number of traffic related emergency calls) and compare to the success in achieving crash reduction goals. One should not come at the expense of the other, as both have the same goal – safety for the Broomfield community.

STRATEGIES

Near-term (target 2027)

E SS SU

Continue data driven targeted enforcement through the Strategic Traffic Enforcement Program (STEP): Law Enforcement will conduct speed enforcement on a regular basis at locations with documented or reported speeding concerns, in active school zones, and at locations where speeding has contributed to crash types, which often result in severe outcomes.

E SS SU

The crash documentation process will be reviewed on an annual basis in a collaborative effort between law enforcement, fire and EMS and CCOB traffic staff in order to enhance the accuracy and consistency of reporting techniques, as well as identify and implement methods for tracking new crash information. These efforts should be coordinated with DRCOG and CDOT processes for consistency or mutual process refinement.

E SS SR

Develop and implement a Civilian Traffic Investigator position. This position will be dedicated to handling crash investigations and, freeing up officers for additional traffic enforcement.

Mid-term (target 2030)

E SS SU

Explore ways to increase Police Department staffing time or overtime to support implementing traffic safety targeted enforcement (such as potential safety camera program and continued training/refinement of crash documentation process), while still sustaining regular policing duties.

Long-term Paradigm Shift (target 2033)

E SS SU

Implement a data-driven safety camera program at hot spot locations/corridors and at locations with higher numbers of crash types that could result in serious outcomes, increasing public awareness and compliance.

PROMOTE RESPONSIBLE TRAVEL BEHAVIOR

GOAL

Generate awareness in the community around transportation safety and an understanding of everyone's responsibility in achieving safety. Continue to include public feedback in advancing the program.

MEASURES OF EFFECTIVENESS

Track visitation to websites and attendance at meetings associated with advancing program goals. Improve community awareness by increasing public engagement 25% in transportation safety-related efforts such as surveys, events and social media interactions.

STRATEGIES

Near-term (target 2026)

E+O SS SR SU

Develop website and associated dashboard that shows up-to-date locations, details and trends of crashes in Broomfield

E+O SU

Make minor adjustments to operations or infrastructure in and around schools, and use design and planning of these changes to generate awareness and include public, local school staff, and district feedback about transportation safety.

Mid-term (target 2030)

E+O SU

Align Broomfield crash data trends with CDOT's safety messaging and use current social media platforms, bus stop signs and targeted advertising to audiences more commonly involved in traffic crashes, to boost locally or adapt to Broomfield and re-use existing statewide (CDOT) safety ad campaigns related to:

- Devices Down and Distracted Driving
- Motorcycles/Vulnerable Road Users (VRUs)
- Speeding

Long-term Paradigm Shift (target 2033)

E+O SU

Coordinate with local schools and districts to determine potential for specific location or citywide education and outreach programs.

INTEGRATE TECHNOLOGY AND DATA

GOAL

Use advanced technologies, data analysis and infrastructure to make data-driven decisions that improve safety and enforcement strategies across all transportation modes.

MEASURES OF EFFECTIVENESS

Measure and track the percent of working days in which the crash data dashboard is updated within 24 hours of receiving new police crash data or connected-vehicle speed files. Track the percent reduction in serious outcome crashes at safety camera-equipped sites three years post-installation versus matched control sites.

STRATEGIES

Near-term (target 2026)

E+O SS SR SU

Launch crash data dashboard; implement an online, public-facing crash data dashboard within one year. Update dashboard data on an annual basis with a goal of having real-time data automatically integrated into the dashboard.

Mid-term (target 2030)

E SS SU

Data driven targeted enforcement; create a digital tool for law enforcement to see where speed-related crashes are occurring, the locations and active times of school zones and speeding complaint locations in order for targeted enforcement to be data driven and current.

E SS SU

Develop a draft safety camera plan focused on red-light running and speeding based on existing right angle, approach turn and speed-concern locations, and increasing safety for motorcyclists, pedestrians and bicyclists, for review by Broomfield staff and City Council.

Long-term Paradigm Shift (target 2033)

E SS SU

Adopt and implement safety camera plan at high-risk locations, increasing public awareness and compliance.

P SR SU SV PC

Utilize innovative and emerging technologies and treatments at the nexus of healthcare and emergency response, such quantifying and collaborating on near miss and underreported crashes documented on the roads compared to those documented in healthcare settings, and reducing severity of outcome when crashes do occur.

P SS SR SU SV

Develop a connected vehicle hard-braking, rapid acceleration, and speed-limit-exceedance monitoring plan to be included in the annual safety report. These sources are much more accessible than they were a few years ago, and will likely get more accessible in the near future.

PROJECT AND PROGRAM PRIORITIZATION AND FISCAL STEWARDSHIP

GOAL

Incorporate a focus of transportation safety into all transportation related projects and programs and prioritize efforts at high risk locations and corridors.

MEASURES OF EFFECTIVENESS

Measure and track the "Safety-Infused Project Rate", defined as the percent of all transportation projects (capital and maintenance) that include at least one countermeasure from the BTSAP safety toolbox and receive a documented safety review at 30% design.

STRATEGIES

Near-term (target 2026)

E SS SU

Refine and unify the process for documenting the what, how and why of traffic crashes in the field, and allow for faster and more accurate crash data processing. Implementing the changes within the first year will allow for accurate data comparison year-over-year and allow for more efficient scrubbing the data.

Mid-term (target 2030)

P SS SR SU

Conduct a desktop road safety audit for every public or private transportation project during the design process to reduce rebuild costs due to safety concerns. Conduct field road safety audit of projects after construction is completed and traffic is using the roadways. Track what design features effectively reduce severe outcome crashes within Broomfield in order to implement the most effective design on future projects.

P+G SS SR

Develop and approve Pedestrian Crossing Treatment Guidelines/Standards and Bike Facility Treatment Guidelines/Standards. Implement standards to ensure public and private projects are being designed and constructed with safety as a high priority, including strategies for effective speed management, safe pedestrian and bike facilities, and the ability for quick and efficient emergency response.

Long-term Paradigm Shift (target 2033)

E SS SU

Adopt safety camera plan at high-risk locations, increasing public awareness and compliance.

FOSTER COLLABORATION AND COMMUNICATION

GOAL

Strengthen partnerships between CCOB departments, transportation agencies, law enforcement, emergency response and community partners to create a comprehensive and coordinated approach to transportation safety.

MEASURES OF EFFECTIVENESS

Track share of fatal crash reviews that produce a written, multi-agency action list within seven days and assign a lead and due date for every task. Track the number of multi-agency RSAs that are completed.

STRATEGIES

Near-term (target 2026)

P SR SU SV PC

Create an interagency Safety Coordination Council (SCC) group and process for coordinating traffic safety efforts between agencies, organization, and departments. Within the first year, Police, North Metro Fire Rescue, Public Health, Public Works, schools, CDOT and Broomfield community partners will meet to review the adopted Safety Action Plan in order to identify tasks and strategies. Review all fatal crashes with this group at twice a year meetings.

E SS SU

Refine and unify the process for documenting the what, how and why of traffic crashes in the field, and allow for faster and more accurate crash data processing. Implementing the changes within the first year will allow for accurate data comparison year-over-year, and allow for reduced staffing and funding needs for scrubbing the data.

E+O SS SR SU

Launch crash data dashboard; implement an online, public-facing crash data dashboard within one year. Update dashboard data on an annual basis with a goal of having real-time data automatically integrated into the dashboard.

Mid-term (target 2030)

E SS SU

Data driven targeted enforcement; create a digital tool for law enforcement to see where speed-related crashes are occurring, the locations and active times of school zones and speeding complaint locations in order for targeted enforcement to be data driven and current.

E+O SU

Coordinate with local schools and districts to determine potential for specific location or citywide education and outreach program.

Long-term Paradigm Shift (target 2033)

E+O SU

Coordinate with local schools and districts to determine potential for specific location or citywide education and outreach programs, with the ultimate goal of building awareness of transportation safety and crash impacts from a young age.

E+O SU

Develop and launch a safety ad campaign to focus on behavior crash trends, such as: Phones Down and Distracted Driving, Motorcycles/Vulnerable Road Users (VRUs) and Speeding. Utilize social media platforms and advertising, bus stop signs, and targeted advertising to audiences more commonly involved in traffic crashes.

ANNUAL REPORTING

Annual reporting is the "heartbeat" of a Safety Action Plan: it turns a static document into a living management system by pairing year-over-year crash outcomes with clear measures of effort—miles of treatments installed, policies adopted, dollars invested, and community programs delivered. Publishing a concise scorecard each year keeps elected officials, staff, and residents aligned on what is working, where gaps remain, and how limited resources should pivot in response. It satisfies federal grant requirements (such as SS4A and HSIP) that expect transparent performance monitoring, boosts credibility when seeking new funding, and provides the data backbone for continuous-improvement cycles such as Safe System audits and budget deliberations. Just as importantly, a public-facing report sustains momentum and trust: by celebrating early wins, explaining setbacks, mapping progress, and describing next steps, CCoB will reinforce the shared commitment that transportation safety is not a one-time pledge but an accountable, evidence-driven journey toward eliminating severe crashes.

Annual reporting in the form of a concise "Progress Report Card" will enable staff to track specific metrics throughout the year for presentation in a simplified format, in addition to the "back-end" crash and safety project tracking that will occur as a result of this plan. Content in the annual Progress Report Card could include:

Brief Introduction/Reminder about Broomfield's Safety Action Plan

<Last Year>Progress:

- Quantify infrastructure projects
  - Number of intersection safety improvements
  - Number of signal operations safety improvements
  - Number/mileage of corridor speed management improvements or updates
  - Number/mileage of new bike lanes or sidewalks
  - Number/mileage of improved sidewalks
  - Number of new or improved pedestrian crossings
  - Number of ADA sidewalk curb ramp or bus stop access improvements
  - Number of safety audits completed
  - Number of pilot safety projects completed
  - Safety-infused Project Rate
- Quantify and Explain Policies/Guidelines developed or in progress and Programs developed or in progress
- Quantify and Explain Education/Outreach developed or in progress
  - Safety-related feedback events or activities
  - Transportation newsletter subscribers
  - Number of public requests for safety concerns (and average number of days to response/fix, if feasible)
  - Number of website/social media contacts/interactions to transportation-safety related campaigns
- Explain Enforcement Updates made
  - Discuss any enforcement programs deployed, etc
  - Track emergency response metrics (potentially as part of separate report)
  - Track percent reduction in serious outcome crashes at safety camera-equipped sites over time (potentially as part of separate report)
  - Report share of fatal crash reviews that produce a multi-agency action list within seven days (potentially as part of separate report)
- Additional potential stats to report, as feasible:
  - Percent of maintenance budget spent that includes safety retrofits
  - Dollars in grants or outside funding acquired
  - Change in annual Transportation Safety Fund allotment

ANNUAL REPORTING

Crash Statistics and Trends:

- Report/graph people killed in traffic crashes by mode each year over the past three years (can extend this to five years or more as the scrubbed data becomes more uniform after implementation of updated reporting and scrubbing practices), split by mode
- Report/graph people seriously injured in traffic crashes by mode each year over the past three years (can extend this to five years or more as the scrubbed data becomes more uniform after implementation of updated reporting and scrubbing practices), split by mode
- Report/graph total crashes each year over the past three years (can extend this to five years or more as the scrubbed data becomes more uniform after implementation of updated reporting and scrubbing practices)
- Report/graph crashes by crash type
- Highlight past three years of road safety audit locations to show trends at those locations specifically (potentially as part of separate report)
- Provide a crash map of the immediate past year, or last three or more years, with immediate past year highlighted

Future Focus:

- List known upcoming projects (including programming/infrastructure, etc., potentially including RSA locations planned)
- Describe any shift in focus based on new crash trends
- Describe projects in relation to the “top projects” lists, and update lists as necessary

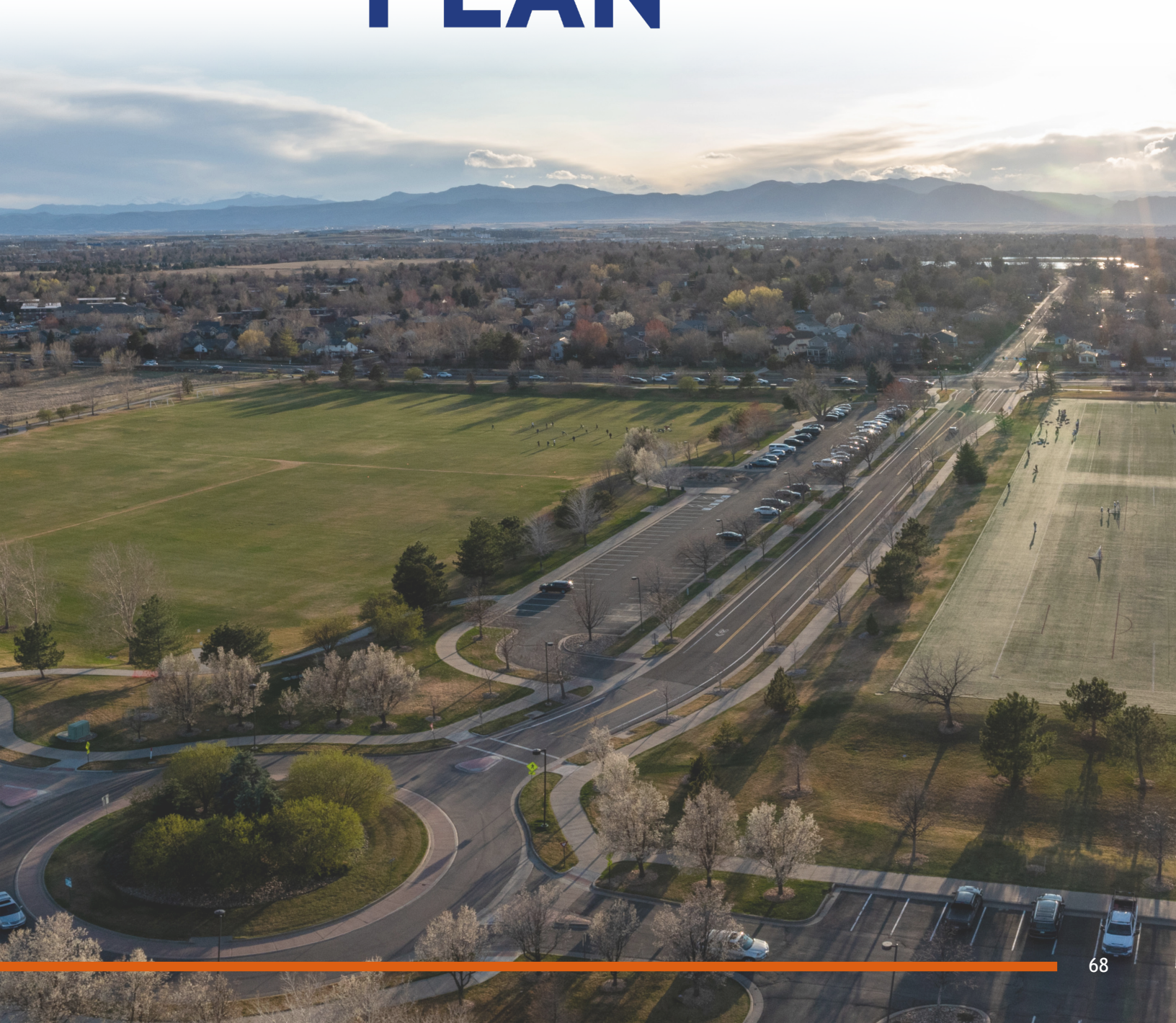
Call to Action:

- How the community can stay involved
- The community’s and CCoB’s shared responsibility to save lives

Broomfield's Safety Action Plan converts the community's pledge that no one should be seriously hurt or killed on our roads into goals that will guide every resurfacing, enforcement deployment and budget decision over the coming decade. By tying each goal to a transparent measure of effectiveness and annual reporting cycle, the Plan ensures that progress toward zero remains visible, resources flow to the highest-risk corridors and new ideas can be incorporated without losing momentum. Success will depend on sustained leadership, community partnership and an unwavering commitment to designing a Safe System that forgives human error—because in Broomfield, **safety is not a project but a shared value,** and these goals are the blueprint that keeps that value front and center until the job is done.

BROOMFIELD TRANSPORTATION

SAFETY ACTION PLAN







Appendix A

State of the System Analysis

A2 Introduction
A5 Crash Data and Trends
A21 Intersection Screening
A27 CDOT versus Broomfield Roadways
A28 Next Steps and Safety Focus Areas

Introduction

Roadway Safety Matters

Like other municipalities, The City and County of Broomfield experiences roadway crashes. With an average of about 1,200 reported crashes each year, the impact of traffic crashes touches every aspect of the physical and emotional well-being of a community including families, workplaces, emergency responders, neighborhoods, livelihoods, mobility and more. In Broomfield in 2023 alone, the annual societal cost of these crashes was $72 million. Improving roadway safety by reducing the number and severity of crashes is a priority.

This Existing Conditions Report details the crash data and how it is obtained, evaluated and analyzed to inform Broomfield's Roadway Safety Action Plan. This information is used to identify locations (or areas) of interest that have the best opportunities for safety improvements. The information can be updated each year to track trends on public streets, evaluate previous work to measure project outcomes related to safety, and outline focus areas for the next year.

Improving roadway safety requires commitment and contributions from everyone. City leadership, numerous departments, law enforcement and emergency responders all play a vital role in a comprehensive roadway safety improvement program. Neighboring jurisdictions and the Colorado Department of Transportation (CDOT) are also important partners.

The residents of the community and everyone using the transportation system through any mode also play a critical role in supporting safety. Everyone has a right to travel around Broomfield safely, and everyone has a responsibility to contribute towards that end. This document provides information that can be used for education and messaging to the greater Broomfield community.

Explanation of Data

The source for crash information is the City and County of Broomfield's Transportation Division crash database. The division works cooperatively with the Broomfield Police Department to obtain electronic copies of crash reports and coded data for import into the City's GIS system. This includes all crashes investigated and reported by Broomfield Police.

Each crash report from 2021-2023 has been individually reviewed to ensure that data is complete, accurate, and consistent. Crash narratives from officers are used to further detail some of the fields. Most analysis in the report is completed using three years of data (2021-2023). In some instances where there is a need for longer term trends (2014-2020), additional data from the Colorado Department of Transportation is used. CDOT compiles data from all reported crashes, and it can be sorted for the Broomfield jurisdiction. The information in those records, although not 'scrubbed' is adequate for trend evaluation.

Population data used in this report was from the U.S. Census Bureau.

In general, the evaluation included crashes on surface streets within Broomfield. Crashes that are not included in the data are:

- Crashes on private property (such as grocery store parking lots),
- Crashes that go unreported. This includes crashes on the trail system, or crashes that do not involve a motor vehicle (i.e., single bicycle crashes, or crashes between a pedestrian and bicyclist). Pedestrian crashes that do not involve an injury are also often not reported.
- Some crashes that occur along jurisdictional boundaries if other agencies respond (although efforts are made to add data from others when known),
- Non-injury crashes reported only to the State (such as during 'accident alerts' that occur due to bad weather) are not being captured by Broomfield Police Services, and therefore not included in the analysis.

Crashes on limited access highways (I-25 and US 36) within Broomfield's boundaries are included in the database, but in some instances the analysis is noted as 'surface streets only', meaning that it does not include limited access highways, but does include state highways on the surface street system (such as SH 7, US 287 etc.) In some places, the data is further detailed to increase the understanding of crashes on roads under the jurisdiction of Broomfield versus CDOT.

As new technology is deployed such as micromobility devices, scooters and e-bikes, the consistency with which that information is captured on a crash report varies. The detailed review and quality control done by staff for this document endeavored to identify those types of crashes. However, it should be noted that details in those types of crashes are not always captured on the crash form.

Most of the analyses represent three years of data, from 2021 to 2023. Instances are noted where additional, older data is also shown.

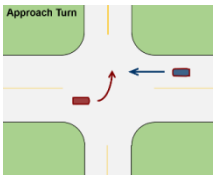
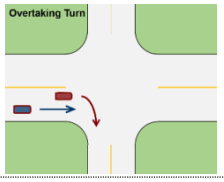
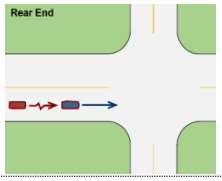
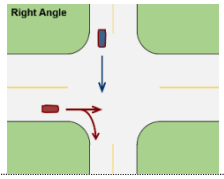
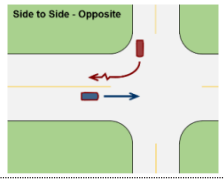
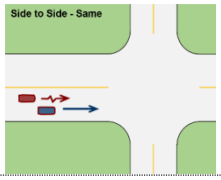
Levels of Crash Severity

When a crash occurs that is reported to the police, the crash form allows the responding officer to indicate one of five levels of crash severity that corresponds to the level of suspected injury experienced by those involved in the crash. Those include:

- No apparent injury
- Possible Injury
- Suspected minor injury
- Suspected serious injury
- Fatal injury

Throughout this report some analysis includes all crashes, while other evaluations are focused on 'severe crashes' or those that involve suspected serious injury and/or fatalities. In addition to reducing the number of crashes, the focus of the Vision Zero movement is to eliminate serious injury / fatal crashes.

Table 1 - Crash Type Descriptions and Diagrams

Type of Crash	Description / Visual
Approach Turn	Two vehicles traveling *in opposite directions*, one turns left (or attempts a U-turn) in front of the oncoming vehicle and is struck. 
Bicycle	Any crash that involves a bicyclist and a motor vehicle.
Fixed Object	A single vehicle crash where a fixed object other than a parked vehicle is struck. This includes items such as a curb, median, or other roadside feature such as tree, fence, or utility pole
Overtaking Turn	Two vehicles traveling *in the same direction*, the front vehicle turns right or left and is hit as the following vehicle tries to pass on the right or left. When this type of crash involves a bicycle traveling straight and a vehicle making a right turn, it is also known as a 'right hook' crash. 
Parking Related	Any crash involving a parked vehicle or a vehicle entering/leaving a parking space.
Pedestrian	Any crash that involves a pedestrian and a motor vehicle.
Rear End	Two vehicles traveling in the same direction, leading vehicle struck by following vehicle. 
Right Angle	Two vehicles traveling <u>on perpendicular streets</u> one fails to yield or passes a traffic control device and strikes the other. 
Sideswipe Opposite Direction	(Also known as side to side opposite.) Two vehicles traveling in opposite directions, one veers into the wrong lane and strikes the side of the other car. This often occurs where a vehicle waiting at a STOP sign or traffic signal is struck by a vehicle turning right from a perpendicular road (frequently during icy conditions). 
Sideswipe Same Direction	(Also known as side to side same.) Two vehicles traveling the same direction, one vehicle veers into the other striking it in the side (usually due to improper lane changes). 
Other	Other crashes that do not fit into any other category.

Types of Crashes

Throughout the document, there is detailed discussion and analysis regarding a variety of crash types. The most frequently noted crash categories are listed in ***Table 1*** with an explanation for each type. Some are depicted in visual diagrams. Note that all crashes reported involve some type of motor vehicle.

Crash reports will often indicate "front to side" collisions (also known as broadside). As indicated in the definitions and the diagrams, the circumstances related to the front of a vehicle striking the side of another vehicle can vary, and the mitigation to address these collisions may be very different depending on the type of crash. The more detailed descriptions (approach turn, right angle, and overtaking turn) are used in this report.

Crash Data and Trends

Historic Trends

The City and County of Broomfield experiences an average of about 1,200 reported crashes each year. That includes crashes on limited access highways (such as I-25 and US 36) but does not include crashes on private property (such as commercial parking lots). From 2015 – 2019 the average was almost 1,500 crashes per year. The pandemic year was low due to reduced travel, and since then the average has been 1,200 crashes per year. When compared to the population of Broomfield, the population is increasing faster than crashes. See ***Figure 1***.

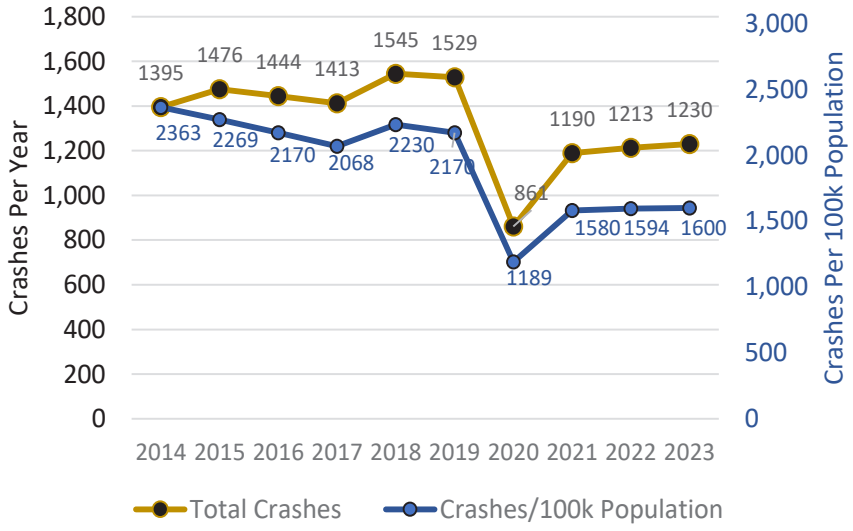


Figure 1 – 10-Year Crash Trends with Population Comparison

The 1,200 average annual crashes include 218 (18%) on limited access highways, 438 (36%) on surface streets under the jurisdiction of CDOT, and 555 (46%) on Broomfield owned surface streets.

Crash Severity

The five-year trend of serious injury and fatal crashes is shown in ***Figure 2***. Fatal and serious injury crashes often vary from year to year. The average combination of serious injury and fatal crashes in Broomfield is about 30 crashes/year. Of those 30 crashes, 8 occur on limited access highways, 11 occur on surface streets under the jurisdiction of CDOT, and 11 occur on Broomfield owned surface streets.

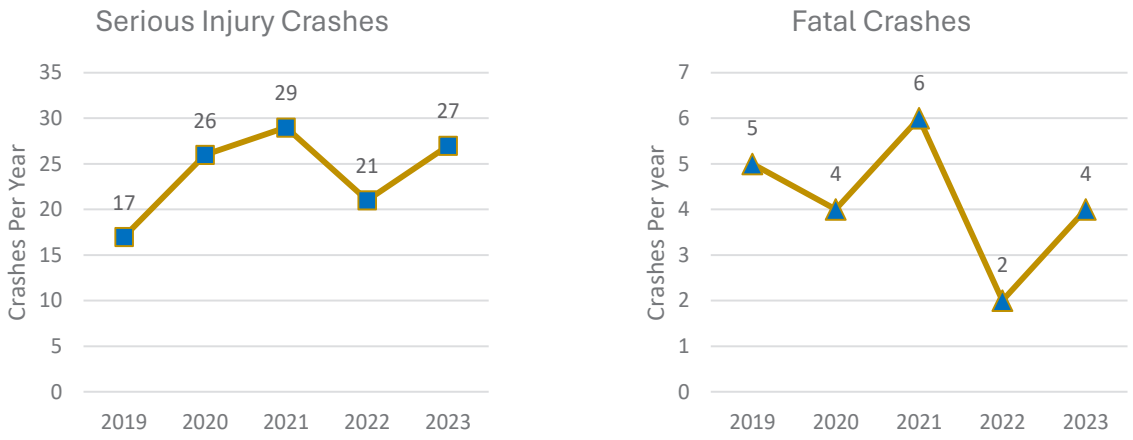


Figure 2 - 5-Year Trend of Serious Injury and Fatal Crashes

One measure of crash severity is to track the percent of crashes that involve suspected serious injuries or fatalities. This highlights whether the level of injury of crashes is becoming more severe over time. See ***Table 2***.

During the pandemic, although overall crash numbers were lower, the severity of the crashes that did occur was unusually high. This trend occurred across the nation.

Table 2 - Percent of Severe Crashes

Year	Percent of Crashes that are Severe
2019	1.4%
2020	3.5%
2021	2.9%
2022	1.9%
2023	2.5%

Crash Location

A 'heat map' of the location of crashes in the past three years on the surface street system in Broomfield is shown in ***Figure 3***. This highlights that most crashes occur along the major roadways in the City.

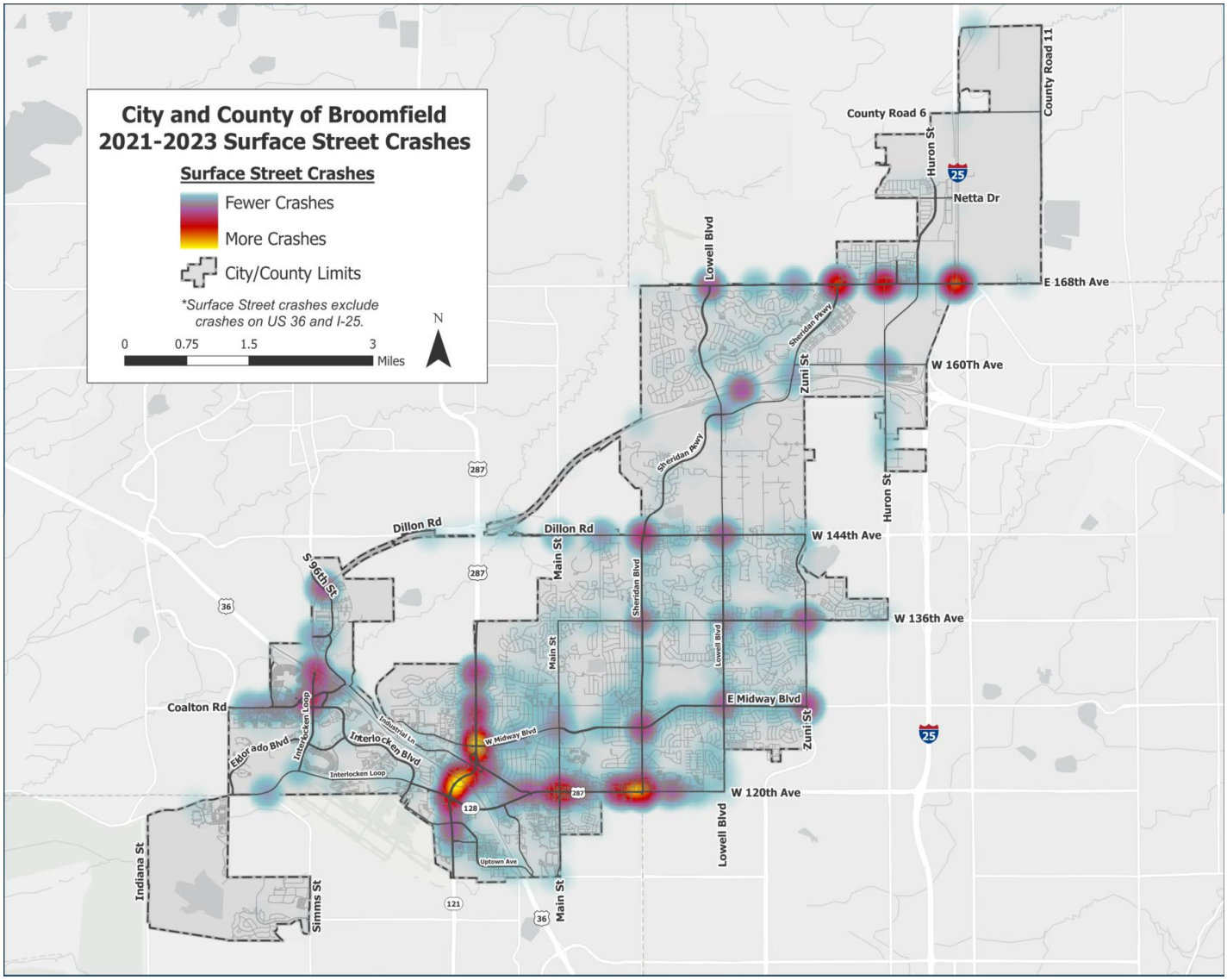


Figure 3 - Crash Location on Broomfield Surface Streets

Figure 4 shows the location of serious injury or fatal crashes in the last three years in Broomfield. The map represents crashes on the surface street system and does not include crashes on limited access highways (I-25 and US 36).

Sixty-three (63) percent of the serious injury / fatal crashes on the surface streets occurred on roadways that are state highways and under the jurisdiction of the Colorado Department of Transportation (CDOT). This includes SH 7, SH 121, SH 128, and US 287. This highlights the importance of close coordination between Broomfield and CDOT for safety efforts. Additional details are provided in a later section in this report.

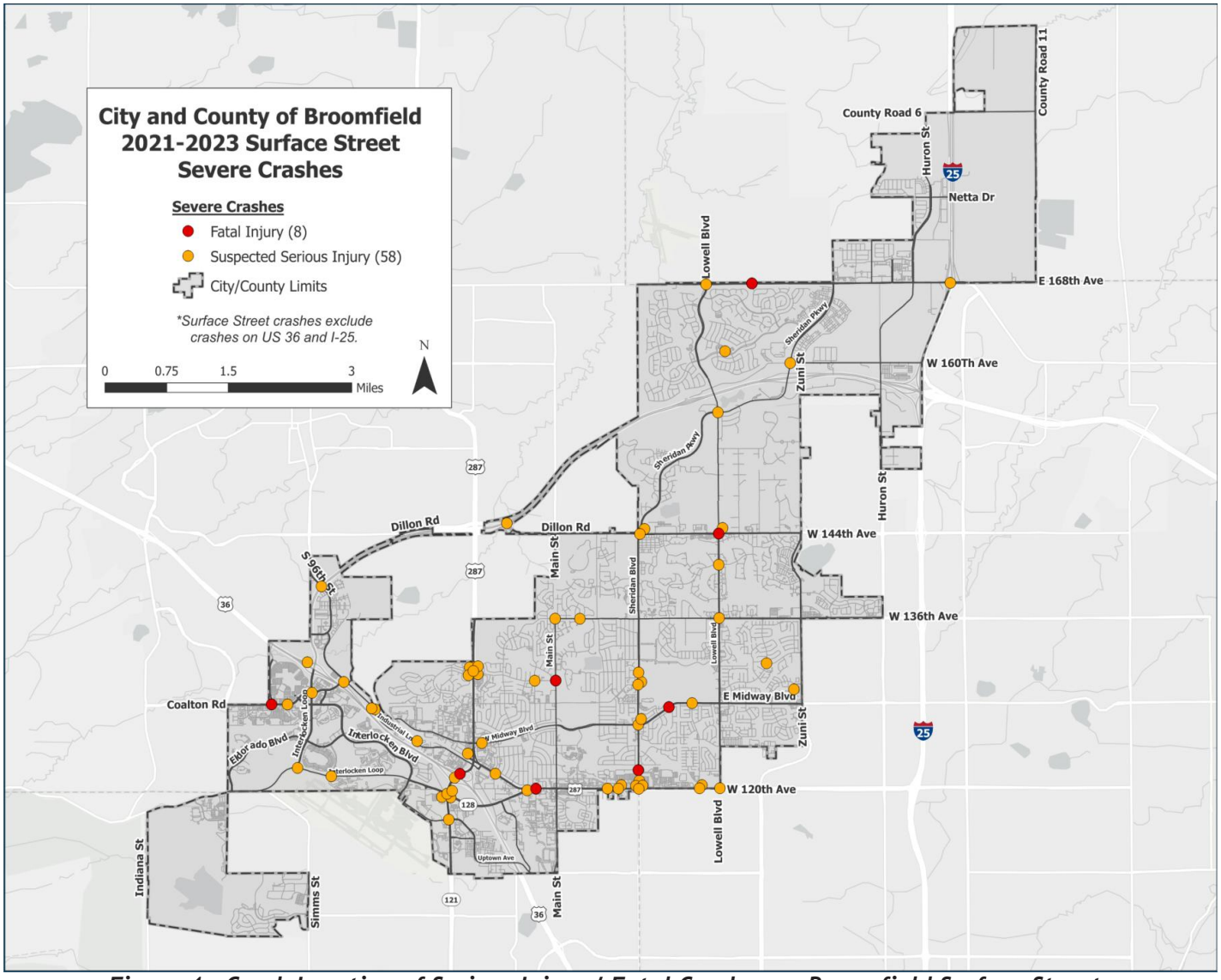


Figure 4 – Crash Location of Serious Injury / Fatal Crashes on Broomfield Surface Streets

Crash data on the limited access highways (I-25 and US 36) will be used in discussions and coordination with CDOT, who operates, maintains and manages those roadways.

Intersection Crashes

Intersections are the most prevalent crash location. Seventy-four (74%) percent (See ***Figure 5***) of all crashes occur at or are related to intersections, and 65% of all serious injury/fatal crashes occur at intersections. Intersection safety should be a priority in the effort to reduce the number and severity of crashes.

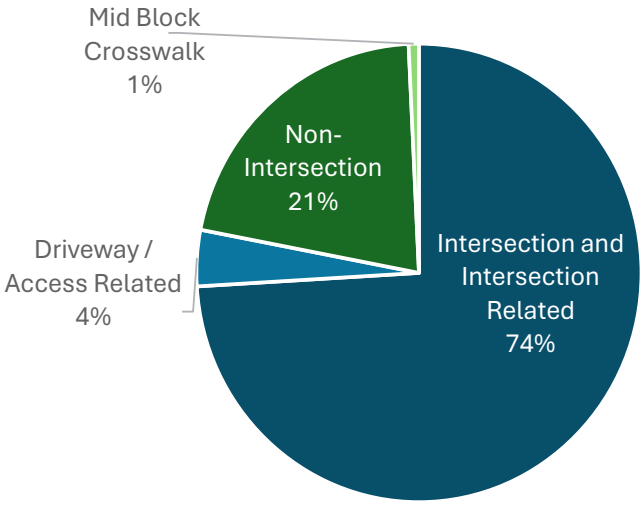


Figure 5 - Crash Location

Crash Type

Evaluating the type of crash that occurs is a critical step in determining appropriate countermeasures to address safety issues. ***Figure 6*** shows the type of crashes that occur in Broomfield for both all crashes, and for serious injury / fatal crashes.

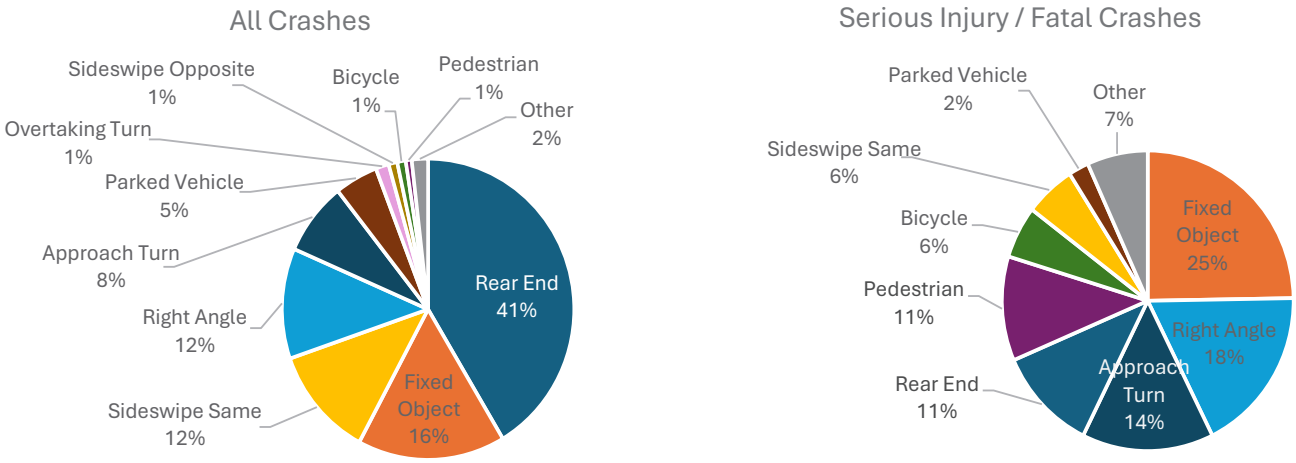


Figure 6 - Crash Type

The most prevalent crash type is rear end crashes (41% of all crashes); however, they rarely result in a serious injury or fatality (11%). In contrast, crashes that are over-represented in serious injury and fatalities include typically higher speed intersection crashes (approach turn and right angle) as well as bicycle and pedestrian crashes.

There are six crash types that account for 85% of serious injury and fatal crashes in Broomfield. These are discussed in sections below and are focus areas for targeted safety improvements.

- Fixed Object
- Right Angle
- Approach Turn
- Rear End
- Pedestrian
- Bicycle

Fixed Object Crashes

A fixed-object crash is a type of roadway-departure collision in which a vehicle leaves its travel lane—either by drifting across the centerline or running off the outside edge—and strikes a stationary roadside hazard such as a tree, utility pole, sign, bridge pier, culvert or retaining wall. These crashes often occur with speeding on curves, loss-of-control maneuvers or distraction or impairment. They are often high-energy head-on impacts where the striking vehicle usually retains most of its approach speed, and the roadside object does not deform to absorb energy, often resulting in serious outcomes.

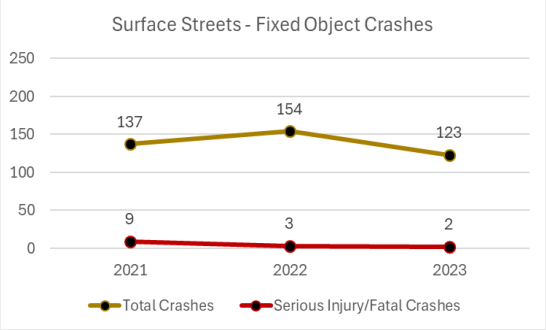
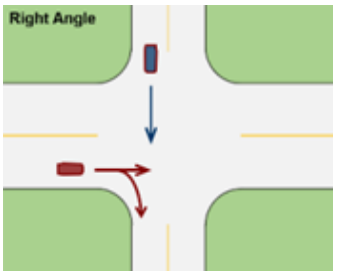


Figure 7 – Broomfield Surface Street Fixed Object Crashes

Additional details about fixed object crashes include:

- 16% of total crashes but 25% of serious injury/fatal crashes
- Of the serious injury/fatal fixed object crashes:
  - 86% occur along roadway segments, and not at intersections or driveways
  - 93% are single vehicle crashes
  - 57% involved vehicles traveling in excess of 50 mph

Right Angle Crashes



Right angle crashes (also known as broadside crashes) occur at intersections when vehicles arrive on perpendicular roads and one fails to yield or passes a traffic control device and strikes the other. There are two main types of right angle crashes – one where the approaching traffic has stopped and then proceeds inappropriately into the intersection, and one where entering traffic disregards a stop sign or signal. Because a vehicle's side offers far less crash-energy protection than its front or rear, broadside crashes produce a high share of serious injuries and fatalities.

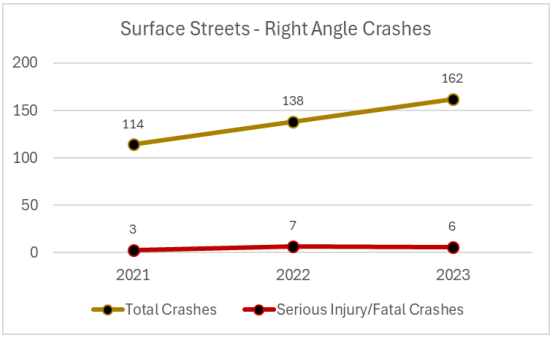
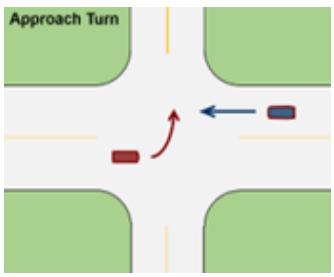


Figure 8 – Broomfield Surface Street Right Angle Crashes

Additional details about right angle crashes include:

- 12% of total crashes but 18% of serious injury/fatal crashes
- 100% of the serious injury/fatal right angle crashes occurred at intersections
- The total number of right angle crashes have been trending upwards in Broomfield

Approach Turn Crashes



Approach turn crashes involve two vehicles traveling in opposite directions, and one turns left (or attempts a U-Turn) in front of the oncoming vehicle and is struck. There are two main causes of approach turn crashes: Poor estimation of distance / speed of approaching through traffic and poor visibility – often the result of offset left turn lanes – also contributes to these crashes. These crashes occur at both signalized and unsignalized intersections and can be especially severe because the striking vehicle's speed combines with the limited side-impact protection of the struck vehicle.

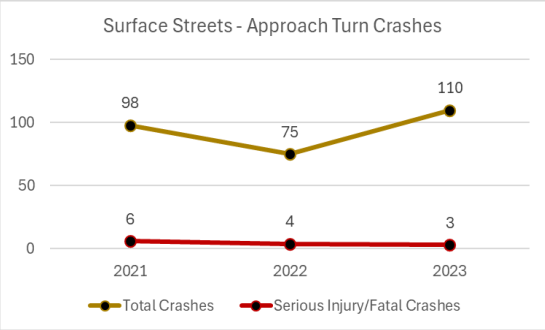
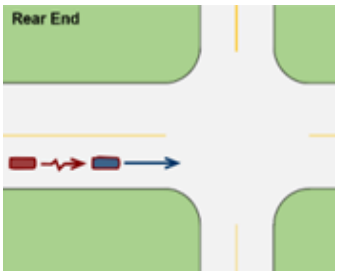


Figure 9 – Broomfield Surface Street Approach Turn Crashes

Additional details about right angle crashes include:

- 8% of total crashes but 15% of serious injury/fatal crashes
- 100% of the serious injury/fatal approach turn crashes occurred at intersections

Rear End Crashes



A rear-end crash happens when a following vehicle strikes the back of a vehicle ahead that is slowing, stopped, or moving more slowly in the same lane—often a minor crash or classically the "fender-bender," but at higher speeds it can become more severe.

Rear-end crashes are the most common type of crash in Broomfield. The lower speed rear end crashes often occur at intersections, while rear end crashes that result in severe outcomes occur more frequently at non intersections and at higher speeds. While difficult to fully quantify due to crash data limitations, distracted driving plays a significant role in the occurrence of rear end crashes.

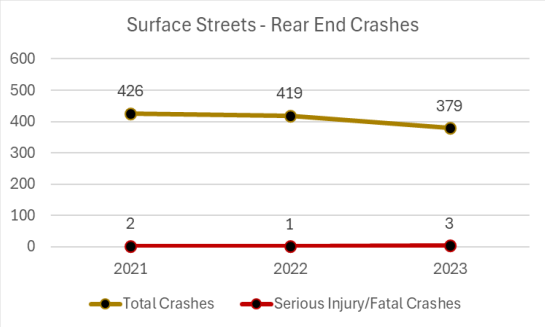


Figure 10 – Broomfield Surface Street Rear End Crashes

Additional details about rear end crashes include:

- 41% of total crashes, 11% of serious injury/fatal crashes
- Of the serious injury/fatal rear end crashes:
  - 67% occur at intersections or driveways
  - 50% involved vehicles traveling in excess of 50 mph

Travel Mode

Figure 11 shows that while crashes involving only motor vehicles represent more than 97% of all crashes, people using motorcycles, walking or bicycling are far more likely to be seriously injured or killed when crashes occur. They are disproportionately represented in serious injury and fatal crashes.

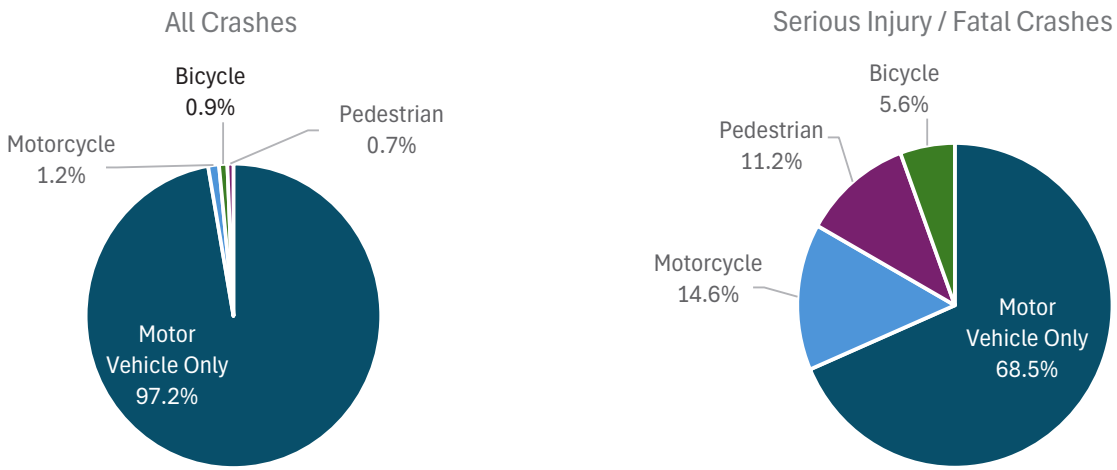


Figure 11 - Mode of Travel

Vulnerable Road User

The federal government defines a vulnerable road user (VRU) as a person who is walking or biking. As shown in the previous section, crashes involving bicyclists or pedestrians account for only 1.6% of all crashes, but 16.8% of serious injury / fatal crashes. They are overrepresented in severe crashes by a factor of 10, and addressing the safety of vulnerable road users is a priority.

Pedestrian Crashes

Crashes that are categorized as pedestrian crashes involve a motor vehicle striking someone walking, using a mobility device or operating a small micromobility vehicle. Because these users have no crumple-zones or air bags, even relatively low-speed impacts can become life-altering or fatal.

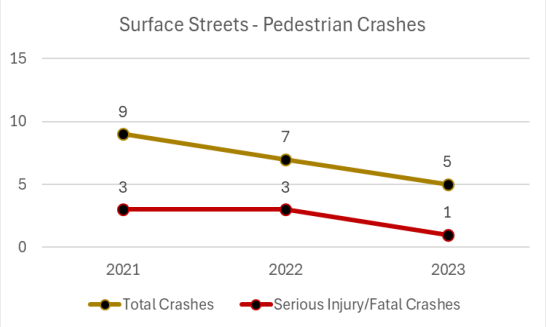


Figure 12 – Broomfield Surface Street Pedestrian Crashes

Additional details about pedestrian crashes on surface streets in Broomfield include:

- 1% of total crashes, 11% of serious injury/fatal crashes
- Of the serious injury/fatal pedestrian crashes:
  - 71% occurred along roadway segments, and not at intersections or driveways. This includes one crash at a midblock crosswalk.
  - 71% occurred in the dark
- Of the total of 21 pedestrian crashes on surface streets, 18 occurred on Broomfield controlled roadways, and three on CDOT surface streets. Of the seven serious injury crashes, five occurred on Broomfield controlled roadways and two on CDOT surface streets.

Bicycle Crashes

A bicycle crash is any collision that involves a motor vehicle striking a person riding a bicycle (or E-bike). Because someone riding a bike does not have the physical protection of air bags or crumple zones, a higher percentage of bicycle crashes result in serious injury or fatality than non-VRU crashes. Reported bicycle crashes in Broomfield are trending upwards.

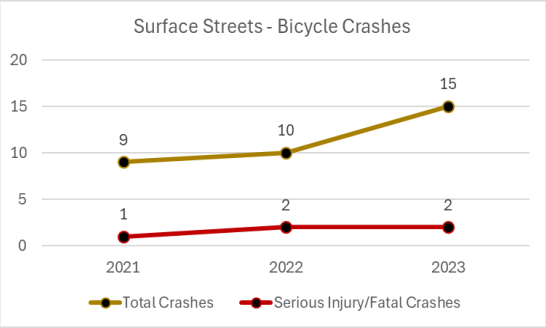


Figure 13 - Broomfield Surface Street Bicycle Crashes

Additional details about bicycle crashes on surface streets in Broomfield include:

- 1% of total crashes, 6% of serious injury/fatal crashes
- Of the serious injury/fatal bicycle crashes:
  - 100% occurred at intersections
  - 100% occurred in the daylight
- Of the total of 34 bicycle crashes on surface streets, 25 occurred on Broomfield controlled roadways, and nine (9) on CDOT surface streets. Of the five (5) serious injury crashes, three occurred on Broomfield controlled roadways and two on CDOT surface streets.

It is typical that the majority of crashes involving bicycles occur at intersections or driveways. Although difficult to quantify precisely, a contributing factor is bicyclists riding against traffic (either on the sidewalk or on the roadway). Bicyclists entering an intersection or driveway from an unexpected direction makes them difficult for motorists to see. This speaks to the importance of both education and facility design to discourage riding against traffic.

Figure 14 shows the location of crashes involving people biking or walking in Broomfield. Seventy-eight (78) percent of vulnerable user crashes occur on non-CDOT roadways.

The location and time of day for VRU crashes has distinct patterns. See boxes below. Bicycle crashes are almost exclusively occurring at intersections in the daytime, while pedestrian crashes tend to occur not at intersections and at night. These statistics lend to different countermeasures.

All Severity Bicycle Crashes

97% intersection/driveway related

91% in the daylight

All Severity Pedestrian Crashes

62% non-intersection

48% in the dark

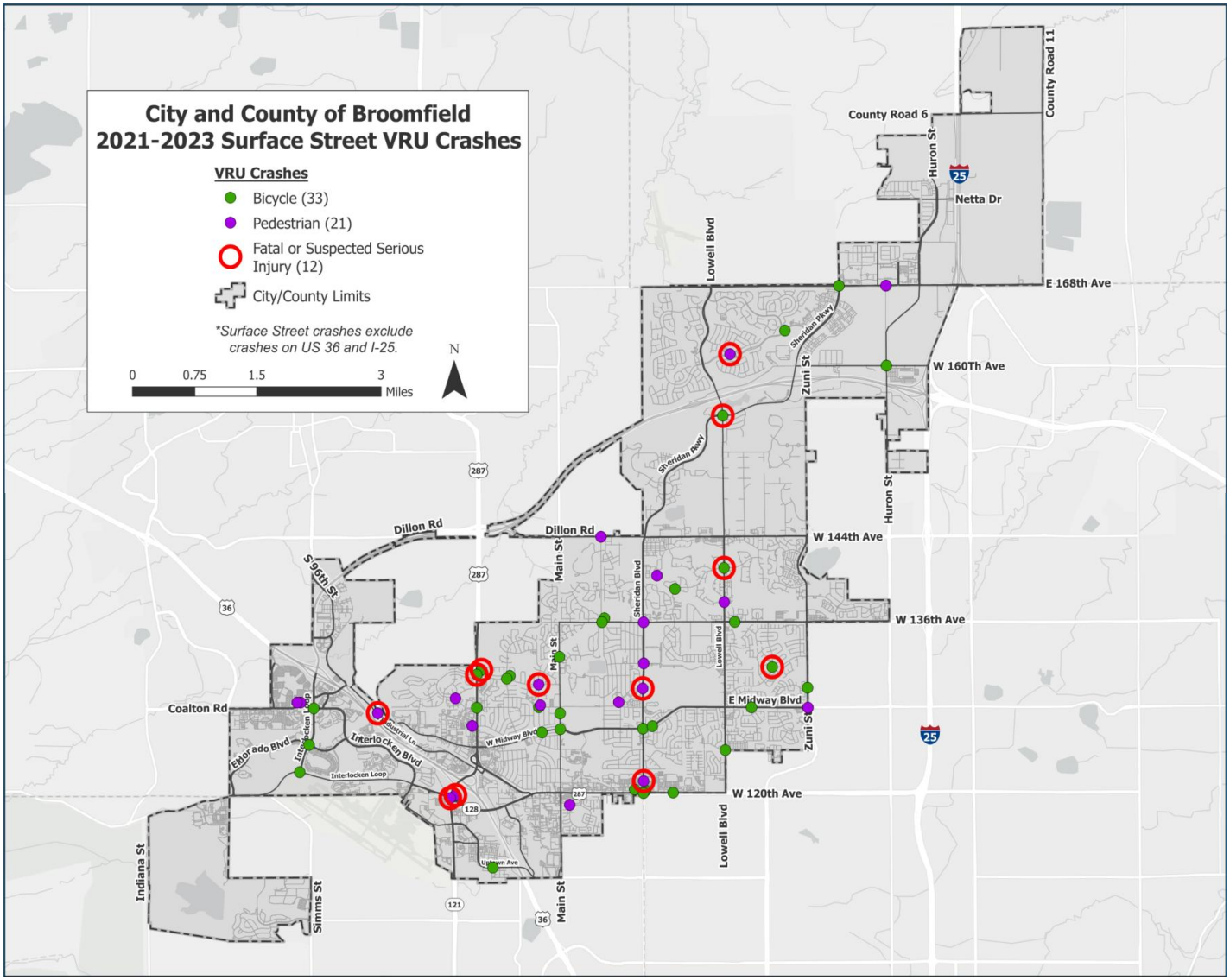


Figure 14 – Vulnerable Road User Crash Location on Broomfield Surface Streets

Motorcycle Crashes

Although motorcyclists are not technically defined as a vulnerable road user, they are overrepresented in serious injury and fatal crashes by a factor of 12 (1.2% of all crashes but 14.6% of severe crashes. The location of motorcycle crashes in Broomfield surface streets is shown in ***Figure 15***. Twenty-seven percent (27%) of motorcycle crashes that occur are severe in nature.

The most frequent types of motorcycle crashes are fixed object crashes (37%) followed by approach turn crashes (19%) and rear end crashes (19%).

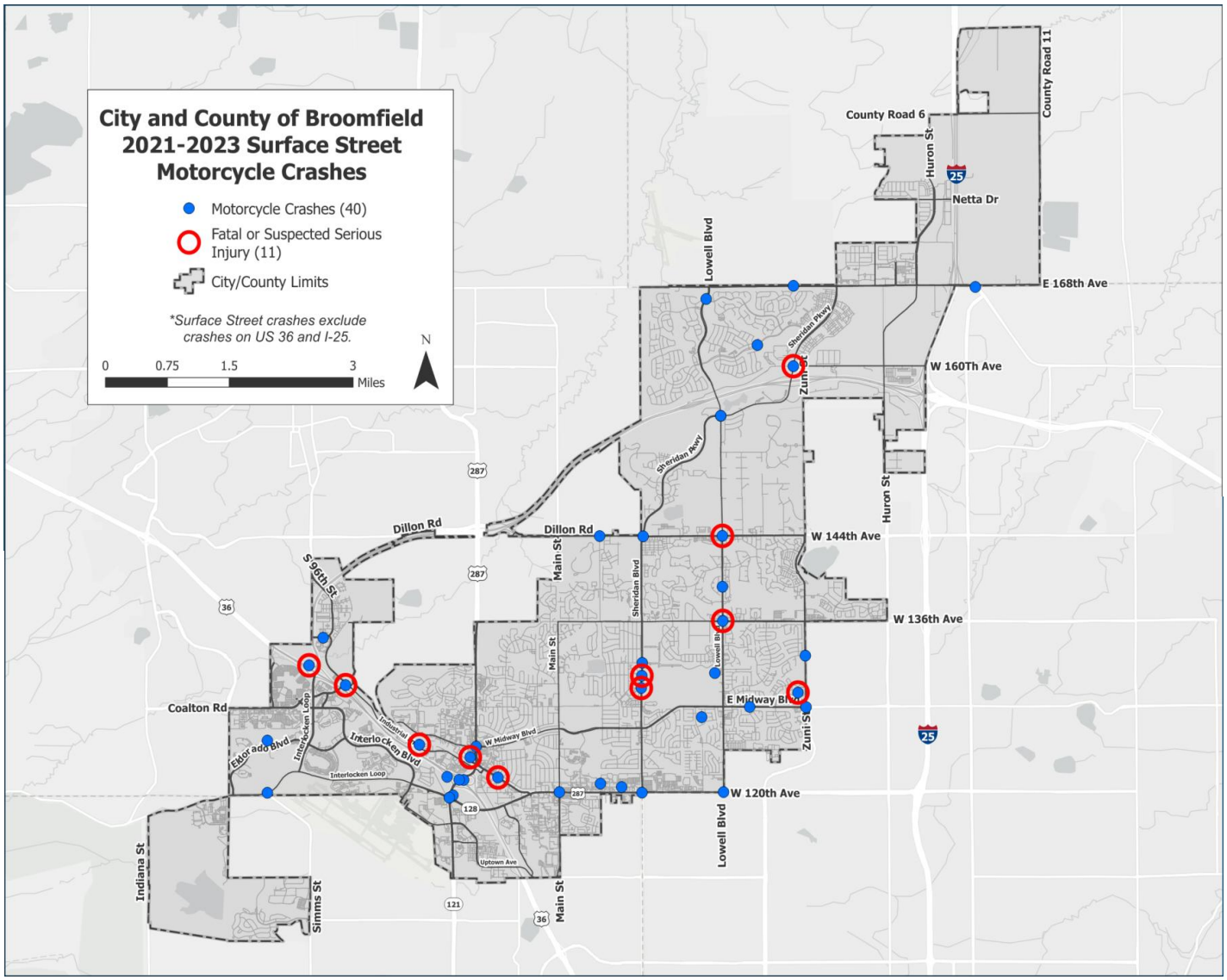


Figure 15 - Motorcycle Crash Location on Broomfield Surface Streets

Fatal Crashes

Fatal crashes are, thankfully, rare, and due to their infrequency, their numbers can be volatile and vary significantly from year to year. Regardless, it is important to understand the trend in fatal crashes and understand contributing factors.

Number of Fatal Crashes by Mode 2021-2023:

8 motor vehicle only
3 motorcycle
1 pedestrian

The three-year trend and mode of travel for the 12 fatal crashes that occurred in Broomfield from 2021-2023 are shown in ***Figure 16***. Seven of the crashes occurred on roadways within CDOT's jurisdiction, while five of the crashes occurred on Broomfield roadways.

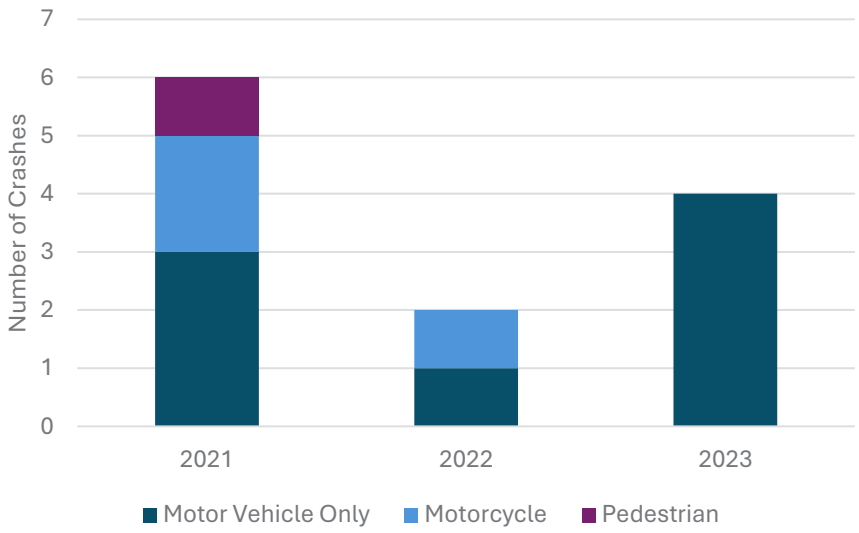


Figure 16 – Fatal Crashes by Year and Mode of Travel

The location of the fatal crashes on the surface streets in Broomfield is shown in ***Figure 4*** on previous pages. There were also four fatal crashes on limited access highways: The pedestrian crash in 2021 was on I-25, two motorcycle crashes (one on US 36 and one on I-25) and one motor vehicle only crash on I-25. It is noteworthy that there were no reported fatal pedestrian or bicycle crashes on Broomfield surface streets between 2021-2023.

A review of crash location, crash type, number of vehicles and time of day shows a wide variety of data, without specific patterns. The only trend of note is that four of the eight motor vehicle crashes were the result of a right-angle crash.

Distracted and Reckless Driving

The statistical analysis and trend evaluation in this report are critical for City and County of Broomfield staff to fully understand the safety of the transportation system and identify locations, policies, programs, etc. that can be targeted for safety efforts, from 'quick wins' to programmatic efforts to larger capital improvement projects. But as noted in the introduction, a safer roadway system is dependent on ***everyone's*** contribution, from City staff to leadership and includes the local residents and those traveling through the area.

Crash forms include the ability to identify contributing factors to crashes that may be behavioral. The consistency with which that data is captured by responding officers varies, and some people

involved in crashes are reluctant to admit to concerning behaviors that may have led to a crash. Regardless, a careful review of crash narratives allows the identification of behaviors that contribute to crashes.

The most frequent behavior is careless driving. Careless driving involves some level of inattentive behavior and includes items such as red light running, following too closely, failing to yield or traveling too fast for the conditions during adverse weather. Those actions are often the result of some type of distraction such as phone use. This represents a large majority of crashes.

Reckless driving is a more significant violation and is defined as the deliberate disregard for safety. This includes actions such as street racing, excessive speeding, high speed weaving, or road rage. While reckless driving occurs less frequently, it is overrepresented in serious injury / fatal crashes.

As Broomfield completes its Safety Action Plan, a public awareness campaign and strong message of responsibility and commitment from the community to eliminate careless and reckless driving supports improved safety.

Careless Driving:

87% of all crashes

74% of serious injury/fatal crashes

Reckless Driving:

3% of all crashes

15% of serious injury/fatal crashes

Economic Impact

The economic costs of crashes in Broomfield are estimated to be $72 million in 2023 (See ***Table 3***). Crash costs include monetary losses associated with medical care, emergency services, property damage, and lost productivity. They also include future costs such as insurance premiums, and costs related to the reduction in the quality of life due to injuries. Crash costs use figures determined by the Federal Highway Administration and are adjusted to reflect 2023 values.

Societal cost of crashes in Broomfield in 2023:

$72 million

The extraordinary high costs related to traffic crashes speaks to the profound impact - both personally and financially - that crashes have on those involved, their friends, family, coworkers and the broader community. Note that the small number of fatal crashes has a higher societal cost than thousands of property damage only crashes.

Table 3 - Economic Impact of Traffic Crashes in Broomfield, 2023

Crash Severity	Number of Crashes	Cost Per Crash	Societal Cost
Property Damage Crashes	1,025	$ 12,900	$ 13,222,500
Possible Injury Crashes	89	$ 79,500	$ 7,075,500
Non-Incapacitating Injury Crashes	85	$ 141,000	$ 11,985,000
Incapacitating Injury Crashes	27	$ 386,000	$ 10,422,000
Fatal Crashes	4	$ 7,277,600	$ 29,110,400
Total	**1,230**		**$ 71,815,400**

Comparison to Other Cities

Knowing how Broomfield's crash trends compare to other communities can help identify progress and know which communities to look to for effective strategies. The most consistent way to compare Broomfield's crash frequency with that of other cities is to compare the fatal crash rate (crashes per 100,000 population). Fatal crashes are used for this comparison as they are most consistently reported due to federal reporting requirements. ***Table 4*** is sorted by fatal crash rate and compares Broomfield to other Colorado cities with similar populations (37,000 to 117,000).

It is important to note that because fatal crashes are rare, there are relatively low numbers to use in the analysis, which can result in some volatility in the results. Therefore, there can be significant swings in the crash rate as the number of fatal crashes varies from year to year.

Broomfield has a lower fatal crash rate than most of its comparable Colorado counterparts.

Table 4 - Fatal Crash Rate Comparison to Other Colorado Cities

Colorado Cities*							
City	Population	Fatal Crashes, 2019 - 2023					Fatal Crash Rate (Crashes/Year/ 100,000 Pop.)
		2019	2020	2021	2022	2023	
Castle Rock	81,400	0	0	0	1	5	**1.5**
Centennial	105,865	2	4	2	0	4	**2.3**
Boulder	107,295	2	4	4	1	3	**2.6**
Windsor	42,722	1	0	4	1	1	**3.3**
Northglenn	38,206	3	1	4	0	0	**4.2**
Parker	63,566	2	5	1	4	4	**5.0**
Broomfield	**76,860**	**5**	**4**	**6**	**2**	**4**	**5.5**
Littleton	45,465	3	3	3	1	3	**5.7**
Greeley	110,831	4	12	2	5	10	**6.0**
Loveland	77,884	2	6	3	8	7	**6.7**
Average CO Cities	**78,128**	**4.8**	**4.9**	**5.3**	**4.9**	**6.2**	**6.7**
Westminster	113,600	5	5	8	13	10	**7.2**
Longmont	98,630	12	5	9	7	5	**7.7**
Grand Junction	65,067	5	4	6	9	9	**10.1**
Commerce City	69,454	13	5	10	8	6	**12.1**
Brighton	43,205	4	6	7	4	6	**12.5**
Pueblo	113,969	13	15	16	14	22	**14.0**

** Colorado Cities with 37,000 - 117,000 population*

Data sources:

- *Colorado crash data is from the Colorado Department of Transportation (CDOT).*
- *Population estimates are from the U.S. Census.*

Intersection Screening

Total crash numbers at locations can be informative – on a 'heat map' for example. However, because vehicle volumes and other elements at specific locations vary widely, it is difficult to draw relevant and comparative conclusions from total crashes alone. Historically, crash rates have also been used at locations to draw comparisons. Crash rates are a ratio of crashes to

vehicle volume and are intended to normalize for intersections of varying volumes. However, studies have shown that the relationship between crashes and volumes is not linear (as is assumed in crash rates), and different types of intersection control and geometrics have different safety profiles.

Therefore, an additional analysis is conducted that allows for a data-based intersection comparison so that mitigation efforts can be targeted to places where more severe crashes are occurring than what would be expected based on traffic volumes and other characteristics. These intersections are good candidates for interventions and improvements can have a strong impact on reducing crashes.

The effort follows the national best practice outlined in the *Highway Safety Manual* (HSM) published by the Transportation Research Board (TRB) and the American Association of State Highway and Transportation Officials (AASHTO). The result of the analysis is provided in two forms: Excess Crash Costs and Level of Service of Safety. The methodology and details on analysis are discussed below.

Excess Crash Costs

The procedure is a statistical process that utilizes inputs including crash numbers, severity, vehicle volumes, roadway geometry and type of control (such as traffic signals or STOP signs) at a location. The analysis accounts for the somewhat random nature of crashes (called regression to the mean), and compares the number of crashes at a location to the number of crashes the intersection would statistically be expected to experience based on data from similar intersections throughout Colorado. The difference in expected crashes and actual crashes can be monetized as 'excess crash costs'. (Costs include monetary losses associated with medical care, emergency services, property damage, lost productivity, and costs related to reduction in quality of life that is related to injuries.)

This is the annual cost associated with crashes at an intersection that are above the expected number of crashes and provides an indication of locations with unusually high numbers of crashes. Locations can then easily be compared to one another based on excess crash costs.

Crash Prediction Models

The process to determine the expected number of crashes is outlined in the *Highway Safety Manual*. The evaluation uses crash prediction models to predict the number of crashes (both total crashes and all levels of injury/fatal crashes) at each location given traffic volumes, roadway geometry, and type of control at each intersection. The models have been developed using historical data, and while national models exist, the Colorado Department of Transportation (CDOT) developed state-specific models in 2009 and again in 2018. Model results were compared against actual Broomfield crash data and the models that best matched the data in each intersection category were selected for use. See ***Table 5*** below.

Crash costs are weighted by severity and based on information provided in the *Highway Safety Manual* (Table 4A-1), adjusted to 2023 dollars.

Table 5 – Information Related to Crash Prediction Models

Prediction Model Used in Intersection Analysis

Number of Legs *	Type of Control	Model Used
3	Stop Controlled	CDOT 2018
4	Stop Controlled	CDOT 2018
3	Signalized	CDOT 2018
4	Signalized	CDOT 2018

2023 Crash Costs

Severity of Crash	Cost
Property Damage Only	$ 12,900 /crash
Fatal / Injury	$ 79,000 - $141,000 /crash

Source of Cost: Highway Safety Manual
** Legs: Segments of roadway approaching an intersection*

Level of Service of Safety (LOSS)

While excess crash cost is a quantitative approach that provides a specific number (dollar amount), CDOT uses a similar analysis and reports results in a more qualitative fashion called Level of Service of Safety (LOSS). LOSS is calculated for both total crashes as well as fatal/injury crashes (FI). LOSS is reported on a scale of 1-4.

- LOSS 1 and 2 reflect locations with less than expected crashes (below 50th percentile).
- LOSS 3 reflects locations with above average number of crashes (above the 50th percentile).
- LOSS 4 reflects locations with above the 80th percentile number of crashes.

Locations that are identified as LOSS 3 and 4 indicate the highest potential for crash reduction with a mitigating project. Intersections with a crash history that fall into LOSS 1 and 2 may still have a pattern that can be mitigated but may result in lower crash reduction than similar efforts at intersections with a higher LOSS.

The reporting of the LOSS analysis gives the City information needed to determine locations that may score favorably in the review process for CDOT safety funds.

Intersection Comparison

The analysis for excess crash costs and LOSS was completed for 123 intersections in Broomfield with at least three crashes using three years of data (2021-2023). The results of excess crash costs and CDOT LOSS are shown in ***Table 6*** for the 50 intersections with the greatest excess crash costs and the most potential for improvement.

Note that since fatal and injury (FI) crashes have higher crash costs associated with them, the ranking method gives more weight to locations with more severe crashes compared to locations with primarily “fender benders”.

Table 6 – Intersection Screening by Excess Crash Cost – Top 50 Locations

	Facility ID	Jurisdiction	Intersection: North / South Street	Intersection: East / West Street	Traffic Volume: Total AADT	Model Predicted Crashes: Predicted Crashes/ Year	Model Predicted Crashes: Predicted FI Crashes/ Year	Actual Adjusted Crashes: Crashes/ Year	Actual Adjusted Crashes: FI Crashes/ Year	Excess Crash Costs: Excess PDO	Excess Crash Costs: Excess FI	Excess Crash Costs: Excess Expected Crash Value ($)	CDOT LOSS: LOSS Total Crashes	CDOT LOSS: LOSS FI Crashes	Type of Control
Top 10 Intersections	142771	CDOT	HURON ST	STATE HIGHWAY 7	38,200	6.8	1.0	19.2	1.5	11.9	0.5	$207,017	LOSS 4	LOSS 4	3SG
	627926	CDOT	SHERIDAN BLVD	120TH AVE	62,700	19.3	2.9	23.8	3.8	3.6	0.9	$159,246	LOSS 3	LOSS 3	4SG
	118622	CDOT	MAIN ST	120TH AVE	40,100	10.6	1.8	15.9	2.6	4.5	0.8	$148,436	LOSS 4	LOSS 4	4SG
	118594	CDOT	WADSWORTH PKWY	INTERLOCKEN LOOP	60,900	16.5	2.4	24.9	2.8	8.1	0.3	$147,910	LOSS 4	LOSS 3	4SG
	118633	CDOT	CHASE ST	120TH AVE	40,750	9.2	1.5	15.2	2.3	5.3	0.7	$146,345	LOSS 4	LOSS 4	4SG
	70598	CDOT	SHERIDAN PKWY	STATE HIGHWAY 7	31,700	8.2	1.5	18.0	1.6	9.7	0.1	$134,045	LOSS 4	LOSS 3	4SG
	70289	Broomfield	LOWELL BLVD	144TH AVE	20,750	5.0	0.8	8.7	1.5	3.0	0.6	$115,427	LOSS 4	LOSS 4	4SG
	118562	CDOT	US HIGHWAY 287	MIRAMONTE BLVD	43,150	8.3	1.3	11.8	1.8	3.0	0.5	$99,572	LOSS 4	LOSS 3	4SG
	118559	CDOT	US HIGHWAY 287	10TH AVE	41,750	7.0	1.1	10.8	1.5	3.4	0.4	$89,667	LOSS 4	LOSS 3	4SG
	68582	CDOT	NICKEL ST	US HIGHWAY 287	21,950	4.6	0.8	7.6	1.3	2.4	0.5	$86,993	LOSS 4	LOSS 4	4SG
Next 15 Intersections	118502	CDOT	WADSWORTH PKWY	UPTOWN AVE	37,700	7.1	1.2	9.1	1.7	1.4	0.5	$75,891	LOSS 3	LOSS 4	4SG
	142723	Broomfield	NORTHWEST PKWY	96TH ST	38,750	10.7	1.9	13.4	2.3	2.3	0.4	$71,142	LOSS 3	LOSS 3	4SG
	722509	Broomfield	ZUNI ST	136TH AVE	31,700	8.6	1.5	10.8	1.9	1.8	0.4	$68,881	LOSS 3	LOSS 3	4SG
	70854	CDOT	US HIGHWAY 287	MIDWAY BLVD	50,050	14.2	2.3	19.2	2.1	5.2	-0.2	$67,360	LOSS 4		4SG
	69823	CDOT	120TH AVE	US HIGHWAY 287	17,800	1.7	0.2	4.4	0.5	2.5	0.3	$62,249	LOSS 4	LOSS 4	3ST
	68556	Broomfield	SHERIDAN PKWY	144TH AVE	32,700	8.7	1.6	12.9	1.6	4.1	0.0	$58,583	LOSS 4	LOSS 3	4SG
	142759	CDOT	LOWELL BLVD	STATE HIGHWAY 7	30,150	7.6	1.4	10.7	1.5	3.0	0.1	$55,221	LOSS 4	LOSS 3	4SG
	70769	CDOT	INTERSTATE 25 NB RAMP	STATE HIGHWAY 7	39,450	14.2	1.9	12.1	2.2	-2.5	0.3	$38,457		LOSS 3	3SG
	70442	CDOT	US HIGHWAY 287	6TH AVE	44,650	4.7	0.6	6.7	0.7	1.9	0.1	$35,158	LOSS 4	LOSS 3	4SG
	142765	CDOT	MOUNTAIN VIEW BLVD	STATE HIGHWAY 7	29,900	4.9	0.6	5.4	0.9	0.3	0.3	$32,869	LOSS 3	LOSS 4	3SG
	622383	Broomfield	LOWELL BLVD	MIDWAY BLVD	26,600	6.6	1.1	8.6	0.6	2.5	-0.4	$32,492	LOSS 4		4SG
	70184	CDOT	INTERSTATE 25 SB RAMP	STATE HIGHWAY 7	36,700	12.8	1.7	13.6	1.9	0.6	0.2	$32,361	LOSS 3	LOSS 3	3SG
	68548	Broomfield	SHERIDAN BLVD	136TH AVE	27,950	7.1	1.3	8.3	1.5	1.0	0.2	$31,207	LOSS 3	LOSS 3	4SG
	622279	CDOT	INTERLOCKEN LOOP	US HIGHWAY 36 WB RAMP	36,050	12.6	1.7	12.7	1.9	-0.2	0.2	$27,410	LOSS 3	LOSS 3	3SG
	622226	Broomfield	INTERLOCKEN LOOP	FLATIRON CROSSING DR	17,000	2.2	0.3	3.5	0.4	1.2	0.1	$26,193	LOSS 4	LOSS 3	3SG
	118886	Broomfield	LOWELL BLVD	SHERIDAN PKWY	18,150	4.2	0.7	4.9	0.9	0.5	0.2	$25,839	LOSS 3	LOSS 3	4SG
	118541	Broomfield	INTERLOCKEN LOOP	INTERLOCKEN BLVD	33,300	9.0	1.6	7.7	1.8	-1.5	0.2	$24,084		LOSS 3	4SG
	261082	Broomfield	ZUNI ST	MIDWAY BLVD	35,800	10.0	1.8	11.6	1.7	1.7	-0.1	$22,038	LOSS 3		4SG
	69966	Broomfield	SUMMIT BLVD	COALTON RD	15,700	3.1	0.5	4.4	0.5	1.3	0.0	$19,470	LOSS 4	LOSS 3	4SG
	69019	CDOT	SHERIDAN PKWY	NORTHWEST PKWY WB RA	8,550	0.5	0.1	1.7	0.1	1.1	0.0	$18,792	LOSS 4	LOSS 3	3ST
	69474	Broomfield	MAIN ST	MIRAMONTE BLVD	13,050	1.8	0.3	1.4	0.4	-0.5	0.1	$15,639		LOSS 3	3ST
	68783	Broomfield	ASPEN ST	DILLON RD	28,150	3.5	0.4	4.5	0.4	0.9	0.0	$14,566	LOSS 3	LOSS 3	3SG
	712307	Broomfield	SHERIDAN BLVD	13TH AVE	41,700	4.0	0.5	3.1	0.7	-1.0	0.1	$14,456		LOSS 3	4SG
	70943	Broomfield	HURON ST	152ND AVE	9,300	1.2	0.1	1.6	0.2	0.3	0.1	$12,164	LOSS 3	LOSS 4	4ST
	69566	Broomfield	HURON ST	160TH AVE	18,650	4.4	0.7	5.2	0.7	0.9	0.0	$11,396	LOSS 3		4SG
	143017	Broomfield	SHERIDAN BLVD	10TH AVE	22,400	3.0	0.3	2.6	0.4	-0.5	0.1	$10,580		LOSS 3	3SG
	68879	Broomfield	JEFFERSON PL	1ST AVE	7,650	1.4	0.1	2.1	0.1	0.7	0.0	$10,316	LOSS 4	LOSS 3	4ST
	69501	Broomfield	NICKEL ST	MIDWAY BLVD	19,150	2.7	0.5	3.5	0.4	0.8	0.0	$10,015	LOSS 3		3SG
	69249	Broomfield	KOHL ST	MIDWAY BLVD	17,350	2.4	0.4	2.7	0.5	0.3	0.1	$9,679	LOSS 3	LOSS 3	3SG
	622393	Broomfield	LOWELL BLVD	136TH AVE	21,950	5.4	0.9	5.8	0.9	0.4	0.0	$9,619	LOSS 3	LOSS 3	4SG
	69528	Broomfield	ALTER ST	MIDWAY BLVD	8,700	0.7	0.1	1.4	0.1	0.7	0.0	$9,406	LOSS 4		4ST
	143158	Broomfield	BOULDER CIR	W 136TH AVE	12,850	0.6	0.1	1.3	0.1	0.7	0.0	$9,060	LOSS 4		3ST
	118609	Broomfield	NICKEL ST	COMMERCE ST	9,000	1.0	0.1	1.6	0.1	0.7	0.0	$8,565	LOSS 4		3ST
	118588	CDOT	WADSWORTH PKWY	ARISTA PL	39,950	8.9	1.5	3.9	1.6	-5.1	0.1	$7,802		LOSS 3	4SG
	118714	Broomfield	ZANG ST	FLATIRON CROSSING DR	17,350	2.6	0.4	2.5	0.5	-0.2	0.1	$7,418		LOSS 3	4SG
	118913	CDOT	SIMMS ST	STATE HIGHWAY 128	24,900	3.9	0.6	4.4	0.5	0.6	0.0	$7,215	LOSS 3		3SG
	118531	Broomfield	FLATIRON CROSSING DR	INTERLOCKEN BLVD	21,500	4.3	1.0	4.6	0.7	0.5	-0.3	$6,536	LOSS 3		4SG
	68893	Broomfield	MAIN ST	MIDWAY BLVD	23,600	5.8	1.0	6.2	0.9	0.5	-0.1	$6,362	LOSS 3		4SG
	118839	Broomfield	WESTLAKE DR	136TH AVE	15,850	2.1	0.3	2.6	0.3	0.5	0.0	$6,180	LOSS 3		3SG
	70829	CDOT	COUNTY ROAD 7	STATE HIGHWAY 7	30,400	3.6	0.6	3.7	0.6	0.0	0.1	$6,048	LOSS 3	LOSS 3	3ST

Legend:

- *Facility ID is the intersection number assigned by Broomfield for record keeping*
- *AADT: Annualized Average Daily Traffic (Number of entering vehicles each day)*
- *FI: Fatal and Injury*
- *PDO: Property Damage Only*
- *CDOT: Colorado Department of Transportation*
- *LOSS: Level of Service of Safety (1-4 with 4 being the most concerning)*
- *Type of Control: Type of intersection control. # of approach legs, and SG (signal) or ST (stop) .*
- *Red shading indicates top 10 intersections, or CDOT LOSS of 4.*
- *Yellow shading indicates intersections numbered 11-25 in excess crash costs.*

The location of the top ten intersections based on excess crash cost overlaid on the overall crash heat map is shown in ***Figure 17***. Nine of the top ten intersections are on the state highway system.

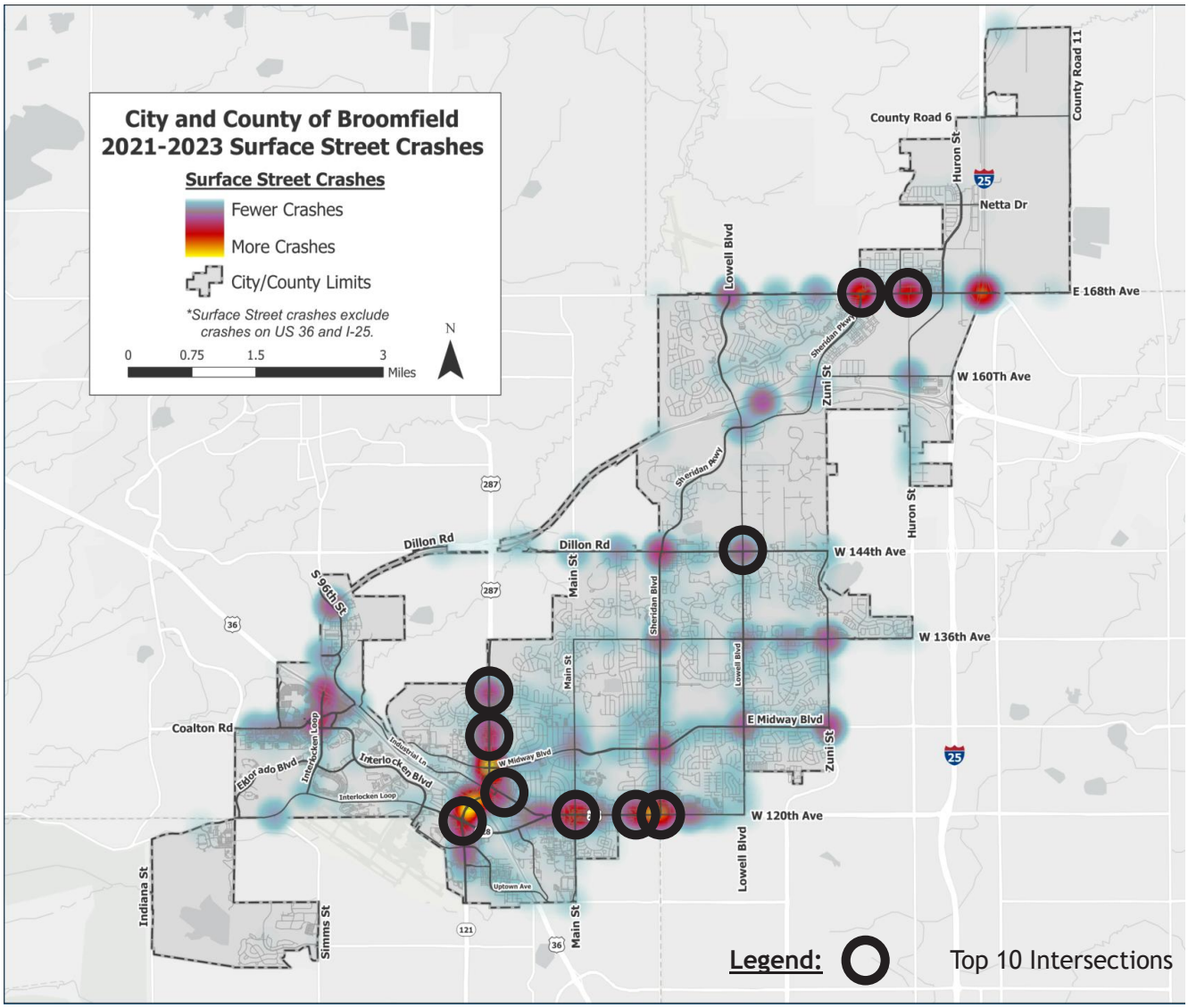


Figure 17 – Top 10 Intersections Based on Excess Crash Cost

Pattern Recognition

The Colorado Department of Transportation has developed a statistical analysis that compares the prevalence of a particular crash type at an intersection against the typical expected proportion of that crash type at intersections. Locations with a higher than typical proportion of any given type of crash may be indicative of a particular pattern of crashes that could be further investigated. See ***Table 7***.

Only intersections with at least six crashes in three years (average two per year) are included. Judgment is needed with this analysis as a higher-than-normal proportion of one type of crash may be caused by a lower-than-normal proportion of another type of crash. Thus, some locations that are listed, especially those with fewer crashes, may not be of concern. Note that some intersections may be listed in more than one category.

Table 7 - Pattern Recognition -
Intersections with Unusually High Proportion of Particular Crashes

Control	Jurisdiction	Street 1	Street 2	Number of crashes in 3 years
Approach Turn Crashes				
4 leg signal	CDOT	Main Street	120th	14
4 leg signal	CDOT	Interlocken Loop	US 36 WB ramp	12
4 leg signal	Broomfield	Wadsworth Parkway	Uptown Avenue	10
4 leg signal	Broomfield	Interlocken Loop NB Ramp	Flatiron Crossing Drive	10
4 leg signal	CDOT	Lowell Boulevard	SH 7	10
4 leg signal	CDOT	Nickel Street	US 287	9
4 leg signal	Broomfield	Summit Blvd	Coalton Rd	7
Right Angle Crashes				
4 leg signal	CDOT	Interstate 25 NB Ramp	SH 7	15
4 leg signal	CDOT	Interstate 25 SB Ramp	SH 7	14
4 leg signal	Broomfield	Northwest Parkway	96th Street	11
4 leg stop	Broomfield	Jefferson Place	1st Avenue	6
Rear End Crashes				
4 leg signal	CDOT	Huron St	SH 7	55
4 leg signal	CDOT	US Highway 287	Midway Boulevard	43
4 leg signal	CDOT	Wadsworth Parkway	US 36 WB Ramp	41
4 leg signal	CDOT	Chase Street	120th Avenue	37
4 leg signal	CDOT	US Highway 287	10th Avenue	26
4 leg signal	Broomfield	Westlake Drive	136th Avenue	9
4 leg signal	Broomfield	Legacy High School	W 136th Avenue	6
4 leg signal	Broomfield	Sheridan Parkway	160th Avenue	6
Sideswipe Same Direction Crashes				
4 leg signal	CDOT	Wadsworth Parkway	Interlocken Loop	18
4 leg signal	CDOT	Wadsworth Parkway	US 36 EB Ramp	13
4 leg signal	CDOT	Wadsworth Parkway	US 36 WB Ramp	12
4 leg signal	CDOT	I 25 SB Ramp	SH 7	9
4 leg stop	CDOT	120th Avenue	SH 287	9
4 leg signal	CDOT	I25 NB Ramp	SH 7	8
4 leg signal	CDOT	Interlocken Loop	US 36 EB Ramp	7
Snow and Ice Related Crashes				
4 leg signal	CDOT	Wadsworth Boulevard	Interlocken Loop	14
4 leg signal	Broomfield	Northwest Parkway	96th Street	6
Alcohol Related Crashes				
4 leg signal	CDOT	Sheridan Boulevard	120th Avenue	7

This information related to types of crashes and recognizing patterns should be combined with other elements of analysis (including intersection screening) to identify the High Injury Network and locations that should be further reviewed for potential safety improvements.

CDOT Versus Broomfield Roadways

This existing conditions report includes a comprehensive analysis of the crashes that occurred on surface streets in Broomfield. Within those surface streets (a total of 273 miles), 14.1 miles (or 5%) are designated as state highways and under the jurisdiction of CDOT. This includes SH 7, US 287, SH 121, and SH 128. See ***Figure 18***.

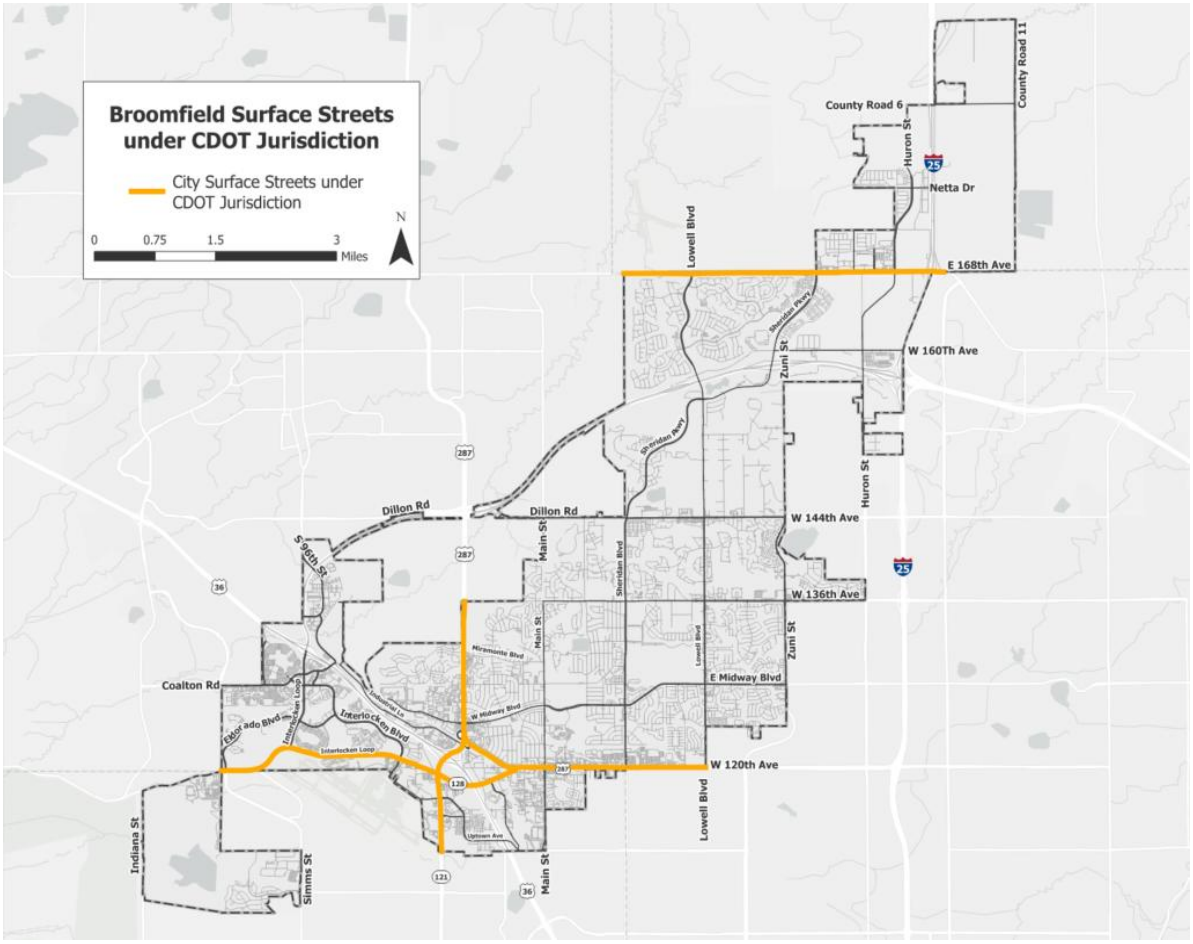


Figure 18 – CDOT Surface Streets in Broomfield

Due to increased volumes and speeds on CDOT roadways, the crash numbers and severity are higher on CDOT roadways versus Broomfield roadways.

Percent of Surface Streets that are CDOT:	Percent of Total Surface Street Crashes on CDOT roads :	Percent of Serious Injury / Fatal Surface Street Crashes on CDOT roads:
5%	44%	50%

Although the number and severity of crashes are over-represented on CDOT roadways, the general types, location, patterns and trends are similar between CDOT surface streets and Broomfield Streets.

One area of difference is with the percentage of crashes involving vulnerable road users (pedestrians or people riding bicycles). Seventy-eight (78) percent of all vulnerable road user crashes occur on Broomfield surface streets. This is likely due to lower volumes of pedestrians and bicyclists on CDOT roadways due to high vehicle speeds and lower level of comfort.

A notable item is that within the intersection screening (See ***Table 6***), nine of the top ten, and 19 of the top 25 intersections are under the jurisdiction of CDOT. In ***Table 7***, all the intersections with the most crashes of a particular type are also CDOT intersections.

These findings are not surprising as CDOT intersections typically see the highest volumes and speeds. It highlights the importance of close collaboration with CDOT to improve safety, including joint Road Safety Audits, and support for CDOT led safety efforts (such as the SH 7 safety study currently in process.

Next Steps and Safety Focus Areas

This Existing Conditions Report provides a summary of traffic crashes in Broomfield. It includes information on:

- Crash trends
- Crash types
- Vulnerable road users
- Crash locations

The information in this report is intended as an input into the overall Transportation Safety Action Plan for Broomfield. It provides data to drive the implementation of strategies to reduce the number and severity of crashes in Broomfield. Specifically, two proven strategies for reducing crashes can be implemented using the data herein.

Location Specific Crash Reduction – The intersection screening and crash pattern recognition allows for the strategic development of countermeasures that can be utilized at locations identified as having potential for crash reduction. The next step at these locations is to conduct a detailed review of the crashes at selected locations to understand the types of

crashes that are occurring, and any contributing factors (time of day, driver age, direction of travel, violations, etc.) that may be contributing to the crashes to determine the best countermeasures that can reduce the crash risk. At some locations full Roadway Safety Audits (RSAs) may be conducted. Safety audits include a very detailed look at the specifics at a location and include a field review conducted by an expert panel to identify any and all options for improving safety at a location.

Systemic Crash Reduction - The review of crash types identified six specific types of crashes that contribute most to severe crashes in Broomfield: Fixed object, Right Angle, Approach Turn, Rear End, Pedestrian and Bicycle crashes. Whereas the location specific efforts described above may target these crash types at specific locations, oftentimes, there are opportunities to address these crash types systemwide through citywide efforts (such as Flashing Yellow Arrows/signal head placement),as well as policies or programs that target those types of crashes. For example, a policy specific to the use of protected only left turn phasing – based on approach (left) turn crash history could be considered. Or, related to vulnerable road users (bicyclists and pedestrians) there may not be any specific locations that stand out as having an unusual number of those types of crashes, but contributing factors (intersections for bicyclists and nighttime crashes for pedestrians for example) may lend themselves to citywide strategies that can help reduce these types of crashes.

As noted earlier, the majority of surface street crashes occur on state highways that are under the jurisdiction of CDOT. Broomfield staff can use the information in this report to encourage and support safety efforts led by CDOT on their roadways.

Educational Information - Lastly, the information in this report can be used for educational and information purposes. As noted in the report, efforts to reduce crashes must include the road users who travel throughout Broomfield every day. The data herein can be used to raise awareness of specific challenges motorists, motorcyclists, bicyclists, and pedestrians face to help them best navigate the community safely. These may include efforts such as:

- Public campaigns regarding distracted driving
- Education for students through safe routes to school programs

Coordination and Future Work – As described in this report, fully understanding and addressing crashes requires a multi-facetted approach where the entire transportation system is viewed through a safety lens. A key component to this is coordination with the many other departments and agencies that can support safety. This includes the Police Department for crash records and the process by which the data is obtained and reviewed, and CDOT since they have jurisdiction over a number of roads, especially higher risk roads such as state highways.



Appendix B

Public Engagement Summary

B2 Key Engagement Findings
B3 Project Marketing
B4 Public Survey
B6 Mapping Tool
B7 Public Open House No. 1 (Fall 2024)
B7 Public Open House No. 2 (Spring 2025)
B8 Virtual Public Open House No. 1 (Spring 2025)
B8 Pop-Up Events
B8 Stakeholder Events and Meetings
B12 Full Documentation of Responses

*Appendix B summarizes all engagement activities that took place during the planning process. The **Full Documentation of Responses** compiles all comments received from various events and stores them in a single location.*

Key-Engagement Findings

The following summarizes the key findings from Phase 1 and Phase 2 of the planning process.

Phase 1 Findings

Phase 1 took place from July 2024 until January 2025 and included the following stakeholder and public engagement events:

- ITSG Meeting No.1 (Strengths/Weaknesses Workshop)
- ITSG Meeting No.2
- ETSG Meeting No.1 (Workshop)
- Public Open House (Broomfield Days)
- Broomfield Transportation Forum Meeting No.1
- City Council Meeting No.1
- Emergency Response Group Meeting No.1
- Pop-Up Events (Summer Concert Series: Jazzy Ash and the Leaping Lizards Concert, Bicycling in Broomfield, National Night Out, Light Up the Night)
- A Public Survey and Mapping Tool

Phase 1 was primarily focused on gathering public feedback as an additional input for existing conditions. The project team wished to understand the public's perspectives, transportation safety concerns and receive initial suggestions at the project's onset.

The following is an overview of some of the themes the project team heard during Phase 1:

Strategic Safety Measures and Technological Integration
Responses during Phase 1 emphasized the need to reduce serious injuries and fatalities through strategic safety improvements. Suggestions included leveraging new technologies, such as fiber networks, traffic cameras and sensors, for enhanced traffic management and safety monitoring.

Community Engagement and Education
Engagement participants recommended implementing public awareness campaigns to promote traffic safety and responsible road user behavior. They emphasized the importance of targeting specific groups, including teens, seniors and new drivers.

Infrastructure Improvements and Enforcement
Stakeholders called for improvements to intersections, pedestrian crossings and bike lanes. They also suggested increasing enforcement in high-risk areas using automated traffic enforcement technology to deter dangerous driving behavior.

Interdepartmental Coordination and School-Focused Measures
Participants emphasized the importance of collaboration among Broomfield departments for practical safety efforts. They suggested aligning safety plans with broader projects and implementing school-focused measures, such as staggered schedules, traffic calming and public transit support.

Phase 2 Findings

Phase 2 lasted from January 2025 to January 2026, when the project was completed. It included the following stakeholder and public engagement events.

- Spring Stakeholder Session (Combined ITSG, ETSG, and ERG Meeting)
- Public Open House No.2
- Virtual Open House

Phase 2 engagement efforts focused on prioritizing draft recommendations. Based on stakeholder and community prioritizations, Phase 2 engagement culminated in the following themes.

High Injury Network Projects
Participants indicated their desire to see the projects identified as part of the High Injury Network be accomplished. This could include:

- Flashing yellow arrow signal phasing
- Protected left turns
- Shift left turn lanes for better visibility (positive offset)
- Improved sight distance at corners (daylighting)
- Right turn “slip lane” angle shifted for better visibility
- Retroreflective signal head backplates
- Speed limit reviews

Enhance Pedestrian and Cyclist Safety. Stakeholders and community members expressed their desire for additional pedestrian and cyclist infrastructure, specifically to create a separation for non-motorized vehicles. This could include optimized signal timing, pedestrian crossing treatments, and updated guidelines and standards.

Speed Control and Enforcement. There were additional calls to enforce current speed limits more effectively and to implement infrastructure, such as speed cameras, that could aid in enforcement efforts.

Intersection Safety and Roundabout Advocacy. Emphasis on replacing some signalized intersections with roundabouts to reduce crashes and improve traffic flow.

Project Marketing

Multiple forms of marketing collateral and media outlets were utilized to ensure that Broomfield residents were aware of the opportunities to be involved in the project's engagement process. These communication channels included a dedicated project web page, City and County of Broomfield (CCOB) social media accounts, newsletters, digital signage in CCOB facilities and more! The various media tools are described in more detail below.

Project Website

A dedicated project web page (BroomfieldVoice.com/BTSAP) was created to facilitate online engagement and serve as a landing page for anyone interested in learning more about BTSAP and its planning process. The project web page included multiple components to provide information on a variety of topics related to the Plan, including:

- A ***Project Overview*** to provide an understanding of why the BTSAP is crucial to Broomfield's

multimodal transportation network.

- A description of the ***Safe System Approach*** and its six principles.
- A ***Project Timeline*** to inform interested community members of the different stages in the planning process.
- A ***Public Survey*** to gather feedback from the community.
- A ***Mapping Tool*** to allow website visitors a chance to tell the project team where they have concerns related to Broomfield's transportation network.
- A ***Question Intake Tool*** to allow community members a chance to ask specific questions to the project team.

The project webpage was regularly updated throughout the planning process, providing one consistent location for project-related information. In total, the project webpage received approximately:

- 2,000 total visits,
- 415 “Engaged” visitors
- 665 “Informed” visitors
- 1,500 “Aware” visitors

Social Media

The City and County of Broomfield's social media platforms promote project information and provide residents with upcoming engagement efforts. The planning team developed the social media graphics and captions to encourage engagement with the project.

Newsletters

The project team also provided updates and messaging for the Broomfield B in the Loop weekly Community Update and Transportation monthly e-Newsletters, as well as to the Broomfield Community Service Network (BCSN). This allowed regular newsletter subscribers and community partners to receive project updates and participate in the project.

Public Survey

As part of the project engagement process, a public survey was available online from July 31 to Oct. 1, 2024. The survey focused on the concerns and experiences of residents and stakeholders regarding transportation safety. These results helped to inform the project team’s focus and provided critical insight into the community sentiment. A total of 240 respondents completed the survey.



Figure 1– Public Survey Findings: Infrastructure Safety Concerns

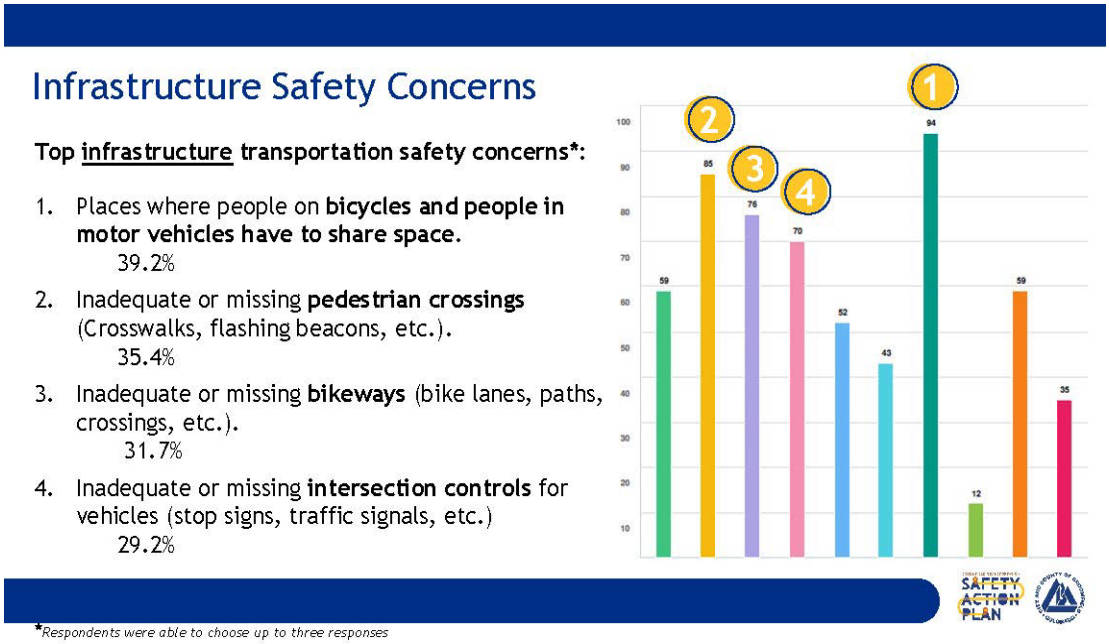


Figure 2 - Public Survey Findings: Behavioral Safety Concerns

Mapping Tool

In addition to the public survey, the project team created an online map where participants could place a "pin" describing their transportation safety concerns. This map allowed participants to provide geospatial feedback by submitting pinned locations, comments, images, and survey responses. Approximately 757 comments were pinned on the map by approximately 320 unique users. Participants had to choose one of the following "pin" types to place their comments.

- Speed Concern (139 pins)
- Sight Concern (47 pins)
- Near Miss Concern (63 pins)
- Lighting (10 pins)
- Surface Conditions (43 pins)
- Traffic Control - such as signals, signs, medians, stop control (114 pins)
- Traffic Movements (such as right turn, left turn, stopping) (93 pins)
- Other Pedestrian Concern (126 pins)
- Other Bicyclist Concern (80 pins)
- Other Vehicular Concern (42 pins)

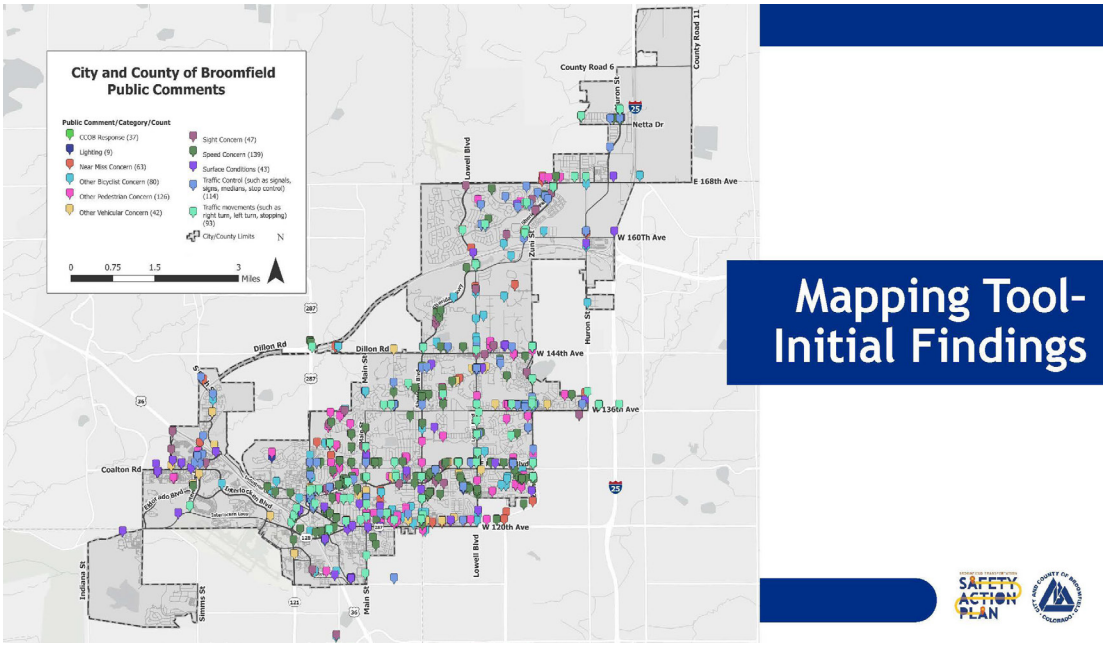


Figure 3 - Mapping Tool: Initial Findings

Public Open House No.1(Fall 2024)

The BTSAP Public Open House occurred on Saturday, Sept. 21, 2024, at Broomfield Days. This annual event features a 5k run, a parade, 300 vendor booths, food trucks, a car show and a dog competition at Midway Park. The project team identified this as an excellent opportunity to inform the public about the BTSAP planning process and to gather feedback. The BSTAP booth featured a range of activities and giveaways for visitors.

Informational Boards

Within the booth, the project team created boards that detailed the scope of the BTSAP, the project's timeline and the Safe System Approach. The boards also illustrated the initial findings from the team's analysis of the City's crash data, providing visitors with the opportunity to see trends within Broomfield.

Handouts

In addition to the boards, the project team provided handouts with a QR code that linked to the project web page, public survey and mapping tool. If a participant was unable to access the internet, the project team had several paper copies of the survey available.

Mapping Activity

The project team created an online mapping activity for booth visitors to participate in real-time. Participants were able to share their transportation safety concerns through colored dots and sticky notes. In total, over 150 people participated in the mapping activity!

Project Video

During the event, the BTSAP interviewed several individuals who were willing to offer their thoughts on transportation safety in Broomfield. These individuals were then included in a project video later on in the project.

Public Open House No.2 (Spring 2025)

The second in-person public open house was hosted on the same day as the Spring Stakeholder Session on Monday, April 21, from 5 to 8 p.m. at the Broomfield Community Center (*280 Spader Way, Broomfield, CO 80020)*. Community members were invited to attend and learn more about the BTSAP, its current status and review the draft recommendations presented to stakeholders earlier that day. Members of the project team were available at different points throughout the room to answer questions and to guide attendees. Attendees indicated that the following should be prioritized among the draft recommendations:

- Develop Pedestrian Crossing Treatment Guidelines/Standards
- High Injury Network Projects
- Consider Photo Enforcement (Informed by Data)

For a complete list of responses, please see the ***Full Documentation of Responses***.

Virtual Open House No.1 (Spring 2025)

A virtual open house was available via the project webpage from Monday, April 21, to Wednesday, May 7. This allowed those unable to attend the in-person public open house to review the same materials and provide feedback on draft recommendations. In total, 19 unique comments were submitted during this period. For a complete list of the responses received during the Virtual Open House, please see the ***Full Documentation of Responses***.

Pop-Up Events

The project team attended four pop-up events throughout the planning process to disseminate information about the Broomfield Transportation Safety Action Plan (BTSAP). Most are pre-existing annual events, offering the project team the opportunity to host booths, distribute flyers, and engage in discussions with interested community members. The following descriptions provide a brief overview of each event and the project team's outreach efforts.

Summer Concert Series

The project team attended the Jazzy Ash and the Leaping Lizards Concert in Midway Park on Wednesday, July 31, 2024, at 7 p.m. The project team distributed approximately 30 flyers and engaged in several discussions with interested community members about BTSAP.

Bicycling In Broomfield

The City and County of Broomfield hosted an Open House event called “Bicycling in Broomfield” on Thursday, Aug. 1, 2024, from 5:30 to 7:30 p.m. in the Lakeshore Room at the Broomfield Community Center. The event provided information on the progress of bicycle infrastructure projects, including bike lanes, side paths, trails, bike parks and related programs in Broomfield. The project team hosted a booth and had the opportunity to interact with approximately 100 attendees, sharing information related to BTSAP.

National Night Out

The project team hosted a booth at the 2024 National Night Out, a popular annual community safety event, on Tuesday, Aug. 6, from 5 to 8:30 p.m. at Broomfield County Commons Park. This is a national event focused on celebrating all-hazard safety and providing interactive opportunities for communities to connect with emergency response teams present within the community. The project team recorded approximately 100 visitors to the BTSAP project booth.

Light-Up the Night

The project team attended Light-Up the Night on Monday, Nov. 4, 2024, to disseminate information about the project.

Stakeholder Events and Meetings

As part of a robust engagement process, the project team coordinated several key stakeholders within the City and County of Broomfield. These stakeholder groups provided pertinent information and data points to the project team, all while supplying critical insight that helped determine the priorities for

the BTSAP. The following descriptions provide an overview of the different stakeholder events and their findings.

ITSG Strengths/Weaknesses Workshop (ITSG Meeting No.1)

The Internal Technical Stakeholder Group's first meeting was a Strengths and Weaknesses Workshop that took place on Wednesday, July 17, 2024, at the Broomfield Community Center. In total, approximately 25 stakeholders from various departments within the City and County of Broomfield and the North Metro Fire Department attended the meeting. The planning team delivered a brief presentation to stakeholders, outlining the objectives of the Broomfield Transportation Safety Action Plan and the planned project schedule. Participants were then asked to work through several topic stations, each with its own set of prompts, to receive targeted feedback that could inform the Transportation Safety Action Plan.

The following subsection provides a high-level overview of the themes that came from participants' responses. For a complete list of responses, please see the ***Full Documentation of Responses***.

ITSG Meeting No. 1 Themes

Safety and Reduction of Crashes
Stakeholders considered it essential to reduce serious injuries and fatalities through strategic safety improvements across the transportation network. Emphasizing safe roadways for all users, including cyclists and pedestrians, would be crucial to achieving a zero-fatality target.

Community Engagement and Education
Numerous responses from stakeholders included a desire for the implementation of public awareness campaigns that would focus on raising awareness about traffic safety and promoting responsible road user behavior. Engaging specific groups, such as teens, seniors, and new drivers, through targeted programs could help foster a culture of safety within the community.

Technological Integration
There were calls for leveraging new technologies, including fiber networks, cameras, and sensors, which could enhance traffic management, safety monitoring, and enforcement. Real-time data collection and smart lighting systems could improve the responsiveness and efficiency of the transportation infrastructure.

Infrastructure Improvements
Stakeholders would like to see improvements to intersections, pedestrian crossings, and bike lanes that could address existing safety challenges and create a more inclusive transportation network. These improvements could help alleviate physical constraints and environmental factors, ensuring long-term sustainability and effectiveness.

Enforcement and Emergency Response
Multiple comments indicated the desire for increased enforcement in high-risk areas, supported by tools such as automated traffic enforcement (ATE) technology, which could reduce the number of uncited traffic violations, improve compliance with traffic laws, and deter dangerous behaviors. Today, technology is rapidly advancing beyond red light cameras to include lane violations, speeding, and license plate recognition, among others. Some of the priorities include emergency response signal

prioritization and enhancing emergency response capabilities through better planning and technological integration, which can encourage quicker and more effective responses to incidents.

Interdepartmental Coordination
Throughout the meeting, stakeholders emphasized that successful implementation fosters interdepartmental collaboration to ensure consistent communication and a more cohesive, comprehensive effort to improve transportation safety. Aligning transportation safety plans with broader CCOB projects, plans and strategic goals can help prioritize initiatives and maximize resources for implementation.

ITSG Meeting No.2

The ITSG Meeting No.2 took place virtually via Zoom on Wednesday, Dec. 4, 2024. During the presentation, the project team reviewed recent project efforts, including stakeholder and engagement meetings, and provided ITSG members with an updated data analysis on crash trends within Broomfield. ITSG members then reviewed a set of potential goals proposed by the project team and suggested subsequent strategies for consideration. All comments were gathered and placed in the ***Full Documentation of Responses***.

ETSG Strengths/Weaknesses Workshop (ETSG Meeting No.1)

The External Technical Stakeholder Group's first meeting occurred on Friday, Nov. 15, 2024, at Broomfield's Health and Human Services (100 Spader Way, Broomfield, CO 80020). Approximately 18 stakeholders from local high schools, middle schools, elementary schools, the Adams 12 School District, the Boulder Valley School District, Ride Broomfield and others attended the meeting.

The planning team provided a brief presentation to the ETSG members, detailing the objectives of the Broomfield Transportation Safety Action Plan and the planned project schedule. Participants were then asked to work through three topic stations that focused on programs, policies, and design interventions that they had seen be successful or unsuccessful in their professional careers. Below is a summary of the responses received during the meeting. For a complete list of responses, please see the ***Full Documentation of Responses***.

ETSG Meeting No. 1 Themes

Successful Roadway Measures
ETSG members indicated that speed roundabouts have been practical tools and design measures have been seen to be effective. Additionally, ensuring that sidewalks are well-maintained and that there is adequate lighting was also considered an effective action.

Ineffective Measures
Meeting participants indicated that although crosswalk monitors are generally positive, there is a lack of consistent volunteers, making it difficult to manage these programs effectively. Also, a lack of enforced speed limits was mentioned as additional frustration for stakeholders.

Suggested Safety Tools
Stakeholders indicated that smart streetlights, further coordination with the Police Department, and additional pedestrian and bicycle infrastructure should be considered as potential tools, strategies or programs within the BTSAP. Comments regarding pedestrian and bicycle infrastructure included connecting "gaps," constructing flashing bike/ped lights and adding crosswalks where feasible.

School-Focused Measures
Stakeholders had suggestions for school-focused policies or safety measures. This included staggering school schedules to alleviate traffic congestion, adding additional traffic calming measures, and the enforcement of speed limits near schools, supporting public transit use through informational materials or "How-To" lectures.

Emergency Services Focus Group Meeting

The project team met with members of Broomfield's Local Emergency Planning Group on Wednesday, Jan. 22, 2025, from 2 p.m. to 4 p.m. These members represent local hospitals, businesses, volunteer agencies, fire districts and departments, emergency medical services and school districts. After an initial introduction to the project, like other stakeholder meetings, the project team led participants through a series of exercises. The first exercise focused on the BTSAP's goals, soliciting feedback on the initial objectives and strategies. The second exercise included several stations that asked participants for ideas about designing treatments that could be implemented. These exercises encouraged participants to utilize their professional and local insights to inform the BTSAP's recommendations more effectively. For a complete list of responses, please see the ***Full Documentation of Responses***.

Spring Stakeholder Session (Combined ITSG, ETSG, and ERG Meeting)

The Spring Stakeholder Session occurred on Monday, April 21, from 1:30 to 3:30 p.m. at the Broomfield Community Center (*280 Spader Way, Broomfield, CO 80020*). This was a combined meeting of ITSG, ETSG, and ERG members. The project team presented draft recommendations to stakeholders and requested their feedback. These draft recommendations were categorized within the five topic areas: (1) infrastructure and operations, (2) policies and guidelines, (3) enforcement (location-specific/systemic), (4) programs (location-specific/systemic), and (5) education and outreach.

Stakeholders indicated the following should be prioritized among the draft recommendations:

- High Injury Network Projects
- Develop Pedestrian Crossing Treatment Guidelines/Standards
- School-Focused Traffic Safety Support and Coordination
- Implement Road Safety Audit (RSA) Summary Recommendations for Top Locations

For a complete list of responses, please see the ***Full Documentation of Responses***.

Full Documentation of Responses

The following is a full list of all written comments received during the public engagement, including leadership and stakeholder meetings, public outreach events and survey results. Responses are verbatim to preserve attendees' voices and intentions.

ITSG Strengths/Weaknesses Workshop (ITSG Meeting No.1)

General Project Direction No.1 (Based on your experience, what are some desired outcomes from the Broomfield Safety Action Plan?)

- Safe lives
- Safety
- Reduce serious injury and fatal crashes. All crashes
- Improved traffic movement for all modes of traffic
- Improved compliance with rules of road and laws
- Evacuation planning considerations with GIS platform software (grants)
- Improved emergency response times
- Safer roadways for bikers
- Zero cyclist fatalities
- Bikers feeling safer biking on shared roads
- Separation of bikers and cars
- Drivers aware of road to safely drive around bikers
- Improved safety and comfort on road network. Actual and perceived
- Less congestion on roads (more multimodal users)
- New technology for traffic safety (enforcement)
- Utilize the fiber network at street signals (cameras, sensors, etc.)
- Communications with the community about changes
- Public education and social media
- Education for people driving and other focused campaigns for walk/bike safety
- Improved road user behavior
- Shared use of streets education
- Create future planning that makes new understanding into plans
- Innovative and new ideas
- Community awareness/responsibility
- Create messaging that engages change
- Public education consequences of bad road user behavior
- Roads are getting safer, and cars are safer. We need safer road users - no distracted driving
- Community education and awareness – how to travel more safely and respect multimodal users
- Include comments from major stakeholders for each improvement identified
- Broomfield traffic safety group
- Citywide direction for traffic safety
- Improvements that will work with fire and other [emergency] vehicles
- Rough estimate of large improvement needs (I.e., will right of way be required)
- Evaluate Eng. Street stand and specifications with buy-in from first responders
- Consistent improvement types and strategies to increase predictability
- Inter-departmental buy-in and lasting collaboration
- Identify high safety concerns/problem solve
- Planned improvements to infrastructure
- Prioritized CIP list with cost estimates
- Two plans: safe roads, and increasing VRU safety overlay for people walking and biking

- A process or method to revisit safety improvements and stay up to date (refreshed)
- Recommendation to support the need for new types of treatments/programming to justify future posts

General Project Direction No.2 (what obstacles do you believe we will encounter as we implement the Broomfield Transportation Safety Plan?)

- Keeping it current
- How does this plan roll up into the strategic plan?
- After implementation adjustments
- Coordinate with public works and Capital Improvement projects in the same area/roadway
- Coordinate with neighbors for consistent facilities
- Speed of implementation
- Maintaining new types of infrastructure
- Funding
- Staffing (lack of people power for enforcement)
- Funding
- Resources need money for people to manage any new tech systems that are implemented
- Cost need for right-of-way. Cost for new systems (red light), including new personnel
- What is the long-term cost of new treatment or technology? Cost for personnel training and maintenance
- Changing technology and best practices how to keep up with changing standards for all modes of transportation
- Alignment/prioritization
- How to prioritize initiatives and improvements
- Competing priorities
- Other things become a priority
- Conflicting priorities (Departmental, community, council)
- City has many priorities/competition for perceived importance
- Tracking progress and showing improvements and programs are improving safety
- Potentially convincing community members to change their behaviors or habits
- Behavioral shift and education among residents
- Community buy-in
- Community push back
- Public perception of what improvements should be (stop signs or signals)
- Perceived inconvenience of improvements
- Construction time disruptions and temporary increase risk/problems
- Striving to zero collisions, injuries, and roadway deaths
- Environmental issues and politics
- Failure of groups to buy into plan
- Political pressure to fix an area without actual crashes taking away from places that do have crashes
- Making sure all road and trail users know about changes
- Constraints to add width for walk/bike modes competing with paces for development
- Developer willingness
- Physical constraints
- Perception that Broomfield doesn't have these problems
- Managing expectations
- Safety consideration for different street sections
- Large emergency vehicles

Policies, Programs and Communications No.1 (What are the existing policies, procedures, programs or campaigns that you are familiar with in your daily work that relate to transportation safety? Which ones need improvement? (In Broomfield)

- Alive at 25, DUI grant
- Crosswalk and sign inspections and maintenance
- All transportation infrastructure; inspections, maintenance, asset replacement
- Traffic safety group, PD, streets, and engineering
- Alive at 25
- Traffic mitigation program
- Traffic modes with engineering, police department, and public works
- Traffic calming revise policy based on fire input (if needed)
- Evacuation mapping/planning
- Neighborhood traffic safely program
- Development review process
- Transportation master plan and plan update
- PQM and APM for traffic signals
- Bike parking requirements
- TMP
- STEP plans with PD
- Open space and trails plan
- Comprehensive plan needs update
- Emergency operations plan
- Strategic traffic enforcement plans
- Fiber master plan (as it relates to connecting street signals to the network)
- Wayfinding
- Multimodal planning studies
- Street standards and specifications
- Colorado Department of Transportation signal detection
- Trail standards (increased trail and sidewalk widths) plan exists but need revisit old sidewalks
- Engineering standards (CDOT, etc.)

Policies, Programs and Communication No.2 (Based on your experience, what education/communication needs are not being met with existing programs?)

- Wayfinding
- Development to maintenance communications
- Not enough public education directed towards traffic issues
- Phone distracted impacts
- Hazards of speeding
- Distract driving
- Vehicles existing with bicyclists
- Intersection right of ways when multimodal users are present (bikers, pedestrians, etc.)
- How to share the road with cyclists in shoulder bike lanes
- Teens reaction time
- AARP drivers safety
- Education for adults
- Teen and senior driving education

- How to report a traffic concern
- Policy awareness
- How to navigate roundabouts/traffic circles properly – single and double lanes
- Emergency (stop lights out) how to handle
- 4 way stop education
- Crosswalk rules (flashing)

Policies, Programs and Communication No.3 (In your opinion, what are the communication gaps regarding transportation safety in Broomfield?

- Me
- Community engagement
- Emergency routes
- People think all traffic issues are police department issues
- Driver education regarding yielding to pedestrians
- GIS mapping of complaint
- Public info about traffic safety?
- Wayfinding. Knowledge of where crosswalks and underpasses are. Knowing where trails are.

Policies, Programs and Communication No.4 (Based on your perspective, who are specific target audiences for public programs or educational campaigns in transportation safety?)

- Older adults – AARP driver safety classes
- Broomfield Residents
- Youth
- People living within a certain radius of schools
- New drivers
- Drivers, car owners
- Parents
- Developers
- Everyone
- Commuters
- Pedestrians
- New drivers
- New drivers
- People with mobility impairments
- Commercial drivers
- Cyclists and motorcyclists (how to be on roadways safely)
- Motorcyclists
- Construction crews
- Cyclists

Policies, Programs and Communication No.5 (Based on perspective, what are the key messages that can be communicated to the public that you think will help reduce collisions, serious injuries and fatalities on Broomfield roads?)

- How to use new infrastructure treatments
- What do green boxes mean
- Slow down
- Speed kills

- Harsher sentences for repeat DUI offenders
- Some people enjoy driving. Maybe some messaging around driving enjoyment
- When you're driving
- Focus on the road
- Put your phone down!
- Pay attention to the road
- STFD signs, just kidding don't do this
- Share the road
- Look out!
- Anger management/take a deep breath
- Traffic safety is everyone's responsibility
- We're in this together
- Community pride/responsibility
- Human connection care about neighbors and community
- Protect your community
- Look before you cross
- Understand crosswalks and safety. Have to stop at flashes
- Always slow down when at a crosswalk (both pedestrians and drivers)
- Stop when a person in a crosswalk

Engineering Infrastructure No.1 (Based on your knowledge and experience, what challenges and opportunities do you see in existing transportation infrastructure from a safety perspective?)

Challenges

- Soil quality – rolling hills
- Right of way
- Roundabouts for cars
- Speed control
- Right turn conflicts with multi-lane pedestrians
- Center medians impact/hinder traffic enforcement
- High speeds on wide roads
- Speed reduction measures that don't hinder the flow of traffic
- Car-centric

Opportunities

- Lane width
- Design to improve maintenance
- 10-foot-wide plans
- Speed bumps
- AVIS for speeding
- Signal configurations (real time)
- Smart lighting (especially at night at crosswalks)
- Red light cameras

Engineering Infrastructure No.2 (In your view, how could infrastructure be improved to reduce serious injuries and fatalities (i.e., intersections, pedestrian crossings, pavement, sidewalks, corridors, etc.?)

- Coordination to improve infrastructure

- Types of cyclists perceived with the type of bike facility
- 12-foot sidewalk or trails
- HAWK or RRFB pedestrian button
- Planting along roads
- Increasing pedestrian connectivity
- Curb extensions
- Speed bumps
- I like the flashing crosswalk signs
- Separated bike lanes (either raised on the curb/sidewalk or if on the road, some sort of barrier to separate the bike lane from car lane)
- Roundabouts
- Reflective lane paint
- Roundabouts
- No right on red at high bike/pedestrian intersections
- Expanded use of hawks
- Pedestrian refuge
- More right turn restriction light up signage with pedestrian activation
- Private streets that look like public streets (i.e., 1st Avenue)

Engineering Infrastructure No.3 (Based on your knowledge and experience, are there specific locations that should be evaluated from a safety perspective? Tell us where and why)

- Midway and Zuni. Everything
- 98th / pkwy – running red lights, speeds
- Sheridon and Meadow
- Baseline road for cars
- Main and schools
- New roads at 12th / main
- Highway 7. Congestion and speeding
- 4 way intersection at Lamar and 1st
- US 287/Midway interchange
- Chase and 120th
- Walmart never comes 4 way stop
- Bike lane on Sheridan. 120th to 144th
- 1st avenue near King Soopers is super congested
- Sheridan North of 120th
- 4 way stop at 1st and Spader – no one does it correct!
- Sheridan at 120th. No one does it correct
- 1st near Kings Soopers turn offs to businesses get clustered
- School Zone on Sheridan, 136th. People don't see a school so it's not observed well

Engineering Infrastructure No.4 (In your view, what should Broomfield look to incorporate into new and future roadway designs to increase safety and reduce future serious injuries and fatalities)

- Roundabouts at certain intersections – or similar improvements
- Separated, protected bike lanes
- Reduced corner radii
- Put trees at intersections
- Signal phase training, left turn lanes
- Flashing yellow

- Colored concrete
- On residential streets; plant more trees to make road seem narrower, narrower streets, bump outs to slow speeds at intersections
- Non-vehicle traffic. Place outside of road
- Remove trees from islands
- Real time video feed would help
- Is there a way to leverage smart car technology? (crash notifications, air bags, notifications of speeding)
- Mapping the best route from A to B
- Tech upgrades on traffic signals
- Traffic calming treatments
- Mode prioritization layered not work

Enforcement/Emergency Response No.1 (Based on your experience, are there areas that could benefit from enforcement efforts to increase safety for all road users (i.e., corridors or intersections))?

- Uncontrolled crosswalks at midblock location
- Yielding at crosswalks
- School zones
- Red light violations
- Construction awareness
- Schools, speeding
- Sight distance triangles
- Tree enforcement of shrubs encroaching on sidewalks and bike lanes
- North bound, speed enforcement and red light
- Distracted driving
- Sheridan (287 to midway)
- Prioritization. Data available at specific locations
- Commons drive to red leaf neighborhood
- Speed and congestion on highway 7
- 9th and northwest parkway
- 128th (midway) and Zuni
- Highway 287 and Midway
- Should Dillon speed limits be higher? They are doing 55 mph in a 45 mph.
- 287 corridor
- Highway 36
- I-25

Enforcement/Emergency Response No.2 (Based on your knowledge and experience, what additional methods or tools would be helpful for improving safety with enforcement (photo radar, red light cameras, etc.?))

- Fake cop cars
- Red light cameras
- Signal indicator, red light violations
- Photo radar
- Trails wide enough for vehicles
- RRFBS to make it easier to show crossing
- Medians

- Internal staff buy in
- Roundabouts
- Need a way to track crash statistics. Where to download information.
- Consistent preemption traffic systems at all intersections
- Regular maintenance
- Vehicle sensor making driver aware of speed
- Max speed limit built into cars

Enforcement/Emergency Response No.3 (In terms of emergency response, what are some successes that Broomfield has experienced?)

- Trade off between safety methods and response time
- Challenge: one way in and one way out. For many neighborhoods (development meets transportation)
- Push notifications on cell phones
- WCR – no access from N/S WCE 7
- Push notifications on cell phones
- CAD 2 CAD system (multi-jurisdictional system communications)
- Opticom
- Planning for evacuation routes
- Collaboration between different city departments
- Residential snow and ice program
- Police bike team
- Group to manage emergency response
- Strategic traffic enforcement plans
- Understanding how to access trailhead entry. Knowing where you are on the trail (distance, name)

ITSG Meeting No.2

Potential BTSAP Goal No.1

- Include a percent reduction for both fatalities and serious injuries
    - would it make sense to do a rate reduction so it could be comparable to other communities?
- Is reduce fatalities adequate as a goal? While probably not possible in practice, I think eliminating fatalities would be the goal. I think a goal can be aspirational and should be a stretch for us. Something to continue to strive for.
    - I agree with this. I think it is ok to be aspirational and ultimately the goal should be to eliminate fatalities at a minimum.
- I believe the goal should be 100% reduction. Politically and perception... I struggle with the idea of any deaths being acceptable. Our goal should be to work toward zero, whether it's realistic or not.
- Separate goals for vehicle-only crashes and crashes involving bicycles and pedestrians. The number of serious injuries and fatalities is proportionally much higher for this second group.
- Eliminate fatalities and reduce serious injuries by 50%
- DRCOG's goal is zero by 2040... thinking is recommendation should match that.
- I think that this is, in concept, a great goal. I would reword it to set the percentages for both roadway fatalities and serious injuries, as opposed to just roadway fatalities (as currently written). And, I would set the percentage high (loft goal), for it to be meaningful but at the same time acknowledging that eliminating 100% of all serious injuries is not realistically possible, at least in the near timeframe (<10 years).

- Maybe different percentages or targets for CDOT highways vs. Broomfield roads?
- Do we need to differentiate between Broomfield roads and CDOT roads? It may be unattainable to address serious injuries and fatalities on CDOT roads.
- This feels like the vision and the rest of the goals are how to achieve the vision?
- This is a valuable philosophical goal, but should not include a percentage and date because those draw hard lines in the sane (so to speak).
    - ...lines in the sand...
- Should our goal match DRCOG's for future grant funding purposes?
- I would move the "by Percentage" after serious injuries... goal should apply to both... there are so few fatalities that a percentage reduction doesn't really work.
- Given that this feels like the primary goal, wouldn't the others be supporting strategies?
- More local control over State highways in CCOB - for light timing, roadway design, and line painting, or at minimum more voice with State
- This should be elevated to a vision statement that Broomfield is striving for.
- Car seat safety comes to mind. I think there are some new rules going into effect in Jan 2025?
- Definitely outreach, as it is likely one of the easier strategies. Fixed improvements are also part of crash prevention, but are probably one of the costlier and more time-consuming strategies.
- Have these strategies align with the map efforts from the public comment
- Need to understand what the baseline is -- 10% may be much higher if the roadway fatalities are a low number relative to serious injuries, for example.
- Explore and implement smart traffic signal technology.
    - Standardize the data we are gathering w/ CDOTs data.
- It feels like Goal 3 is more of a strategy for this main goal.

Potential BTSAP Goal No.2

- I will note that this outcome can be at odds with other community goals. Sometimes traffic calming measures can reduce crashes, but can also slow emergency response. Efficient emergency response could ask us to build facilities that also facilitate promote unsafe driver behavior
- I do not believe roadway design factors significantly into response when it comes to local roads
- Break out into two statements in the same goal. Makes it easier to digest.
- Do we have a target for what response times should be?
    - Yes, Fire Departments in general have guidelines for emergency response times from national and international consensus organizations and bodies, e.g., the National Fire Protection Association (NFPA), Insurance Services Office (ISO), the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI), etc. The guidelines inform the local government elected officials who ultimately set the funding to support the level of public safety response capabilities.
- This will be a challenge, given the inherent conflict of decreasing traffic speed while trying to maintain (and not exponentially decrease) response times from emergency responders.
- The example strategy is one worth exploring.
- Include access to trails / residents on trail system (vehicle routing and access from trailheads)
- Continue working relationships between Broomfield Engineering and North Metro Fire to review options for emergency response.
- True communication and/ or education discussion (maybe regular?) communication protocol,.
- Better incorporate and include safer treatments like traffic circles, roundabouts, bulb outs, narrow traffic lanes, etc. into our Engineering Standards and Specifications...It starts with our standards, and that does need to include buy-in from emergency first responders, but the priority should be creating safer roads 24/7 as opposed to the less frequent emergency response.
- Review fire apparatus vehicle size and economics relative to traffic calming and mitigation

methods.
- ongoing collaboration with emergency responders to identify a balance between traffic calming needs with emergency response. Refinement of acceptable traffic calming measures over time as conditions change over time.
- Really like the example provided!
- Collaboration with CCOB Engineering and North Metro re: roadway design standards and policy. At a high level vs. on a project by project basis.
- Seems like there may be educational and/or policy factors to consider.
- I would encourage CCOB to identify only up to 3 specific 'sub-strategies' to develop campaigns around... based on the data/causes of crashes/ specific user groups... let's narrow this goal or strategy and focus on what will be most impactful
    - oops, this belongs in Goal No.3, sorry.
- Differentiating engineering treatments by roadway class.
- Continue coordination between NMFRD and CCOB in regards to Planning and CIP project reviews. Always look for new technology and/or approaches to emergency response.
- Develop guidelines for infrastructure elements such as mountable curbs, etc. that create slower speeds while allowing emergency vehicle access.
- Determine approval and policy of which emergency response person approves plans, and formalize that process.
- Utilize pilot projects to help increase the safety infrastructure toolbox

Potential BTSAP Goal No.**3**

- Maybe difficult to measure? is this too much of a strategy
- Is this a goal or a strategy? Seems like the goals would be have 100% compliance with rules of the road or something like that.
    - I agree with this.
    - agree... "promoting" or "generating awareness" seems like a strategy supporting the reducing crashes, fatalities or serious injuries.
- This is the outreach component, and it is extremely important. We need a "Smokey Bear" of traffic safety. "Only you can prevent traffic crashes."
- Generate awareness about responsible travel behavior in order to promote behavioral change in the community...
    - Don't like "generate awareness" (too general and not about creating change" instead, "Promote behavioral change..."
    - Agree and like your thought about revising this to include a target for reducing severe outcome crashes that have a contributing behavioral factor (distracted, reckless, under the influence, etc.) by a percentage.
- able to quantify this at all? % reduction etc.
- I think part of this is being very specific about the types of behaviors that need to be modified
- This goal seems to focus primarily on responsible travel behavior being safety related. I feel promoting responsible travel behavior can also include choosing to use other means of travel, such as biking, transit, etc. This will also reduce the number of vehicles on the road and make roads safer.
- I originally thought of it as a tongue-in-cheek joke, by maybe we do need a national traffic safety campaign that is modeled after how Smokey Bear advocates for wildfire safety (which is the longest-running public safety outreach campaign in the US to date [80 years]). Not to be a Debbie Downer but, sadly, we still have A LOT of human-caused wildfires so the effectiveness of the campaign could be debated.
- Could there be an emphasis on what are the things that most common causes? (behavioral change --> distracted driving, under the influence, etc.)
- Continue meetings with all PIO and engagement teams to send same message

- Safety billboards with crash statistics (i.e., thinking of the "don't drink and drive with the crashed car photo) near mapped crash hot spots? (unless that would be distracting!)
    - Can combine technology and outreach -- message boards that show "X # of crashes to date"
- Create a public-facing CCOB crash data dashboard to supplement DRCOG's with current data (i.e., crash data years 2021-2023).
- education campaigns. enforcement. using technology for enforcement like speed camera, red light cameras, automatic ticketing, etc. to reduce the burden on law enforcement.
- Police campaigns in high schools
- Appeal to people's consciences with impactful, real-world examples of tragedy with the hope to affect future behavior in a positive way.
- Pledges don't appeal to me personally but could see it being part of a communications campaign
- Public-facing crash data dashboard that will supplement DRCOGs. Having more current dataset will help with public awareness.
- Share data on what is causing the accidents - people may not be aware they are involved in an activity that can lead to death/injury
- please see a comment I mistakenly made in Goal #2 that belongs down here.
- DO THE RIGHT THING campaign. Texting and driving is NOT the RIGHT THING. Driving impaired is NOT the RIGHT THING. Driving distracted is NOT the RIGHT THING. You know what's RIGHT. DO THE RIGHT THING and everyone benefits.
- Promote information about new state laws that promote safer driving behaviors (Hands-Free driving law).
- Target those outreach and education efforts to the most impactful segments of the population

Potential BTSAP Goal No.4

- This reads as a strategy, and maybe we need to understand the outcome or goals we are looking to achieve
    - Yes, can consider re-wording how this is framed as an actual goal
- I think of infrastructure as fiber network, traffic systems, sensors, etc. that is collecting the data. Maybe clarify that this is infrastructure used to collect data?
- I support this goal, but again, to me it reads more like a strategy... is it a goal to use advanced technologies, or is using advanced tech a strategy to improve safety?
- Review traffic systems specifications and designs to improve behavior. For example, increase yellow light duration to give drivers more time to slow and stop at a light change.
    - ...or add all-directions-red delay to reduce conflicts between yellow/red-runners and drivers receiving the green to proceed.
- Automated enforcement, red light cameras, ongoing signal retiming, real-time traffic data information, adaptive signal systems.
- Software to analyze intersections and suggest treatments to address specific crash patterns.
- clarify infrastructure term -
    - way to collect the data?
    - or things like signals infrastructure to improve safety?
- Is there an annual analysis plan to review the locations/types of crashes? Something that allows for changing course as needed.
- Bicycle detection
- Continuously updated crash data and analysis.
- Address strategy that calls for periodic or regular review/analysis of data to inform future strategies or adjustments to strategies over time.
- what's data say about effectiveness of red light cameras? Implement these?
- Data point: weather conditions (sun, snow, ice, etc.) for roadways.

- What data are we measuring? That will inform which data sources we need to develop/pull from.
- Syncing lights...examining yellow light timing and all red timings to reduce crashes and prevent red light running
- New/additional data collection methods - big data or specific counters, to contribute to analysis and also messaging.
- Cameras, traffic signal sensors, management of signals. Fiber connections to more traffic signals that will allow for more proactive technologies.

Potential BTSAP Goal No.5

- When I read this, I think about prioritizing pedestrian safety - walkers, runners, individuals with mobility impairments and cyclists.
- This seems like a good goal, but I think it should include the outcome. So "Project/program prioritizations to identify the projects that best support safety improvements" or something.
- I think this needs to be reworded, or broken up in to two or more sentences to make this easier to understand. I have read it several times and there is a lot here.
- Not sure how to word this/ incorporate it here... but, part of challenge with prioritizing high-risk locations, is that they are not all on CCOB roadways, but also
- CDOT.
- This goal seems overly complex. How can we simplify and/or break this down into manageable pieces?
- Simply prioritizing projects at high-risk locations MAY not be what we want... arterial intersections are large, very expensive projects and if we only focus on those, there's no time or funding for anything else.
- I agree we should be prioritizing high-risk locations generally though, but we should carve-out funding that will allow a focus/ implementation of ALL strategies (goals)
- Ensure that Police traffic division staff are integrated into coordination meetings with CDOT where roadways under the responsibility of Broomfield are effected by roadways under the responsibility of CDOT.
- Open Space has a chart to prioritize land acquisition and rank possible property acquisitions, includes use of DRCOGs equity score, that could be a helpful reference here on this example
- Develop a scoring matrix that assigns values to the various aspects of a project that it will solve/improve (e.g., reduce speed, reduce congestion, increase connectivity/safety of VRUs, etc.), and the highest scoring proposals get funded.
- Include automated enforcement solutions (red light cameras and speed cameras) to include associated staff and equipment
- Develop prioritization criteria that includes an equity consideration.
- Encourage prioritization of funding decisions to support these high-risk locations.
- Use the strategies to identify the ways that vulnerable populations/underserved communities will be specifically addressed.
- Develop a prioritization matrix with scores that emphasizes vulnerable road users and underserved communities that will be used to prioritize the projects identified in this plan.
    - I like this strategy Allison, similar to what we did for the missing ADA ramp locations. I am thinking an example matrix could include vulnerable road user type, ADT, within high injury network, and environmental justice zones to start.

Potential BTSAP Goal No.6

- Nailed it.
- Last sentence is a strategy
- Partnerships is always hard to measure. Is there a plan for that here?

- Does this belong near the top?
- Do "community partners" include the development community? Do we need to include specific reference to this group?
- Is there a connection between the data review and vital records/coroner data?
- Response to, "What have we missed?" -- I think overall the more that create a safe, walkable, bikeable community, and people out of cars, the more that we will have a safer community overall.. so, would LOVE to see perhaps on overall goal that is overall, "Create a safe, walkable and bikeable community by increasing pedestrian and bike infrastructure by X percentage" etc. I think if we can get people out of cars we would meet a lot of these other goals
- Schedule well in advance and conduct regular stakeholder meetings to enable such collaboration.
- Continue CCOB Traffic Safety meeting including various CCOB depts (public works, streets, PD, etc.)
- Work with PD to make sure traffic officers are up to speed on best practices for filling out crash forms
- Are there legislative issues that should be monitored?
- Have a virtual "idea box" where stakeholders can deposit thoughts/ideas outside of formal meetings to be discussed at future meetings.
- + residents
    - schools are a key partner with safe routes for schools

ETSG Strengths/Weaknesses Workshop (ETSG Meeting No.1)

Activity Station No.1

1. **Whether in your own agency, professionally or personally, what solutions or tactics have you seen employed successfully to improve transportation safety?**
    - Speed cameras round-a-abouts clear and safe sidewalks proper street lighting
    - Enforcement wayfinding 36 bikeway separate facilities
    - We have improved traffic flow to the point where our drop-off lasts just 10-15 minutes w/ good flow by implementing a Hlg and Go lane w/ some very strict constraints and systems.
    - Students created weekly announcements (video) focused on safety on streets kids listen to kids
    - Smart commute worked w/ Broomfield and RTD to get the North Broomfield Flex Ride started to service that area
    - We have presence at crosswalks, which helps but doesn't fully make crosswalks safe.
    - We communicate routinely feedback about our arrival and dismissal procedures. We put out an ariel view w/ diagrams and instructions for each group coming and leaving school.
    - Grade separation like Boulder Creek path and others
    - Physical separation – bollards, jersey barriers, perceived safety
    - Pedestrian activated flashers

2. **What HASN'T worked in your professional experience?**
    - Crosswalk volunteers are not consistent enough and tough to manage. Liability concerns when absent
    - Try everything speed limits w/o enforcement
    - Trying to get RTD to increase service times and routes
    - Enforcement around school bus stops
    - BHS/BHMS times are very close – causes congestion
    - Open Enrollment has increased transportation concerns.

- RRFBs are more effective than school zone flashers
- Small speedbumps
- Wide, straight streets are dangerous
- Community split between multiple school districts (different policies, programs, values)
- Bike and ped. Infrastruct. being used by cars for passing
- Flashing school zone signs (in some areas)
- Right turn on red
- Cars turning left at the same time pedestrians are crossing
- Lack of speed limit signs on trails and stop signs where trails cross streets
- BVSD Adams 12 weld and Jeffco rep. in Broomfield
- Traffic calming isn't effective – things like speed humps school zone flashers etc.
- It feels like Broomfield PD is very mad at BVSD about the SRO thing

3. **Based on your knowledge and experience, what additional tools or design treatments do you think would be helpful for improving transportation safety in Broomfield?**
    - Smart street lights, voice notification, accessibility timer
    - Creating those missing trail/path connections so riders don't have to create their own
    - Design parking and road access to not cross ped/bike routes
    - Increase perception (at least) of safety with physical bike lane separation example Baseline in Boulder
    - Bring in PD to the Transportation meeting to collaborate
    - More frequent enforcement in school zones drop off and pick up (police)
    - Wayfinding
    - We would love to talk about a coordinated bus biking group.
    - Viral snaps that youth produce
    - Create e-mobility hubs at common local areas (for bike/ebike/scooter and escooter) work w/ smart commute
    - Flashing bike/ped light like industrial Ln by Hunter Douglas
    - DRCOG Resources, complete streets toolkit, taking action on Vision Zero
    - We need crosswalks that make sense to pedestrians coming from all directions so that they are not cutting corners.
    - Need more coordination between low enforcement and schools in enforcing school zones
    - More school zone flashers
    - Schools are staggered – one police presence once a week day varies
    - More public transportation
    - More no u turn signs
    - Currently @ RFP for bus cameras (where AI could send PD info?) – some other states are

Activity Station No.2

Please indicate the number of you wrote on the dot and your specific concern with the specified location. Please include names of streets if possible and any other pertinent details about your concern.

- (61) high speeds, curve that limits visibility (to the north) and crosswalk; this feels dangerous every time I turn left (south) from Ridgeview onto Ken!
- (62) this crosswalk still feels scary due to the size and the hill it's on
- (100) no uturn signs and enforcement
- (169) traffic at intersection of 136th and wetlake drive (traffic light soon to be installed though)

- (175) congestion around students/staff/parents coming/going from BHS
- (170) students walking from BHS; concerns about my HS drivers
- (171) review driveway exit/entrances
- (124) love this crossing
- (125) poor to no bike/ped access to WB RTD stations
- (121) bike/ped connection to nickel street
- (30) traffic congestion; students not using crosswalks; need flashing lights at crosswalk; It's a 4 way stop, but people don't utilize it correctly so students cut across streets through traffic. 132nd Ct. and Westlake Dr. – Conventional Elementary
- (176) large intersections (example, Sheridan and 136th) Cars are in a hurry? Misjudge pedestrian and bikes. Sometimes they pull up to turn right w/o stopping fully to get into a better view and impede crossing
- (49) need of a crosswalk to complete a 3-way crossing instead of 2 sot that we don't have people crossing diagonal. There is much pedestrian/driver confusion here.
- (50) impatient drivers not slowing or stopping as kids are crossing to arrive or leave school
- (51) meridian bus lane. Pedestrians crossing over 2-3' high beam and then entering bus lane often between buses
- (52) students crossing before and after school with no stop for drivers, just a cross walk signal
- (24) Flashing crosswalks on midway near the turn to get to the Bay, Broomfield City Building – lights are blocked by trees so you can't see when someone is trying to cross
- (138) legacy HS release (3:15 pm) congestion with a combination of pedestrian, vehicles, bus traffic
- (144) SPECTRA buses park on street and may need to utilize leading lights to lead/unlead students and traffic way back-up onto 120th
- (122) 287 SB to get to Boulder narrow and broken – harder in big vehicle
- (125) Boulder getting off @ 287 interchange weaving to get to 121 difficult poor signage
- (97 and 98) US 287/120th Ave primary commuter corridor, infrastructure gaps, bike lane improvements
- (103) school zone improvements needed on Main St. east of Broomfield High
- (99) need a pedestrian activated flasher
- (157) traffic movement – lane mergers, change in turn lanes
- (158) traffic control -sginal changes and near miss concerns
- (162) traffic movements, shift in turn lanes
- (161) speed and sigh concern – I believe a crossing signal is going in
- (159) traffic movement – our driveline causes stopped traffic, people dropping kids in the street – 3 way stop signs?
- (160) sight concern, backup in traffic @ E470, no sidewalks to get to the park
- (163/164) sight traffic – neighborhood street congestion (feedback from neighborhood :))
- (145) Exit from parking lot onto Zuni is a challenge at Beginner/End of Day, cannot safely turn left, bike lane cars trying to turn into additional lane which causes added challenges
- (146) congest roads legacy students park here. Westlakes parent pickup drop off
- (147) no right turn lane. The eastbound lane is almost wide enough and therefore cars attempt to make a right turn lane
- (148) Exit out of legacy from small lot – medians with trees/shrubs blocks line of site mking turns challenging during certain times of day/year
- (85-88) CO7 – boarder to boarder speed, near misses, surface, traffic, lighting, bike, ped, transit concerns
- (73) Eastbound snow/ice in bike lane

- (89) CO7/I-25, better bus, micro transit, bike and pedestrian connection safe bike and ped crossing of I-25
- (90) NW Parkway and Huron Area – safer bike/ped access tunnel under NW Pkwy needs to be completed

Activity Station No.3

1. **What policies or procedures should the project team consider for inclusion within the BTSAP?**
    - Cut through traffic probably
    - Closing down streets near schools pickup/drop off
    - Traffic calming improved near schools. Speed limits
    - Police enforcement hours
    - Automated vehicle enforcement
    - RRFB near schools
    - Paid crossing guards partnership b/t city and school district
    - Automatic enforcement of speed, intersections, distracted driving
    - Expanded transit service
    - Considerations for older adults and people with disabilities. Consider transit needs (e.g., medical) outside Broomfield
    - Law enforcement, HOA, school partnerships to help address traffic safety.
    - Safe routes to school budget through city
    - Target crash date should be achievable (DRCOG)
    - Have Broomfield and TMA Pd do a bike rodeo for kids at common location for all
    - Parking signs
    - Committee with Broomfield start, PD all school staff
    - Police support at beginning of school
    - Letters or mend 90 impacted community
    - Educational efforts from the city
    - Presenting or requiring drivers ed
    - A crossing guard program in partnership with schools
    - Work with local TMA's, city/county, RTD to advocate for new Flex Ride services

2. **What educational programs have you seen be successful in improving transportation safety?**
    - Elementary or early education in PE classes – crosswalk skills (preschools)
    - Staggered school start times
    - Announcements, in person resources on safety
    - 3 block challenge
    - Reinforcing public transportation
    - Reminders/education at middle level schools
    - Training and collaboration
    - Safe routes to school
    - Variable message boards
    - Safe routes 2 schools LCI
    - RTD has zero fare for youth thru Sept. 2025 for 19 + younger
    - Have local TMA's come do a table event for a day for students and staff re: options on transportation
    - TMA's can create local transpo/bike map/flyers to access the school business
    - Work with your local TMA's to get EcoPass for your business
    - Mandatory driver education
    - Travel on how to use RTD, Flex Ride, Easy Ride, Uber, Lyft, in-person

- Free Giveaways

3. **What HASN'T worked professionally (educational programs, policies or procedures)?**
   - Giving out bike helmets (people don't wear them)
   - School zone flashers
   - Crossing guards (volunteer)
   - Communications from the city
   - Placement of school zone flashers
   - Communications of road closures
   - Outreach events and lectures
   - Carpool laws for young adults that have just received their licenses.

Emergency Services Focus Group Meeting

BTSAP Goal No.1

In your professional opinion, what are your thoughts on this goal? What do you think is missing? Would you make any changes? If so, what?

- NA

What do you believe should be included as a STRATEGY for this goal? What would help you complete this goal?

- Design strategies that minimize conflicts such as diverging diamond interchanges
- Increase traffic circles/low-speed intersections
- Use social media to post areas to avoid due to traffic or accidents
- Strategy: more time for transition during nighttime driving/limited visibility
- Improve public transit to reduce the need for individual
- Permissive phasing
- Education
- Consistency
- No egress/degree along comp. prop at 35 mph or up
- Eliminate permissive turn lights at high volume areas
- Continue to move to zero despite projected growth in population expected

BTSAP Goal No.2

In your professional opinion, what are your thoughts on this goal? What do you think is missing? Would you make any changes? If so, what?

- NA

What do you believe should be included as a STRATEGY for this goal? What would help you complete this goal?

- TSP for emergency response to prioritize fast and safe emergency access and flush out traffic
- Number of access points for emergency access in neighborhoods (Skystone and Palisade)
- Bus lane and emergency vehicle lane (120th Ave)
- Backup power at signals for power outages to promote safe emergency access
- Education and penalty for those who don't pull over emergency vehicles

BTSAP Goal No.3

In your professional opinion, what are your thoughts on this goal? What do you think is missing? Would you make any changes? If so, what?

- NA

What do you believe should be included as a STRATEGY for this goal? What would help you complete this goal?

- Education around construction and driving lanes – specific in those neighborhoods/businesses
- Safe driver courses w/ incentives to participate
- Traffic safety garden educate youth to walk, bike, and become future safe rivers
- If BCC were to turn into a shelter, creating one-way roads in or out
- Adults need to take driving tests more often (legislation)
- Target more youth drivers proactively
- Bicycle safety awareness for people riding bikes
- Campaign before school year starts on school zone safety
- Community engagement events participation
- Partner with DMC and License offices on education materials (especially for new Colorado residents)

BTSAP Goal No.4

In your professional opinion, what are your thoughts on this goal? What do you think is missing? Would you make any changes? If so, what?

- NA

What do you believe should be included as a STRATEGY for this goal? What would help you complete this goal?

- Be proactive about safety (do something before it happens)
- Regional coordination on corridors
- Look at other jurisdictions with similar sizing and demographics to assess data and corrective actions on trending issues
- Drones
- Implement safety and enforcement strategies based on the data
- Waze/ navigation integration
- School bus photo enforcement on buses
- Online reporting portal
- Portal or map for near miss to report on-going (proactive)
- Use cameras/ai to collect traffic data and analyze traffic patterns
- Fiber connected traffic lights bandwidth
- Evaluate lengths of clearance time consistently apply across intersections

BTSAP Goal No.5

In your professional opinion, what are your thoughts on this goal? What do you think is missing? Would you make any changes? If so, what?

- NA

What do you believe should be included as a STRATEGY for this goal? What would help you complete this goal?

- Promotion advertising bus stops
- Use data (from goal #4) to drive priorities to have the most impact
- Consider adding a proactive component, not just reactive
- Youth data drives strategies
- Safety needs to be included in all projects

BTSAP Goal No.6

In your professional opinion, what are your thoughts on this goal? What do you think is missing? Would you make any changes? If so, what?

- NA

What do you believe should be included as a STRATEGY for this goal? What would help complete this goal?

- Use goals to reduce silos but could muddy waters on responsibility to implement
- Promotion advertising media
- Operationalize a subcommittee of the LEPC to advance the safety plan and make progress on goals and strategies to reduce injury and fatalities
- Youth involved
- New standard of care and practice must come out of this plan to improve safety and move toward the goal

Design Treatments – Question No.1

We are considering the following design treatments as part of our recommendations. Please provide us with your feedback and/or concerns regarding each treatment.

Traffic Calming

- Potential collision hazard
- Traffic circles – yes truck aprons
- Flashing pedestrian light are helpful. Especially for blind areas, ex. coming up a hill.
- Intersection at 136th Aspen is brilliant Thank you

Traffic Signal Timing Changes

- This feels like an obvious solution
- All led give could be higher to prevent right angle crashes
- New snow core design
- Create LT separation (indirect lefts like @ Sarasotan FL)

Pedestrian Crossing Treatments (Crosswalks, flashing beacons, in-street signs, etc.)

- Flags (Pagosa Springs)
- Pedestrian crossings where people cross

Pedestrian Crossing Infrastructure (Curb extensions, medians, raised crosswalks, etc.)

- Pedestrian in crosswalk lighting effective to light crosswalks
- Truck aprons needed for fire to most working - if designed property
- Need gradual approach for rotation crosswalks
- On high volume roads, pedestrian tunnels work great.
- Drainage design at crossings

Bicycle Facilities (including separated bike lanes)

- It is important to have dedicated bike lanes. Leaves bikes on road and not on sidewalks
- I <3 bike lanes separated from traffic (on sidewalk, median, etc.) or totally separate path!
- Would prefer sidewalks for pedestrians
- E-bikes peed as a ped
- Pylons separating bike lane from driving lane snowplows?

Lane Repurposing/Lane Narrowing/Public Space Reallocation

- Lane repurposing good! Especially with the increase of bikes and scooters
- Set back stops for truck turns

Photo Radar and Red Light Cameras

- Compliance being served?
- You don't see these in time to adjust and avoid accidents
- Automated speed enforcement better than speed radars

Other

- PD directing traffic, events accidents
- Diverging diamond intersections to reduce traffic crossing
- Double left turn lanes one terrible. Paint through the intersection could maybe help?
- Remember lower speeds, less severe crashes
- Traffic circles should be dramatic offsets
- Driver education to move over and slow down for crashes or when lights are on

Design Treatments - Question No.2

What are other design treatments you have seen work well for improving safety? Any others you may have concerns about?

- Traffic circles
- Traffic calming 1st and Main?
- Lighting at crosswalks
- Keep in mind access and functional needs when designing and implementations
- Traffic pattern at Wads and HW 36 like McCaslin
- Curve at 136 and Kohl dangerous
- Displaced left turn
- Better turn lines
- Accel and decel is important
- Coordinated timing for fewer stops is better
- Michigan lefts?
- Transitions in and out of neighborhoods
- Daylighting (at least 100')

Design Treatments - Question No.3

Do you have any specific transportation safety concerns within Broomfield? Is there any type of transportation configuration in which you have experienced safety challenges or concerns give your professional experience? Let us know by using the dots to pinpoint your concerns or add a sticky note to this board with a description of a concerning configuration.

- Street lights do not align with street at Sheridan and road into King S

- Crossing distance 287 and 120th
- Education on cause of crashes primarily due to careless driving
- Driver education
- Loves the intersection of 136th, Aspen

Activity Worksheets

- 19 – poor distance view turning south on Sheridan
- 46 – Issues with line of sight when exiting off the Prkwy onto Sheridan. This issue is worse during morning traffic. It might be resolved after construction to N to 160th is compete
- 180 – U-turns, etc. due to drivers wanting to enter the 7-eveln and medians making turns limited
- 174 – H.S. students taking "direct" route to shopping center. Add rapid flashing beacon or calming circle
- 178 – stretch median on main to prevent left hand turns from villager square onto southbound main
- 127 – kids from Highland Park across Midway to get to Birch Elementary. Painted crosswalk is sufficient to stop cars – most cars don't yield. Add beacon crosswalk lights.
- 74 – Signage could be improved. It's hard to know which lane leads to which exit
- 75 – No bike lane/bikes very close to traffic. It seems like there are areas where 2paths/bike lanes are close, but not connected
- 76 – I want personal permission to take on L onto Lowell out of the storage unit parking lot.
- 105 – coming from 120th and merging on to 287: merge lane is dangerous. Two lanes of traffic trying to merge.
- 177 – cars parked along Westlake to close to King St. and the La Petite Academy make existing (turning left) "blind"
- 13 – 136th + Kohl – exposed to wind and blowing snow. A lot of excess speed, accidents, out of central cars
- 106 – lights not aligned with recent lane changes. Heavy congestion hear – turning into shopping center
- 137 – scary to cross north -> south across 120th as a cyclist or pedestrian. No clear bike lane or crossing space/direction for bikers when crossing this intersection to get to the ARL shopping center
- 143 – Difficult for cyclists to maneuver this shopping center. No designated pathway for cyclists to go when trying to get groceries
- 126 – near misses when merging from westbound 120th onto northbound 287 – conflict w/drivers merging right to enter the Conoco and/or turn east onto Midway
- 91 – higher speed cross traffic
- 92 – lane charge narrows w/ speed of e/w traffic
- 93 – no one stops @ stop sign
- 94 - blind intersection
- 95 – speed issue during school and lane alterations
- 96 – lane orientation and congestion
- 16 – midway approaching main – speed
- 14 – dangerous crosswalk – wide street
- 15 – dangerous crosswalk – wide street
- 17 – crosswalk flasher – love it!
- 55 – diverging diamond
- 18 – Short right (east) turn lane

Other Comments

- No required reporting protocol currently for hospitals in the event of accidents

- There is a public safety event at the local hospital. Vendors or projects are able to attend on 1 day for 4 hours.

Spring Stakeholder Session (Combined ITSG, ETSG and ERG Meeting)

Draft Recommendations

The following are different draft recommendations for the BTSAP. If you would like to select one of these as your priorities, please place one or more of your dots in the space below each recommendation.

INFRASTRUCTURE AND OPERATIONS

- **Implement Road Safety Audit (RSA) Summary Recommendations For Top Locations** - *Includes replacing missing signs, signal backplates, adding protected left turn arrow signal heads, signal maintenance, roadway striping updates, and some additional traffic analysis*
    - 9 dots
- **High Injury Network Projects** - *HIN projects could include (1) flashing yellow arrow signal phasing, (2) protect left turns, (3) shift left turn lanes for better visibility (positive offset), (4) improve sight distance at corners (daylighting), (5) right turn "slip lane" angle shifted for better visibility, (6) Retroreflective signal head backplates, (7) speed limits review*
    - 12 dots
- **Utilize The Countermeasures Toolbox Tools** - *This table lists infrastructure and operations improvement recommendations for specific crash types to help City staff as they identify future concerns).*
    - 4 dots

EDUCATION AND OUTREACH

- **Safety Ad Campaign** - *This includes (1) DUI/phones down and distracted driving/motorcycles/VRUs/speeding, (2) Facebook advertising, (3) Bus stop signs (out front), (4) Targeted advertising to audiences more commonly involved in traffic crashes*
    - 6 dots
- **School-Focused Traffic Safety Support And Coordination**
    - 10 dots
- **Vision Zero Website and Dashboard Launch**
    - 2 dots

Received Comments

- Crashed vehicle in a trailer posted at high schools for safe driving and DUI awareness
- Coordinating students w/ safe paths to school and setting up “bike busses”
    - Yes ditto!
- Pedestrian path to school recommendations
    - Ditto!
- Partner with schools on communication platforms – varied social media

ENFORCEMENT

- **Data-Driven Targeted Enforcement**
    - 3 dots
- **Consider Photo Enforcement (Informed By Data)**

  - 7 dots
- **Refine The First Responder Crash Documentation Process** - *this refines and unifies the process for documenting the what, how, and why of a traffic crashes, and allows for faster and more accurate crash data processing*
  - 6 dots

PROGRAM

- **Interagency Safety Coordination Council** - *Creates an ongoing process and group for coordinating traffic safety efforts between agencies, organizations, and departments*
  - 6 dots
- **Neighborhood Speed Management Plan (NSMP)**
  - 3 dots
  - Interagency -> monitoring/data -> RAS, this cycle is headed for these to be effective
- **Continued Monitoring and Evaluation of Crashes/Trends Each Year**
  - 1 dot
- **Additional Road Safety Audits (RSAs) Each Year**
  - 2 dots

POLICIES AND GUIDELINES

- **Develop Signal Timing Policies** - *this includes left turn protection policy (Flashing yellow arrow, full left protected phasing), leading pedestrian interval (LPI) policy for traffic signals (allow pedestrians a "head start" before cars get green light).*
  - 6 dots
- **Develop Pedestrian Crossing Treatment Guidelines/Standards** – *This includes (1) improving sight distance at pedestrian crossings (daylighting), (2) bump outs/curb extensions, (3) crossing treatments - which crossings get warning lights (RRFBs), or pedestrian hybrid beacons (PHB/HAWKs), which are striped, locations.*
  - 11 dots
  - Comment – CDOT allows LPIS? All roads incl. neighborhoods school/park areas
- **Develop Bike Facility Treatment Guidelines/Standards**
  - 0 dots
  - Comment – how is this different than using NACTO or other FHWA guidance?
- **Radar Speed Sign Policy and Plan**
  - 0 dots
- **Speed Limit Setting Policy Review**
  - 0 dots

Public Open House No.2 (Spring 2025)

Draft Recommendations

The following are different draft recommendations for the BTSAP. If you would like to select one of these as your priorities, please place one or more of your dots in the space below each recommendation.

INFRASTRUCTURE AND OPERATIONS

- **Implement Road Safety Audit (RSA) Summary Recommendations For Top Locations** - *Includes replacing missing signs, signal backplates, adding protected left turn arrow signal heads, signal maintenance, roadway striping updates, and some additional traffic analysis*

  - 3 dots
- **High Injury Network Projects** - *HIN projects could include (1) flashing yellow arrow signal phasing, (2) protect left turns, (3) shift left turn lanes for better visibility (positive offset), (4) improve sight distance at corners (daylighting), (5) right turn 'slip lane' angle shifted for better visibility, (6) Retroreflective signal head backplates, (7) speed limits review*
  - 11 dots
- **Utilize The Countermeasures Toolbox Tools** - *This table lists infrastructure and operations improvement recommendations for specific crash types to help City staff as they identify future concerns.*
  - 2 dots

EDUCATION AND OUTREACH

- **Safety Ad Campaign** - *This includes (1) DUI/phones down and distracted driving/motorcycles/VRUs/speeding, (2) Facebook advertising, (3) Bus stop signs (out front), (4) Targeted advertising to audiences more commonly involved in traffic crashes*
  - 2 dots
- **School-Focused Traffic Safety Support And Coordination**
  - 2 dots
- **Vision Zero Website and Dashboard Launch**
  - 1 dot

ENFORCEMENT

- **Data-Driven Targeted Enforcement**
  - 0 dots
- **Consider Photo Enforcement (Informed By Data)**
  - 8 dots
- **Refine The First Responder Crash Documentation Process** - *this refines and unifies the process for documenting what, how, and why of a traffic crash, and allows for faster and more accurate crash data processing*
  - 2 dots

PROGRAM

- **Interagency Safety Coordination Council** - *Creates an ongoing process and group for coordinating traffic safety efforts between agencies, organizations, and departments*
  - 5 dots
- **Neighborhood Speed Management Plan (NSMP)**
  - 1 dot
- **Continued Monitoring and Evaluation of Crashes/Trends Each Year**
  - 2 dots
- **Additional Road Safety Audits (RSAs) Each Year**
  - 2 dots

POLICIES AND GUIDELINES

- **Develop Signal Timing Policies** - *this includes left turn protection policy (Flashing yellow arrow, full left protected phasing), leading pedestrian interval (LPI) policy for traffic signals (allow pedestrians a "head start" before cars get a green light).*
  - 6 dots

- **Develop Pedestrian Crossing Treatment Guidelines/Standards** – *This includes (1) improving sight distance at pedestrian crossings (daylighting), (2) bump outs/curb extensions, (3) crossing treatments – which crossings get warning lights (RRFBs), or pedestrian hybrid beacons (PHB/HAWKs), which are striped, locations.*
    - 18 dots
- **Develop Bike Facility Treatment Guidelines/Standards**
    - 3 dots
- **Radar Speed Sign Policy and Plan**
    - 0 dots
- **Speed Limit Setting Policy Review**
    - 3 dots

Virtual Open House (Spring 2025)

Draft Recommendations

The following are different draft recommendations for the BTSAP. If you would like to select one of these as your priorities, please place one or more of your dots in the space below each recommendation.

INFRASTRUCTURE AND OPERATIONS

- **Implement Road Safety Audit (RSA) Summary Recommendations For Top Locations** - *Includes replacing missing signs, signal backplates, adding protected left turn arrow signal heads, signal maintenance, roadway striping updates, and some additional traffic analysis*
    - Is Broomfield considering any fundamental changes to the way it constructs and refurbishes intersections? Knowing that ~80% of crashes occur at intersections it would seem that focusing on them would yield the most safety improvements. Studies done in the USA see substantial injury and fatality reduction when roundabouts are compared to signals (https://rosap.ntl.bts.gov/view/dot/35084) (https://pmc.ncbi.nlm.nih.gov/articles/PMC1446639/)(https://topslab.wisc.edu/wp-content/uploads/2021/12/Evaluation-of-Roundabout-Related-Single-Vehicle-Crashes.pdf). Safety isn't the only benefit as they can improve throughput efficiency, lower maintenance costs, reduce emissions etc.…(https://www.iihs.org/topics/roundabouts#roundabouts) (https://highways.dot.gov/sites/fhwa.dot.gov/files/2022-06/fhwasa08006.pdf) (https://www.iihs.org/topics/bibliography/ref/1844) (https://highways.dot.gov/sites/fhwa.dot.gov/files/Roundabouts_508.pdf).Carmel, IN (pop ~100,000) has achieved substantial reductions in injury crashes from converting signal intersections to roundabouts. It's a great example that shows they can be built in a similar sized suburban city (https://eri.iu.edu/erit/case-studies/carmel-indiana-roundabouts.html)(https://www.carmel.in.gov/government/departments-services/engineering/roundabouts). Their per 100k fatality rate is half of Broomfield's. Looking at the data on https://www.broomfield.org/1078/Traffic-Engineering-and-Data many of the intersections have daily throughput that falls below the capacity of even single lane roundabouts, but we have a high number of large signaled intersections. For example the warrants for signals at E Midway Blvd/Willow Run Pkwy and Sheridan Pkwy/Ridgeview Dr show fairly low daily volumes. The Sheridan Pkwy/Ridgeview intersection in Erie is particularly low volume and also has a huge amount of space available, it would be a great candidate!

  - Please consider concrete barriers separating bike lane and motorized traffic like in Denver. Also speed cameras which generates tickets all over especially on Highway 36. I hear drag racing late hours of the night. Called PD and nothing is changing. Speed cameras help and keep police safe, and prevent police/public altercations
  - Please re-engineer the constant flashing stop signs to only flash when a pedestrian or bicyclist has pushed a button. So few cars react to the constant flashing signs because they flash constantly. Those signs are being tuned out.
- **High Injury Network Projects** - *HIN projects could include (1) flashing yellow arrow signal phasing, (2) protect left turns, (3) shift left turn lanes for better visibility (positive offset), (4) improve sight distance at corners (daylighting), (5) right turn 'slip lane' angle shifted for better visibility, (6) Retroreflective signal head backplates, (7) speed limits review*
  - *The time a stoplight is yellow should be the same for all stoplights in order to help traffic expectations to better make the judgement call of when to stop versus when to keep going (or risk being rear ended). Also, if data shows that flashing yellow arrows create too much confusion, then maybe they should go away.*
- **Utilize The Countermeasures Toolbox Tools** - *This table lists infrastructure and operations improvement recommendations for specific crash types to help City staff as they identify future concerns.*
  - NA

EDUCATION AND OUTREACH

- **Safety Ad Campaign** - *This includes (1) DUI/phones down and distracted driving/motorcycles/VRUs/speeding, (2) Facebook advertising, (3) Bus stop signs (out front), (4) Targeted advertising to audiences more commonly involved in traffic crashes*
  - NA
- **School-Focused Traffic Safety Support And Coordination**
  - *a light is needed at Miramonte and Main, particularly when the high school is opening or letting out*
- **Vision Zero Website and Dashboard Launch**
  - NA

ENFORCEMENT

- **Data-Driven Targeted Enforcement**
  - *Ultimately, I think this is the most effective way to reduce traffic violations that cause crashes. I have witnessed drivers ignoring crosswalks, red lights, stop signs, etc. These kinds of drivers will not change their behavior unless there is some kind of penalty.*
- **Consider Photo Enforcement (Informed By Data)**
  - *Same comment as above.*
- **Refine The First Responder Crash Documentation Process** - *this refines and unifies the process for documenting what, how, and why of a traffic crash, and allows for faster and more accurate crash data processing*
  - *NA*

PROGRAM

- **Interagency Safety Coordination Council** - *Creates an ongoing process and group for coordinating traffic safety efforts between agencies, organizations, and departments*
  - *NA*

- **Neighborhood Speed Management Plan (NSMP)**
  - *What does an NSMP involve?*
  - *In neighborhoods and around schools, has Broomfield considered speed troughs to slow down traffic? It is the opposite of a speed bump in that it is a depression across the road that does not impact snow plowing efforts in the winter. However, it does slow down traffic or the car will bottom out.*
  - *Referencing my earlier comment about getting rid of constantly flashing signs, I do believe that neighborhoods around schools should consider more stop signs that flash when a button is pushed (not constantly). Occasional flashing lights do catch a driver's attention.*
- **Continued Monitoring and Evaluation of Crashes/Trends Each Year**
  - *+ mechanisms (funding and process?) to put additional safety actions in place?*
- **Additional Road Safety Audits (RSAs) Each Year**
  - *NA*

POLICIES AND GUIDELINES

- **Develop Signal Timing Policies** - *this includes left turn protection policy (Flashing yellow arrow, full left protected phasing), leading pedestrian interval (LPI) policy for traffic signals (allow pedestrians a "head start" before cars get a green light).*
  - *Having a signal detect bikes/pedestrians would make crossings feel more fluid, especially on bike/walking paths. Also, giving more priority for these groups to cross at lights would give a sense that people outside of cars are being considered too, especially at times when the road is clear/there's not many cars at a particular crossing.*
  - *Broomfield's yellow lights feel like they are very short. Looks like studies show increasing yellow light times result in fewer crashes and less people running red lights in the first place (presumably because drivers have proper time to gauge the right decision). It would be great to trial increasing yellow light intervals at intersections with a more crashes and/or red light runners. (https://journals.sagepub.com/doi/10.3141/1865-04, https://www.iihs.org/topics/bibliography/ref/1820)*
  - *Please put a signal at Brodlands Drive and Lowell and remove the pedestrian crosswalk button. Every time someone turns left there, they have to pull out very fast to actually get a spot and if someone pushes the button while the car is quickly trying to get in traffic- turning quickly, the pedestrian will get hit. It is a fatality waiting to happen. I have seen multiple near misses.*
- **Develop Pedestrian Crossing Treatment Guidelines/Standards** – *This includes (1) improving sight distance at pedestrian crossings (daylighting), (2) bump outs/curb extensions, (3) crossing treatments – which crossings get warning lights (RRFBs), or pedestrian hybrid beacons (PHB/HAWKs), which are striped, locations.*
  - *Bumpouts or other pedestrian protections would be great. I use the crosswalks along Miramonte several times a week, and I often feel like I'm about to get run over despite using the flashing beacons.*
  - *In addition to bumpouts / curb extensions we should consider completely raised pedestrian crossings in low-speed high-pedestrian areas. For example around schools.*
  - *In Canada and on some college campuses, I have seen intersections where all lights turn red when a pedestrian or bicyclist pushes the crosswalk button. No turns are allowed. The pedestrians get full crossing access in any direction. Then, the lights start working for motor traffic, and pedestrians/bicyclists are not allowed to cross. An idea to consider.*
- **Develop Bike Facility Treatment Guidelines/Standards**

- *Would this include protected bike lanes? Not sure where it goes -- but having separated and protected bike / ped zones/walks/lanes away from traffic/cars as much as possible is ideal!*

- **Radar Speed Sign Policy and Plan**
  - *NA*
- **Speed Limit Setting Policy Review**
  - *Speed limit needs to be reviewed for 287 especially north of Miramonte. Speeders do 70mph there. Position speed cameras or traffic control Pd there*



Appendix C

Relevant Plans and Studies Summary

C2 2016 Broomfield Transportation Plan
C3 2024 Taking Action on Regional Vision Zero
C4 2020 - 2023 Strategic Transportation Safety Plan
C4 2019 Broomfield Bike/Ped Assessment
C5 2016 Comprehensive Plan
C6 CDOT Bike/Ped Safety Study
C7 CDOT Intersection Priority Study

2016 Broomfield Transportation Plan

Jurisdiction:

- City and County of Broomfield

Key Findings:

- Why Transportation Matters: Why a multi-modal transportation system and legitimate mode choice is important, referencing the millennial generation's interest in a car optional environment and the older generation's interest in aging in place. Also reference to the importance of a network that embraces "emerging trends in technology" (which seems to be linked with electric vehicles and bikes and driverless vehicles in later goals).
- Vision Statement: References Safety and accommodation for all modes and for people of all ages and abilities. Also reducing the dependence on SOV and minimizing environmental impact.
- Policy TS-D.1: Design streets to be safe for all modes. Minimize traffic volumes and unsafe travel speeds on NH streets through traffic management and traffic mitigation. Also discussion of enforcement of speed limits and timing traffic signals to facilitate safe travel conditions.
- Policy TS-D.4: Consider current national innovations for safe and efficient bike travel such as bikeways, buffered bike lanes and bike boulevards.
- Future Conditions: Approximately 45% of arterial roadways have excess capacity and should be considered candidates for repurpose.
- Bicycle and Pedestrian System: 71% of Arterial roadways have bike lanes. New facilities constructed during development or when resurfaced. Development standards are also guiding new development of pedestrian facilities to create a more walkable community with greater connectivity.
- Safety: 4300 crashes over a three-year period (2012-2014). Over 90% property damage only and 9 fatalities. Identify the top 5 crash locations. Note that bike and ped crashes are few but overrepresented in Severe Outcome. This section also includes maps detailing intersections with high crash rates and all locations of bicycle and pedestrian crashes.
- Bicycle Network Opportunities: Emphasizes the need for bike facilities to be low stress. Identifies Bike Boulevards, Buffered Bike Lanes and Protected Bike Lanes as examples of "Low Stress" facilities. Underpasses/overpasses and protected crossing treatments were also referenced.
- Pedestrian Network Opportunities: Pedestrian crossings are critical in creating a walkable community. Advanced Yield Lines, Raised Crosswalks, Median Refuge Islands, Hybrid Beacons and RRFBs were all referenced as devices critical to creating a walkable community.

2024 Taking Action on Regional Vision Zero

Jurisdiction:

- Denver Regional Council of Governments (DRCOG)

Key Findings:

- Executive Director Cover Letter: The people in our communities are invaluable, and our streets are public spaces to be shared by everyone, irrespective of their mode of transportation.
- Core Elements: Streets should be safe and comfortable for all modes of transportation. The Core Elements include Complete Streets, Context Appropriate Speeds and Equity.
- Regional High Injury Network: Consists of 9% of roadways in the Denver Region and contains 75% of all Severe Outcome crashes. We will want to identify roadways in Broomfield that are on the network and that are critical corridors.
- Regional High Injury Network: Plan divides up the region into four categories (Urban, Suburban, Rural and Limited Access Highways). Broomfield is predominantly Suburban with small pockets of Rural and two limited access highways (US 36 and I-25). Almost half of all SO crashes occur in Suburban/Compact Communities.
- Regional High Injury Network: It is important to note that SO crashes for people walking and bicycling are overrepresented in Urban conditions and not Suburban conditions.
- Crash profiles, behavior profiles and countermeasures: Plan provides both Speed Reduction Strategies and Equity Strategies.
- Crash profiles, behavior profiles and countermeasures: Detailed information on types of crashes in Suburban areas that are prone to SO results. Specifically, failing to yield ROW, turning conflicts, pedestrian involved and rear-end collisions. Pages 56-61 provide detailed information on crash percentages and potential types of mitigation for each crash type.
- Detailed information on Behavioral factors is provided on P. 75-80. These include Careless/Reckless driving, Alcohol/drugs, Aggressive driving, and Distracted driving.
- Proven Safety Countermeasures on P.82 to 86 with links to relevant supporting documents.
- References DRCOG's Metro Vision Plan with specific front range community goals on P. 91
- Taking Action on Regional Vision Zero establishes a target of zero fatalities by 2040 and zero serious injuries by 2045 on the Denver region’s transportation system.

2020 – 2023 Strategic Transportation Safety Plan

Jurisdiction:

- Colorado Department of Transportation (CDOT)

Key Findings:

- The STSP focuses on promoting proven safety countermeasures; defining targeted and effective strategy deployment; incorporating local agency safety planning and implementation (39% of Colorado's fatalities occur on local facilities); and considering or using current innovative technologies that are proven to reduce fatalities effectively.
- Vision: The future of Colorado is zero deaths and serious injuries so all people using any transportation mode arrive at the destination safely.
- P. ii (Executive Summary) details the Plan Development and four emphasis areas (High Risk Behavior, Vulnerable Roadway Users, Severe Crash Mitigation and Programmatic). Additions information on emphasis areas and strategies for each within the document.
- The STSP establishes a 15% reduction in fatalities and serious injuries as the performance target for the 2020-to-2023-time frame.

2019 Broomfield Bike/Ped Assessment

Jurisdiction:

- City of County of Broomfield

Key Findings:

- The purpose of the Bicycle and Pedestrian Assessment was to gather public input about Broomfield's bicycle and pedestrian facilities. It created an inventory of the existing bicycle and pedestrian facilities in Broomfield. It identified deficiencies and missing links in the network. The plan identified and ranked future capital projects, setting a path to advance Broomfield's pedestrian and bicycle goals. Broomfield City Council reviewed the final Bicycle and Pedestrian Assessment November 7, 2019.
- "The purposes of this Bicycle and Pedestrian Assessment are to: inventory the existing bicycle and pedestrian facilities in Broomfield, identify deficiencies and missing links, gather public input, create a tiered bicycle and pedestrian network, identify and prioritize capital projects, set a path to implement Broomfield's active transportation goals"
- During the five-year period of 2012 through 2016 there were: 80 vehicles collisions involving a bicyclist or pedestrian, 50 of these crashes resulted in injury to the bicyclist or pedestrian, 3 of the crashes resulted in pedestrian fatalities.
- Approx 80% of Broomfield sidewalks are detached and 20% are attached.
- Figure 30 (page 34) shows missing and substandard sidewalk segments.
- Public response for identifying areas with inadequate bike access or significant safety issue: access to/from the US 36 Bikeway & Bus Rapid Transit stations, Access to/within

Civic Center, Access to/within County Commons, Midway/ Hoyt Street railroad overpass, Industrial Lane, Midway Boulevard, Dillon Road, Sheridan Parkway, Nickel & Commerce Streets, 120th Avenue / US 287

- "See Figure 36 (page 50) for proposed Major Trail Corridors,
- Figure 37 (page 52) for proposed Low Stress Networks,
- Figure 38 (page 55) for Proposed Arterial Bike Lane Networks."
- Sidewalk widths, curb extensions, and Ped Refuge islands copy/reference NACTO
- Includes info for Pedestrian Hybrid Beacon, and Active Warning Beacons Ped Signal Timing, Pedestrian Push Buttons.
- Explain different types of bike facilities.
- "Table 10 (page 104) lists sidewalks that need evaluation for Safe Routes to school,
- Table 11 (page 106) lists Major Street intersections Needing Evaluation for ADA Compliance.
- Table 12 (page 107) lists Major Street intersections Needing Evaluation for ADA Compliance."
- Table 13 (page 111) Lists recommended new sidewalk/trail connections.
- "Table 15 (page 123) Bike Network Projects (Arterial),
- Table 16 (page 124) Bike Network Projects (low stress),
- Table 17 (page 128) Bike Network Project (Major Trail Network),
- Table 18 (page 129) Bike Network Project (Major Trail Network Crossings),
- Table 19 (page 130) Sidewalk Projects: Arterial & Connector"

2016 Comprehensive Plan

Jurisdiction:

- City and County of Broomfield

Key Findings:

- Same as Transportation Plan (Identical)
- The following list of relevant plans, programs, and reports was reviewed, and coordination was conducted between agencies to develop this STSP. Representatives of the listed plans, programs, and reports attended several STSP outreach and plan development meetings and contributed specific plan knowledge to the STSP.
- 2014 Colorado Strategic Highway Safety Plan (CDOT, 2015) *
- AASHTO Strategic Highway Safety Plan (AASHTO, 2015)
- Colorado Highway Safety Improvement Program – 2018 Annual Report (HSIP) (FHWA, 2018) *
- Colorado 2018 Integrated Safety Plan (ISP) (Combines HSP and HSIP) (CDPT, 2018)
- Colorado Commercial Vehicle Safety Plan (CVSP) for the Federal Motor Carrier Safety Administration Program (2018 – 2020) (Colorado Motor Carrier Safety Assistance Program, 2018) *
- 2019 Highway Safety Plan (HSP) (CDOT, 2019)
- Colorado Freight Plan (CDOT, 2019)

- Colorado State Patrol 2019 – 2023 Strategic Plan (Colorado State Patrol, 2019) *
- Statewide Bicycle and Pedestrian Plan (CDOT< Amended June 2015) *
- Colorado Task Force on Drunk and Impaired Driving – 2018 Annual Report*
- Colorado Teen Driving Alliance Improving Motor Vehicle Safety – Action Plan 2013 Report Card*
- Your Transportation Plan 2040 (CDOT, 2015) *
- Standing Committee on Highway Traffic Safety – Strategic Plan (AASHTO, 2011)
- State of Colorado Traffic Records Advisory Committee – Strategic Plan (2016-2019) *
- Motorcycle Operator Safety Training Annual Report (CDOT, 2017)
- 2019 Colorado Motor Vehicle Problem Identification Dashboard (CDOT, 2019)
- Traffic Safety Facts 2017 State Traffic Data (NHTSA, 2019)
- DRCOG Regional Vision Zero (DRCOG, 2020 Draft)
- Colorado Department of Transportation Railroad Program
- Colorado's Funding Advancements for Surface Transportation and Economic Development Recovery Act of 2009 (FASTER) Safety Program

CDOT Bike/Ped Safety Study

Jurisdiction:

- Colorado Department of Transportation (CDOT)

Key Findings:

- "The primary analysis for this study was a network screening comprised of two components: 1. bicycle and pedestrian crash analysis and 2. systemic safety analysis was conducted to identify roadways with a history of severe bicycle and pedestrian crashes, high crash density, or potential for a higher risk of crashes."
- "An online survey from Metro Quest was also conducted and surveyed over 2,300 people identifying over 5,800 points of concern associated with pedestrian and bicycle travel in Region 1.
- About 4% of survey participants lived in Broomfield."
- Only analyzed CDOT Region 1. The study for Region 4 had the same approach but did not identify any Top Systematic Locations in Broomfield.
- Safety countermeasures were identified.
- A total of 2,222 crashes were evaluated. This included 68% pedestrian and 32% bicycle crashes. Of these crashes, 94% pedestrians and 6% bicycle.
- "Top Systemic Locations in Broomfield include: US287 (W 120th Ave) from Main Street to Federal Blvd, and CO 121 (Interlocken Loop) between CO 128 and W Midway Blvd
- (No countermeasures identified in study.)"

CDOT Intersection Priority Study

Jurisdiction:

- Colorado Department of Transportation (CDOT)

Key Findings:

- Safety was considered as a quantitative screening criterion.
- None of the top 20 Priority Intersections are in Broomfield.





Appendix D

Recommendation Tables

D2 Top Infrastructure (Broomfield-Owned) Recommendations
D3 Top Infrastructure (CDOT-Owned) Recommendations
D5 Top Non-Infrastructure (Broomfield-Owned) Recommendations
D6 Top Intersections (Broomfield-Owned) Recommendations
D7 Top Intersections (CDOT-Owned) Recommendations
D8 Countermeasures Toolbox
D15 All RSA Intersections - Safety-Based Action Items
D16 All Recommendations

Top Infrastructure (Broomfield-Owned) Recommendations

Project Name	Location	Description	Resources	Priority	Ease of Implementation	Ease of Implementation Score	Cost Score	High Level Cost Estimate
Upgrade left-turn signs at Lowell Blvd/144th Ave	Intersection of Lowell Boulevard and 144th Avenue	Upgrade left-turn signs on mast arms for eastbound and westbound movements	Signs, City crews	Medium	Low cost. City staff to install.	2	2	$4k
Install backplates at Lowell Blvd/144th Ave	Intersection of Lowell Boulevard and 144th Avenue	Install retro-reflective backplates on eastbound traffic signal heads	Backplates, City crews	Medium	Low cost. City staff to install.	2	2	$2k
Study and implementation of reducing eastbound left-turn to one lane at Flatiron Crossing Dr/Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Feasibility study and implementation of restriping dual eastbound left-turn lanes to single left-turn lane	City staff or consultant to perform operational analysis. Coordination with maintenance project or funds for standalone project. City crews to adjust signal head.	Medium	Low cost. City staff or consultant to study. City staff or contractor to install. Can be combined with maintenance or capital project.	3	3	$60k
Add wayfinding signs at Flatiron Crossing Dr/Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Add wayfinding signs to mast arm	Signs, City crews	Medium	Low cost. City staff to install.	2	2	$2k
Check ped buttons and ped signal cycle at Flatiron Crossing Drive/Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Check pedestrian push button on north leg. Add pedestrian re-service.	City staff and City crews	Low	City staff to perform work.	2	1	$0
flatiron Crossing Dr road diet study	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Add stop bars across right-turn lanes and refresh left-turn lane striping and skip striping within intersection.	Coordination with maintenance project or funds for standalone project.	Low	Low cost. City staff or contractor to install. Can be combined with maintenance or capital project.	2	2	$10k
Study potential implementation of protected-only left-turn phasing at Flatiron Crossing Dr/Interlocken Loop Ramp	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Monitor short term changes, consider protected only left turn phasing if needed.	City staff or consultant to perform operational analysis.	Low	Low cost. City staff or consultant to study.	3	3	$60k
Pedestrian mobility improvements at Lowell Blvd/144th Avenue	Intersection of Lowell Boulevard and 144th Avenue	Design and install crosswalk and directional ADA ramps on east leg.	Consultant to design ADA ramps. Contractor to install striping and ADA ramps.	Low	Medium cost. Allocation of funds or coordination with other project required.	4	4	$150k
Flatiron Crossing Dr road diet study	Flatiron Crossing Dr between Interlocken Loop Ramps and Interlocken Blvd	Conduct study to determine feasibility and conduct benefit/cost analysis of road diet.	Consultant to perform study.	Low	Medium cost. Allocation of funds for consultant services required.	4	4	$100k
Intersection improvements at Interlocken Blvd/Flatiron Crossing Dr	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Design and construct intersection improvements including right-turn bypass islands with connected crosswalks and raised crosswalks across right-turn lanes.	Consultant to perform design. Contractor to construct improvements.	Low	High cost. Allocation of funds for design and construction. Grants as possible funding source.	5	5	$2M - $5M

Score	Ease of Implementation Description	Cost Description
1	Can be performed by City staff in the office	Can be incorporated in existing City staff / City crew duties
2	Can be performed by City crews in the field	Requires low-cost materials such as signs or signal backplates
3	Requires consultant to perform minor study	Costs associated with minor professional services and/or maintenance-type activities
4	Requires consultant to perform in-depth study or minor design	Costs associated with in-depth professional services and/or minor capital improvements
5	Requires consultant to perform major design	Costs associated with capital project design and construction

Top Infrastructures (CDOT-Owned) Recommendations

Project Name	Location	Description	Resources	Priority	Ease of Implementation	Ease of Implementation Score	Cost Score	High Level Cost Estimate
SH 7/Huron St CDOT Coordination	Intersection of State Highway 7 and Huron Street	Monitor and engage in CDOT safety review	City staff	N/A	City staff to perform work	1	1	$0
120th Ave/Sheridan Blvd Road Safety Audit	Intersection of 120th Avenue and Sheridan Boulevard	Monitor intersection Consider for safety audit next year Utilize previously completed safety study Replace missing left lane assignment sign on NB mast arm.	City staff	N/A	City staff to perform work (coordination with other departments/agencies)	1	1	$0
120th Ave/Main St signal upgrades	Intersection of 120th Avenue and Main Street	Add NB/SB backplates. Add reflective plates all directions. Add 4 section NB/SB left turn heads for protected only phasing	Signs, backplates, signal heads, City crews	High	Minor signal items; City crews	2	3	$12k
120th Ave/Main St signal timing optimization	Intersection of 120th Avenue and Main Street	Check clearance intervals, and left turn phasing splits	City staff	Medium	City staff to perform work	1	1	$0
120th Ave/Main St CDOT coordination	Intersection of 120th Avenue and Main Street	Coordinate with upcoming CDOT signal project	City staff	Low	City staff to perform work	1	1	$0
Wadsworth Pkwy/Interlocken Loop signal upgrades	Intersection of Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Adjust signal head placement Maintain left-turn signage Maintain skip striping through intersection Install/maintain pedestrian countdown signal heads Install retroreflective signal backplates	Signs, backplates, signal heads, striping, City crews	Medium	Minor signing and striping items; City crews	2	3	$10k
Traffic analysis for Wadsworth Pkwy/Interlocken Loop	Intersection of Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Conduct weaving analysis (merge/diverge) for US 36 off-ramp approach including factors such as median, signalization and roadway/lane geometrics.	Consultant to perform study.	Medium	Medium cost. Allocation of funds for consultant services required	4	4	$100k
Wadsworth Pkwy corridor operation study	Wadsworth Parkway (State Highway 1212) from Interlocken Loop (State Highway 128) to Midway Boulevard	Conduct review of operations, wayfinding, geometrics, and other roadway characteristics along corridor	Consultant to perform study.	Medium	Medium cost. Allocation of funds for consultant services required	4	4	$50k
120th Ave/Chase St Safety Audit	Intersection of 120th Avenue and Chase Street	Monitor intersection Consider for safety audit next year	City staff	N/A	City staff to perform work	1	1	$0
SH 7/Sheridan Pkwy CDOT coordination	Intersection of State Highway 7 and Sheridan Parkway	Monitor and engage in CDOT safety review	City staff	N/A	City staff to perform work	1	1	$0
US 287/Miramonte Blvd signal and striping improvements	Intersection of US Highway 287 and Miramonte Boulevard	Add EB/WB left turn 4 section head. Consider WB bike lane, or sharrows EB/WB. Reflective backplates - all directions	Signal heads, striping, signs, City staff or consultant to analyze/design striping improvements	Medium	Minor signal items, City crews, City staff or consultant to perform design work	3	3	$20k
US 287/Miramonte Blvd signal optimization	Intersection of US Highway 287 and Miramonte Boulevard	Implement ped protect when button is pushed. Check clearance intervals on US 287 for higher speeds Consider overall operational review	City staff	Medium	City staff to perform work	1	1	$0
US 287/Miramonte Blvd pedestrian improvements	Intersection of US Highway 287 and Miramonte Boulevard	Consider directional ramps and pork chop islands in future.	Consultant to design ADA ramps. Contractor to install striping and ADA ramps.	Low	Medium cost. Allocation of funds or coordination with other project required.	4	4	$2M - $5M
US 287/Miramonte Blvd CDOT coordination	Intersection of US Highway 287 and Miramonte Boulevard	Coordinate with upcoming CDOT signal project	City staff	Low	City staff to perform work	1	1	$0
US 287/10th Ave Safety Audit	Intersection of US Highway 287 and 10th Avenue	Monitor intersection Consider for safety audit next year	City staff	N/A	City staff to perform work	1	1	$0

US 287/Nickel St signal and striping improvements	Intersection of US Highway 287 and Nickel Street	Install reflective backplates for all directions Perform maintenance on signal head hoods and backplates Improve WB wayfinding including sign visibility on departure and/or pavement wayfinding	Signs, backplates, signal heads, striping, City crews	Medium	Minor signing and striping items; City crews	2	3	$20k
US 287/Nickel St signal operational improvements	Intersection of US Highway 287 and Nickel Street	Replace WB left-turn signal head with 4-section head Implement protected phasing Check clearance times and railroad interconnect	Signal heads, City crews, City staff	High	Minor signal items; City crews, City staff	2	2	$4k
US 287/Nickel St intersection review	Intersection of US Highway 287 and Nickel Street	Review intersection for compliance before acceptance from CDOT (luminaires, phasing, backplates, heads etc.) Coordinate with future potential road diet	City staff	High	City staff to perform work	1	1	$0

Score	Ease of Implementation Description	Cost Description
1	Can be performed by City staff in the office	Can be incorporated in existing City staff / City crew duties
2	Can be performed by City crews in the field	Requires low-cost materials such as signs or signal backplates
3	Requires consultant to perform minor study	Costs associated with minor professional services and/or maintenance-type activities
4	Requires consultant to perform in-depth study or minor design	Costs associated with in-depth professional services and/or minor capital improvements
5	Requires consultant to perform major design	Costs associated with capital project design and construction

Non-Infrastructure Action List

Project Name	Description	Resources	Priority	Ease of Implementation	Ease of Implementation Score	Cost Score	High Level Cost Estimate (Outside City Staff)
Safe System Website and Dashboard Launch	Develop website and associated dashboard that shows up-to-date location, details, and trends of crashes in Broomfield; Immediate implementation of website/dashboard for public awareness	IT, GIS, Planning, Engineering or Police staff to develop and maintain the website and dashboard - estimate 120 staff hours/year	Medium	City staff to perform work	1	1	0
Interagency Safety Coordination Council (ISCC)	Create ongoing group and process for coordinating traffic safety efforts between agencies, organizations, and departments. Utilize or build on the combined stakeholder group list and hold 2x/year meetings to update/coordinate next steps in reducing Serious Outcome crashes	City staff (multiple departments) along with partnering agencies/entities - estimate 20 staff hours/year for coordination, documentation, and planning	Medium	City staff to perform work (coordination with other departments/agencies)	1	1	0
First Responder Crash Documentation Process Refinement	Refine and unify the process for documenting the what, how, and why of traffic crashes in the field, and allow for faster and more accurate crash data processing. Implement changes in first year to allow for uniform data comparison year-over-year	Planning, Engineering, Police staff to complete initial coordination and minor ongoing updates - estimate 40 hours total for engineering and police in first year (coordination, refinement, training), then 10 hours/year training	High	City staff to perform work (coordination with other departments/agencies)	1	1	0
Critical Emergency Route System Documentation	Document critical emergency response route system and policy. Identify primary/key emergency response routes. Develop policy for limiting delay on primary ER network and balancing every day vehicular speeds and response times.	Planning, Police, Fire, Hospital staff - estimate 40 hours for engineering to plan, coordinate, and document, and 20 hours for emergency personnel to provide input, review. (Ownership, and therefore hours, may be flipped to emergency personnel)	High	City staff to perform work (coordination with other departments/agencies)	1	1	0
Signal Timing Policy Development	Develop Signal Timing Policy, including Left Turn Protected Phasing Policy (Flashing Yellow Arrow, Full Left Turn Protected Phasing), Leading Pedestrian Interval (LPI) Policy (allows pedestrians a "head start" before cars get green light)	Planning, Engineering staff, potentially with outside consultant - estimate 60 hours of staff time if consultant completes document	High	City staff to perform work (potentially with outside consultant)	3	3	$30k
Pedestrian Crossing Treatment Guidelines/Standards Development	Develop Pedestrian Crossing Treatment Guidelines/Standards including Improving sight distance at pedestrian crossings (daylighting), Bumpouts/Curb Extensions at pedestrian crossings, Crossing treatments - which crossings get warning lights (RRFBs) or pedestrian hybrid beacons (PHB/HAWKs), which are striped, locations.	Planning, Engineering staff, potentially with outside consultant - estimate 60 hours of staff time if consultant completes document	High	City staff to perform work (potentially with outside consultant)	3	3	$30k
Roundabout Retrofit Study and Policy	- Implement consideration of roundabout options into safety, capital, and development projects. Complete high level overview study of intersections to identify locations of greatest potential.	Planning, Engineering staff, potentially with outside consultant - estimate 80 hours of staff time if consultant completes document	High	City staff to peform work (potentially with outside consultant for study portion)	2	3	$50k
Data-Driven Traffic Safety Cameras for automated enforcement (speed and red light cameras)	- Develop draft safety camera plan and deployment based on existing crash data trends and potential concern areas for review by CCoB staff and council	Planning, Engineering, Police, and Communications staff to develop deployment plan - estimate 200 hours of staff time to develop plan in first year, then 100 hours/year (depending on extent of deployment) of staff time between Police and Communications departments.	Medium	City staff to perform work	2	2	$300k

Score	Ease of Implementation Description	Cost Description
1	Can be performed by City staff in the office	Can be incorporated in existing City staff / City crew duties
2	Can be performed by City crews in the field	Requires low-cost materials such as signs or signal backplates
3	Requires consultant to perform minor study	Costs associated with minor professional services and/or maintenance-type activities
4	Requires consultant to perform in-depth study or minor design	Costs associated with in-depth professional services and/or minor capital improvements
5	Requires consultant to perform major design	Costs associated with capital project design and construction

Top Intersections (Broomfield-Owned) Recommendations

Rank	Project Name	N/S Street	E/W Street	Jurisdiction	Additional Review	Consideration	Recommendation	Outcome	Priority	Implement When	1st Step	2nd Step
7	Intersection of Lowell Boulevard and 144th Avenue	Lowell Boulevard	144th Avenue	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	CDOT LOSS 4, FI LOSS 4. Approach turn crashes responsible for severe crashes (inluding fatal). Red light running crashes	Upgrade left turn signs EB/WB on mast arms Change on EB backplates to reflective	Short Term, Low Cost Action	Medium	Available funds AND available maintenance crews	Allocate funds OR apply for systemic funding	Purchase and install materials
7	Intersection of Lowell Boulevard and 144th Avenue	Lowell Boulevard	144th Avenue	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	CDOT LOSS 4, FI LOSS 4. Approach turn crashes responsible for severe crashes (inluding fatal). Red light running crashes	Consider Protected only left turn phasing during PM peak Check clearance intervals Check coordinated offset for EB/WB arrivals on red	Operational Actions	Medium	Available staff time for analysis or funds for consultant services	Do Now	
7	Intersection of Lowell Boulevard and 144th Avenue	Lowell Boulevard	144th Avenue	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	CDOT LOSS 4, FI LOSS 4. Approach turn crashes responsible for severe crashes (inluding fatal). Red light running crashes	Pedestrian mobility (crosswalk) and directional ramps on east leg	Longer Term Items	Low	Available pedestrian or ADA funding OR adjacent capital/maintenance projects	Allocate funds OR coordinate with other project	
26	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Interlocken Loop Northbound Ramp	Flatiron Crossing Drive	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	High percentage of EB left turn approach turn crashes. WB opposing traffic downhill, on curve	Restripe EB left turn lane to just single left. Add wayfinding to mast arm	Short Term, Low Cost Action	Medium	Available staff time for analysis or funds for consultant services THEN available funds or pavement maintenance project	Do Now	Coordinate project with pavement maintenance OR fund as separate project
26	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Interlocken Loop Northbound Ramp	Flatiron Crossing Drive	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	High percentage of EB left turn approach turn crashes. WB opposing traffic downhill, on curve	Check pedestrian push button on north leg. Add ped re-service	Operational Actions	Low	Available maintenance crews	Do Now	
26	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Interlocken Loop Northbound Ramp	Flatiron Crossing Drive	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	High percentage of EB left turn approach turn crashes. WB opposing traffic downhill, on curve	Consider road diet in the corridor	Design / Construction	Low	Available funds for study	Allocate funds, perform study	If recommended, secure capital funds for project (restriping/temp improvements or permanent improvements)
26	Intersection of Flatiron Crossing Drive and Interlocken Loop Northbound Ramp	Interlocken Loop Northbound Ramp	Flatiron Crossing Drive	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	High percentage of EB left turn approach turn crashes. WB opposing traffic downhill, on curve	Monitor short term changes, consider protected only left turn phasing if needed.	Longer Term Items	Low	Available staff time for analysis or funds for consultant services	Do Now	
49	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Flatiron Crossing Drive	Interlocken Boulevard	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	Pedestrian crosswalks pulled back from intersection. 2 ped crashes in south crosswalk from right turning vehicles	Add stop bars across right turn lanes. Refresh left turn striping - skip past crosswalk and refresh in intersection	Short Term, Low Cost Action	Low	Available funds or pavement maintenance project	Allocate funds OR coordinate with other project	
49	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Flatiron Crossing Drive	Interlocken Boulevard	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	Pedestrian crosswalks pulled back from intersection. 2 ped crashes in south crosswalk from right turning vehicles	Consider road diet in the corridor	Design / Construction	Low	Available funds for study	Allocate funds, perform study	If recommended, secure capital funds for project (restriping/temp improvements or permanent improvements)
49	Intersection of Interlocken Boulevard and Flatiron Crossing Drive	Flatiron Crossing Drive	Interlocken Boulevard	Broomfield	RSA Group 1 Road Safety Audit; February 26, 2025	Pedestrian crosswalks pulled back from intersection. 2 ped crashes in south crosswalk from right turning vehicles	Intersection rebuild - bring crosswalk to porkchops and raised crosswalk across right turn lanes	Longer Term Items	Low	Available funds for design THEN available funds for construction	Allocate funds, perform design	Secure capital funds for project

Top Intersections (CDOT-Owned) Recommendations

Rank	Project Name	N/S Street	E/W Street	Jurisdiction	Additional Review	Consideration	Recommendation	Outcome	Priority
1	Intersection of State Highway 7 and Huron Street	Huron Street	State Highway 7	CDOT	CDOT SH 7 Safety Study	Other safety efforts by CDOT underway	Monitor and engage in CDOT safety review	Short Term, Low Cost Action	N/A
2	Intersection of 120th Avenue and Sheridan Boulevard	Sheridan Boulevard	120th Avenue	CDOT		Large urban intersection. No particular pattern/trends. Relatively high rear end and alcohol related crashes. US 287/120th Multimodal and Safety Study	MONITOR. Consider for safety audit next year. Utilize previously completed safety study	Short Term, Low Cost Action	N/A
3	Intersection of 120th Avenue and Main Street	Main Street	120th Avenue	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	CDOT LOSS 4, FI LOSS 4. High number (11) of N-S approach turn crashes	Replace missing left lane assignment sign on NB mast arm. Add NB/SB backplates. Add reflective plates all directions. Add 4 section NB/SB left turn heads for protected only phasing	Short Term, Low Cost Action	High
3	Intersection of 120th Avenue and Main Street	Main Street	120th Avenue	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	CDOT LOSS 4, FI LOSS 4. High number (11) of N-S approach turn crashes	Check clearance intervals, and left turn phasing splits	Operational Actions	Medium
3	Intersection of 120th Avenue and Main Street	Main Street	120th Avenue	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	CDOT LOSS 4, FI LOSS 4. High number (11) of N-S approach turn crashes	Coordinate with upcoming CDOT signal project.	Longer Term Items	Low
4	Intersection of Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Wadsworth Parkway (State Highway 121)	Interlocken Loop (State Highway 128	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	EB US off ramp to SH 121 to SH 128 merge and weave	Significant signal equipment maintenance needs (signal head placement, left turn signage, skip striping, ped countdown, reflective plates etc.)	Short Term, Low Cost Action	Medium
4	Intersection of Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Wadsworth Parkway (State Highway 121)	Interlocken Loop (State Highway 128	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	EB US off ramp to SH 121 to SH 128 merge and weave	Alternative analysis for weave issue (median, signalization, or geometrics on US 36 off ramp approach)	Operational Actions	Medium
4	Intersection of Wadsworth Parkway (State Highway 121) and Interlocken Loop (State Highway 128)	Wadsworth Parkway (State Highway 121)	Interlocken Loop (State Highway 128	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	EB US off ramp to SH 121 to SH 128 merge and weave	Corridor review of operations, wayfinding, geometrics etc. along SH 121 from 128 to Midway.	Longer Term Items	Medium
5	Intersection of 120th Avenue and Chase Street	Chase Street	120th Avenue	CDOT		Smaller side street just west of Sheridan Crashes may be related to Sheridan	MONITOR. Consider for safety audit next year	Short Term, Low Cost Action	N/A
6	Intersection of State Highway 7 and Sheridan Parkway	Sheridan Parkway	State Highway 7	CDOT	CDOT SH 7 Safety Study	Other safety efforts by CDOT underway	Monitor and engage in CDOT safety review	Short Term, Low Cost Action	N/A
8	Intersection of US Highway 287 and Miramonte Boulevard	US Highway 287	Miramonte Boulevard	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	Two bike crashes crossing US Highway 287	Add EB/WB left turn 4 section head. Consider WB bike lane, or sharrows EB/WB. Reflective backplates - all directions	Short Term, Low Cost Action	Medium
8	Intersection of US Highway 287 and Miramonte Boulevard	US Highway 287	Miramonte Boulevard	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	Two bike crashes crossing US Highway 287	Implement ped protect when button is pushed. Check clearance intervals on US 287 for higher speeds Consider overall operational review	Operational Actions	Medium
8	Intersection of US Highway 287 and Miramonte Boulevard	US Highway 287	Miramonte Boulevard	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	Two bike crashes crossing US Highway 287	Consider directional ramps and pork chop islands in future.	Design / Construction	Low
8	Intersection of US Highway 287 and Miramonte Boulevard	US Highway 287	Miramonte Boulevard	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	Two bike crashes crossing US Highway 287	Coordinate with upcoming CDOT signal project.	Longer Term Items	Low
9	Intersection of US Highway 287 and 10th Avenue	US Highway 287	10th Avenue	CDOT		Rear end crash pattern (26 crahes). No other particular trend / pattern	MONITOR. Consider for safety audit next year	Short Term, Low Cost Action	N/A
10	Intersection of US Highway 287 and Nickel Street	Nickel Street	US Highway 287	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	WB left turn approach turn crashes. WB red light running crashes	Reflective backplates all direction. Maintenance on hoods, plates. Improve WB wayfinding - WB sign visibility on departure, or pavement wayfinding	Short Term, Low Cost Action	Medium
10	Intersection of US Highway 287 and Nickel Street	Nickel Street	US Highway 287	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	WB left turn approach turn crashes. WB red light running crashes	Replace WB left turn with 4 section head - Protected phasing, check clearance times, and RR interconnect	Operational Actions	High
10	Intersection of US Highway 287 and Nickel Street	Nickel Street	US Highway 287	CDOT	RSA Group 2 Road Safety Audit; March 5, 2025	WB left turn approach turn crashes. WB red light running crashes	Review intersection for compliance before acceptance from CDOT (luninaires, phasing, backplates, heads etc.) Coordinate with future potential road diet	Longer Term Items	High

Toolbox of Safety Countermeasures

March 2025

Location / Type of Crash	Countermeasure	Signing and Striping	Operations / Traffic Contr	Low Cost Infrastructure	Infrastructure - Capital	Maintenance	Enforcement	Education	Program	Standards / Policies	Applicability	Considerations / Cautions
Speed												
	Additional speed limit signs	X										Negligible impact
	Road diet / narrowing of lanes	X		X							Lower volume roads (<15,000 VPD)	Maybe able to add other features such as bike lanes, center turn lane. Be careful about impact at intersections where auxiliary lanes are needed.
	Progression with slower speed		X								Corridor with consistent, coordinated signals	May impact timing of cross corridors
	Add side friction - channelizing islands/bumpouts			X	X						Channelizing islands requires right turn lane.	Could be benefit in areas with crosswalks to shorten ped distances. May require relocating signal poles.
	Add parking	X		X							Can be easy if road is wide - striping only	Watch for visibility at intersections, door zone bike crashes
	Narrower roads				X					X	Could be a standards based approach	11 ft mimimum of pavement (not including pan). Could be done with striping (wider bike lanes).
	Speed Cameras						X				If allowed	Need realistic speed limits and data driven approach.
	Neighborhood mitigation - feedback signs, humps			X					X		Neighborhood, local and collector streets.	Best if done as a consistent program with evaluation.
	Neighborhood outreach							X			Best if done within a holistic education campaign.	Requires considerable staff time.
	Review Speed limit		X							X	Where prevailing speeds differ from the posted speed.	Changing speed limit found to have limited impact on travel speeds.
	Targeted enforcement						X				Where speeding concerns exist.	Can provide data-driven locations to Police. Limited staff availability.
Intersections												
Approach Turn	Eliminate offset left turns	X								X	In urban areas where head on crashes not frequent.	
	Limit / eliminate allowed turns		X									Can be political, watch for traffic detours to other routes.
	Platoon creation		X								Corridor with signals.	May be done with coordinated signal timing.
	Protected only left turn phasing		X								Use Left Turn Phasing flowchart	May cause increased delay.
	Lagging left turn phasing		X								Works well at T intersections	Watch for yellow trap at 4 legged intersections.
	FYA - protected only by time of day		X								If crashes are prominent at specfic times of day (congestion based).	Need four section head
	See also Red Light Running											
Intersections - *Continued*												

Location / Type of Crash	Countermeasure	Signing and Striping	Operations / Traffic Contr	Low Cost Infrastructure	Infrastructure - Capital	Maintenance	Enforcement	Education	Program	Standards / Policies	Applicability	Considerations / Cautions
Right Angle												
Unsignalized Intersections	Stop Ahead Signs	X									Stop sign running crash pattern	
	Stop Ahead Pavement Markings	X									Stop sign running crash pattern	Best to use durable markings for less maintenance
	Oversized STOP sign	X									Stop sign running crash pattern	May require a double post
	Stop line	X									Stop sign running crash pattern	Best to use durable markings for less maintenance
	Gate post stop signs (median)	X									Stop sign running crash pattern and if there's a median	
	Improve STOP sign retroreflectivity	X									Stop sign running crash pattern	
	Improve sight distance					X					Failure to Yield after stop crash pattern	
	Remove adjacent on street parking		X								Failure to Yield after stop crash pattern	Can be political. Typically, at least two spaces need to be removed from the through street on each side of the stopped approach(es).
	Implement RI/RO or 3/4 movement		X		X						Failure to Yield after stop crash pattern	Can be politically difficult. Signage only not effective - requires raised channelization (medians etc.)
	Install All-Way STOP	X	X								Unsignalized intersection	Consider MUTCD all-way STOP guidelines
	Install traffic signal		X		X						Warrant study needed	Consider MUTCD signal warrants
Signalized Intersections	Prohibit Right Turn on Red	X									Failure to Yield after stop crash pattern.	Requires enforcement. Increases number of right turns on green.
	Eliminate night flash		X									Best at intersections equipped to operate fully-actuated.
	See also Red Light Running											
Other	Install Roundabout				X					X	Unsignalized or signalized intersection	May require additional ROW.
Rear End												
	Addition of right, left turn auxiliary lanes				X						Unsignalized or signalized intersection	If bike lane exists, move it to left of a right turn lane.
	Free right turn lane				X						Unsignalized or signalized intersection	May require channelizing island.
	Road Diet	X		X							Unsignalized or signalized intersection - in locations where there are no auxiliary left turn lanes and diet creates space for one	
Signalized Intersections	Offset changes - fewer arrivals at change of phase		X								In coordinated corridor	
	Dilemma zone detection		X								Higher speed intersection approaches	Requires actuated coordination when signals coordinated
	Adaptive signal control		X								Areas with varying side street volumes.	Increased requirements for detection.
	Remove unwarranted signal		X									Consider MUTCD signal warrants
	Convert protected lefts to protected/permitted		X								In congested locations	To increase capacity, but may increase left turn crashes
	Provide more green time to affected approaches		X									Consider operational impacts to other movements
	Remove red light camera						X				If red light camera is present	Do evaluation for appropriateness
Intersections - *Continued*												

Location / Type of Crash	Countermeasure	Signing and Striping	Operations / Traffic Contr	Low Cost Infrastructure	Infrastructure - Capital	Maintenance	Enforcement	Education	Program	Standards / Policies	Applicability	Considerations / Cautions
Red Light Running	Signal Ahead signs	X									For locations with limited visibility of signal	Be cautious about sign clutter
	Offset changes - fewer arrivals at change of phase		X								Coordinated corridor	
	Dilemma zone detection		X								Higher speed intersection approaches	Requires actuated coordination when signals coordinated
	Add another signal head		X								Where visibility is a concern.	
	Yellow change intervals		X									Consider ITE recommendations
	All red clearance interval		X									Consider ITE recommendations
	Flashing beacon advance warning of signal		X									Could be prepare to stop when flashing - synchronized with signal
	Backplates w/ reflective borders			X								Low cost
	Visibility of signal heads					X					For locations with limited visibility of signal	
	Red light cameras						X				If allowed	May increase rear end crashes
Run off Road - T Intersection												
	Double arrow	X										
	End of road 9-balls	X										
	T intersection advance warning sign	X									Especially applicable if visibility of intersection is limited.	
	Add centerline, STOP AHEAD markings, STOP bar	X									Especially applicable if visibility of intersection is limited.	
	Oversize stop signs	X										
	Flashing lights on stop signs	X										Requires ongoing maintenance. Not recommended due to consistency issues and standard of care concerns.
	Rumble strips on approach			X							Best in non-residential areas	Can be noisy. Do not place rumbles in bike lane
	Retroreflectivity of STOP signs					X					If signs are faded	
Other												
	Add signal		X									Consider MUTCD signal warrants
	Remove signal		X									Consider MUTCD signal warrants
	ALL WAY STOP		X									Consider MUTCD all-way STOP guidelines
	Add median islands/strip curbing			X								Can help delineate opposing lanes
	Remove / limit nearby driveways			X								Requires outreach and alternative options
	Street lighting					X					If crashes are nightime related	
	Improve geometry - align lanes, reduce angles				X							May require substantial effort - capital project
Roadway Segments												
Roadway Departure												

Location / Type of Crash	Countermeasure	Signing and Striping	Operations / Traffic Contr	Low Cost Infrastructure	Infrastructure - Capital	Maintenance	Enforcement	Education	Program	Standards / Policies	Applicability	Considerations / Cautions
	Enhanced delineation for horizontal curves	X										Could be signing or striping (arrows, chevrons etc.). Ensure edge striping is in good condition
	Wider edge lines	X										
	Safety Edge			X							For locations w/o curbing	Allows vehicles to correct back onto road. Best if done during maintenance activities
	Adding curb			X								Consider drainge impacts
	Rumble strips			X								Can be noisy - Use caution in residential areas. Do not put rumbles in bike lane.
	Geometric design improvements				X						For example sharp horizontal curves.	
	Widen shoulders				X						In locations with narrow roadways	Also supports bicycle mobility
Head On	Centerline stripe	X									If no striping exists	
	Medians			X								
	Median barriers			X								
	Centerline rumbles			X								
	Add TWLTL				X						Could be done thorugh a road diet	Consider volumes
	Replace TWLTL with raised median				X						If unregulated turns are contributing to crashes	Consider turning movements and driveway accesses. May require outreach.
Accesses / Driveways	Limit turns from driveways - especially lefts		X									Likely requires physical modifications - signage not enough. Requires outreach
	Medians			X	X							Requires outreach.
	Add TWLTL				X						Could be done thorugh a road diet	Consider volumes
	Improve visibility of driveway					X					If visibility is limited	Could be done through landscape trimming
	Corridor access management									X	Longer commercial corridor	Planning / outreach study may be needed
	Change driveway density									X		Longer term land use approach
Pedestrian Crashes												
Intersections	Crosswalk markings	X									Where warranted.	Avoid overuse.
	Leading pedestrian intervals		X								Signalized intersection	Caution if left turn phasing is present
	Relocate ped push button		X								Signalized intersection where signal pole shadows waiting ped	
	Prohibit right turns on red		X								Could be done on a cycle by cycle basis	Requires enforcement. Increases right turns on green.
	Protected ped time for crossing (red arrow)		X									Ped actuated cycle by cycle
	Pedestrian countdown timer		X									Now required by MUTCD.
	Street lighting			X							If crashes are nighttime related	
	Add channelizing islands at right turn lanes				X						Can shorten pedestrian crossing distances	
	Training people to push the button							X				Best if part of an education campaign

Location / Type of Crash	Countermeasure	Signing and Striping	Operations / Traffic Contr	Low Cost Infrastructure	Infrastructure - Capital	Maintenance	Enforcement	Education	Program	Standards / Policies	Applicability	Considerations / Cautions
Uncontrolled Crossings												
	Review for crosswalk markings	X										Consider CDOT's Pedestrian Crossing Installation Guide or other national best practices
	Review for visibility of peds (curves/ vegetation)					X					If visibility is a concern	
	Crosswalk signage (state law in pavement, advance etc)	X									Visibility enhancements	
	RRFB / PHB / Ped signal		X									Consider CDOT's Pedestrian Crossing Installation Guide or other national best practices
	Road diet to eliminate multiple threat			X							Lower volume roads (<15,000 VPD)	Consider vehicle volumes
	Median refuge for 2-stage crossing			X								
	Grade separation - underpass				X						For high use trails under higher speed, higher volume arterials	Consider CDOT's Pedestrian Crossing Installation Guide or other national best practices
	Street lighting			X							If crashes are nighttime related	
	Education campaign							X				
Road Segments												
	Adding sidewalk				X						Where sidewalks are missing.	
	Widen sidewalk				X						Where sidewalks are substandard, or used more like multi-use path.	
	Add separation - detached sidewalk				X							Requires wider ROW.
	Add curbing between travel lanes / walk			X								Impacts plowing / maintenance.
	Wayfinding to better routes	X						X				If encouraging people to use low stress routes, then arterial crossings become more important.
	Street lighting			X							If crashes are nighttime related	
Bicycle Crashes												
Intersections												
	Bring bike lanes to intersection	X										Needs context sensitive design using standards and guildelines .
	Bike lanes to left of right turn lanes	X										Required by MUTCD
	Green paint?	X									Recommended in high conflict areas and where bikes have the right of way.	Caution for overuse. Consider maintenance requirements.
	Bike signal		X								Where bikes are on a separate facility.	Follow MUTCD requirements.
	Education - for both bicyclists/motorists							X			To reduce riding against traffic, and to get motorists to look right before turning right.	
Uncontrolled Crossings												
	Two-way path signage	X										
	Vehicle crossing signs on bike paths	X										
	Review for enhanced treatment		X									Consider CDOT's Pedestrian Crossing Installation Guide or other national best practices

Location / Type of Crash	Countermeasure	Signing and Striping	Operations / Traffic Contr	Low Cost Infrastructure	Infrastructure - Capital	Maintenance	Enforcement	Education	Program	Standards / Policies	Applicability	Considerations / Cautions
	RRFB, PHB, bike signal		X									Consider CDOT's Pedestrian Crossing Installation Guide or other national best practices
	Grade separation - underpass				X						For high use trails under higher speed, higher volume arterials	Consider CDOT's Pedestrian Crossing Installation Guide or other national best practices
	Wayfinding	X						X				If encouraging people to use low stress routes, then arterial crossings become more important.
	Education							X			To reduce riding against traffic, and to get motorists to look right before turning right.	
Road Segments												
	Bike lane striping	X										
	Wider bike lane striping (6")	X										
	Buffer striping	X										
	Protected bike lanes			X								Consider maintenance requirements. Can impact driveways. Need to carefully consider how to manage bike lane at intersections (right hooks etc.)
	Parking buffer	X									If bike crashes are door zone crashes	
	Reverse angle parking	X									If bike crashes are due to backing vehicles	Check if allowed, needs education, wider parking slots
Snow and Ice Crashes												
	Pavement friction management			X								Need to work with maintenance staff
	Coordination with sanding / plowing					X						Need to work with maintenance staff

SOURCES:
FHWA *Crash Modification Factors Clearinghouse*
FHWA *Proven Safety Countermeasures*
FHWA *Highway Safety Manual*

All RSA Intersections - Safety Based Action Items

High Priority Items
Priority Items

	Rank	Fac ID	Intersection N/S Street	Intersection E/W Street	Jurisdiction	On the High Injury Network?	Additional Review	Considerations	Outcomes: Short Term, Low Cost Action	Outcomes: Operational Actions	Outcomes: Design / Construction	Outcomes: Longer Term Items
Top 10 Intersections	1	142771	Huron St	State Highway 7	CDOT		CDOT SH 7 Safety Study	Other safety efforts by CDOT underway	Monitor and engage in CDOT safety review			
	2	627926	Sheridan Blvd	120th Ave	CDOT			Large urban intersection. No particular pattern/trends. Relatively high rear end and alcohol related crashes. US 287/120th Multimodal and Safety Study	MONITOR. Consider for safety audit next year. Utilize previously completed safety study			
	3	118622	Main St	120th Ave	CDOT		RSA Group 2 Road Safety Audit March 5, 2025	CDOT LOSS 4, FI LOSS 4. High number (11) of N-S approach turn crashes	Replace missing left lane assignment sign on NB mast arm. Add NB/SB backplates. Add reflective plates all directions. Add 4 section NB/SB left turn heads for protected only phasing	Check clearance intervals, and left turn phasing splits		Coordinate with upcoming CDOT signal project.
	4	118594	Wadsworth Pkwy (SH 121)	Interlocken Loop (SH 128)	CDOT		RSA Group 2 Road Safety Audit March 5, 2025	EB US off ramp to SH 121 to SH 128 merge and weave	Significant signal equipment maintenance needs (signal head placement, left turn signage, skip striping, ped countdown, reflective plates etc.)	Alternative analysis for weave issue (median, signalization, or geometrics on US 36 off ramp approach)		Corridor review of operations, wayfinding, geometrics etc. along SH 121 from 128 to Midway.
	5	118633	Chase St	120th Ave	CDOT			Smaller side street just west of Sheridan Crashes may be related to Sheridan	MONITOR. Consider for safety audit next year			
	6	70598	Sheridan Pkwy	State Highway 7	CDOT		CDOT SH 7 Safety Study	Other safety efforts by CDOT underway	Monitor and engage in CDOT safety review			
	7	70289	Lowell Blvd	144th Ave	Broomfield		RSA Group 1 Road Safety Audit February 26, 2025	CDOT LOSS 4, FI LOSS 4. Approach turn crashes responsible for severe crashes (inluding fatal). Red light running crashes	Upgrade left turn signs EB/WB on mast arms Change on EB backplates to reflective	Consider Protected only left turn phasing during PM peak Check clearance intervals Check coordinated offset for EB/WB arrivals on red		Pedestrian mobility (crosswalk) and directional ramps on east leg
	8	118562	US Highway 287	Miramonte Blvd	CDOT		RSA Group 2 Road Safety Audit March 5, 2025	Two bike crashes crossing US 287	Add EB/WB left turn 4 section head. Consider WB bike lane, or sharrows EB/WB. Reflective backplates - all directions	Implement ped protect when button is pushed. Check clearance intervals on US 287 for higher speeds Consider overall operational review	Consider directional ramps and pork chop islands in future.	Coordinate with upcoming CDOT signal project.
	9	118559	US Highway 287	10th Ave	CDOT			Rear end crash pattern (26 crahes). No other particular trend / pattern	MONITOR. Consider for safety audit next year			
	10	68582	Nickel St	US Highway 287	CDOT		RSA Group 2 Road Safety Audit March 5, 2025	WB left turn approach turn crashes. WB red light running crashes	Reflective backplates all direction. Maintenance on hoods, plates. Improve WB wayfinding - WB sign visibility on departure, or pavement wayfinding	Replace WB left turn with 4 section head - Protected phasing, check clearance times, and RR interconnect		Review intersection for compliance before acceptance from CDOT (luminaires, phasing, backplates, heads etc.) Coordinate with future potential road diet
Additional Locations	26	622226	Interlocken Loop NB Ramp	Flatiron Crossing Dr	Broomfield		RSA Group 1 Road Safety Audit February 26, 2025	High percentage of EB left turn approach turn crashes. WB opposing traffic downhill, on curve	Restripe EB left turn lane to just single left. Add wayfinding to mast arm	Check pedestrian push button on north leg. Add ped re-service	Consider road diet in the corridor	Monitor short term changes, consider protected only left turn phasing if needed.
	49	118531	Flatiron Crossing Dr	Interlocken Blvd	Broomfield		RSA Group 1 Road Safety Audit February 26, 2025	Pedestrian crosswalks pulled back from intersection. 2 ped crashes in south crosswalk from right turning vehicles	Add stop bars across right turn lanes. Refresh left turn striping - skip past crosswalk and refresh in intersection		Consider road diet in the corridor	Intersection rebuild - bring crosswalk to porkchops and raised crosswalk across right turn lanes

Seven (7) Roadway Safety Audits completed
Intersection not reviewed with this set of Road Safety Audits

All Action Items

High Priority Items
Priority Items

	Safe System Components	Goal	Recommendation	Details	Additional Review / Study	Considerations	Horizon: Immediate Fixes (lower cost, quicker implementation)	Horizon: Major Changes (moderate to high cost, moderate timeframe)	Horizon: Paradigm Shift (moderate to high cost, longer-term timeframe, or long-term shift in public views/ actions on safety)	Components: Signing/ Striping	Components: Operations/ Traffic Control	Components: Maintenance	Components: Policies/ Guidelines	Components: Enforcement	Components: Programs	Components: Education	Cost	Funding Sources	Responsible Party	Applicability
Infrastructure/Operations	SS	CR	Road Safety Audit (RSA) Recommendations for Top Locations	- Recommendations identified in spreadsheet, include replacing missing signs, signal backplates, adding protected left turn arrow signal heads, signal maintenance, roadway striping updates, and some additional traffic analysis.	Additional traffic analysis in some locations - See Spreadsheet	See Broomfield Intersections Spreadsheet	See Spreadsheet						See Spreadsheet				$ - $$ for most individual projects		Broomfield Transportation and Public Works	RSA-Specific Locations
	SS, SR	CR P/FS	Annual Review of Current and New Hotspots and Prioritizing Top 10 Projects based on Road Safety Audit Program, Utilizing Countermeasure Toolbox Tools	- Flashing yellow arrow (FYA) signal phasing - Protect left turns where feasible - Shift left turn lanes for better visibility (positive offset - Improve sight distance at corners (daylighting) - Right turn "slip lane" angle shifted for better visibility - Retroreflective signal head backplates - Speed limits review - Other location-specific improvements with future studies	Varies		- FYA signal phasing - Protect left turns where feasible - Improve sight distance at corners (daylighting) - Retroreflective signal head backplates	- Shift left turn lanes for better visibility (positive offset) - Right turn "slip lane" angle shifted for better visibility - Speed limits review	- Other capital projects as future location-specific studies recommend	X	X	X	X				$ - $$ Immediate Fixes; $$$ Major Changes; $$$$ Paradigm Shift	CIP, Grants	Broomfield Transportation and Public Works	Specific Locations Across Broomfield after further study
Policies/Guidelines	SS, SR	CR, ER, P/FS	Signal Timing Policy Development	- Left Turn Protected Phasing Policy (Flashing Yellow Arrow, Full Left Turn Protected Phasing) - Leading Pedestrian Interval (LPI) Policy (allows pedestrians a "head start" before cars get green light)	Policy Document	Adopt a national standard or guidelines, or one from a peer community?	- Likely will result in quick-implementation timing or phasing updates at some intersections	- Policy development and approval	- Systemic changes to public's experience of left turn phasing	X	X		X				$ - $$	CIP, Grants	Broomfield Transportation and Public Works	Citywide, but target identified left-turn crash locations and ped crash locations.
	SS, SR	CR, RB, TD, P/FS	Pedestrian Crossing Treatment Guidelines/Standards Development	- Improving sight distance at pedestrian crossings (daylighting) - Bumpouts/Curb Extensions at pedestrian crossings - Crossing treatments - which crossings get warning lights (RRFBs) or pedestrian hybrid beacons (PHB/HAWKs), which are striped, locations	Guidelines/ Standards Document	Adopt a national standard or guidelines, or one from a peer community?	- Likely will result in quick-implementation projects at some crossings	- Standards/Guidelines development and approval	- Systemic and uniform public experience of pedestrian crossing prioritization	X	X		X				$ - $$	CIP, Grants	Broomfield Transportation and Public Works	Citywide
	SS, SR	CR, RB, TD, P/FS	Bike Facility Treatment Guidelines/Standards Development	- Green markings standards - Facility selection - Horizontal and Vertical buffer treatments - Bicycle Boulevard treatments	Guidelines/ Standards Document	Adopt a national standard or guidelines, or one from a peer community?	- Likely will result in quick-implementation projects in some locations	- Standards/Guidelines development and approval	- Systemic and uniform public experience of bike facility treatment and protection	X	X	X	X				$ - $$	CIP, Grants	Broomfield Transportation and Public Works	Citywide
	SS, SR	CR, RB, TD, P/FS	Radar Speed Sign Policy and Plan	- Develop radar speed sign policy for implementation as appropriate in areas across CCoB	Policy and Plan Document		- Plan will recommend locations for quick-implementation signs	- Policy and Plan development and approval	- Increased awareness of context sensitive speeds and individual compliance	X			X				$ - $$	CIP, Grants	Broomfield Transportation and Public Works	Per Plan, but target speed concern and speed-related crash locations
	SU, PC	ER, P/FS, CC	Critical Emergency Route System Documentation	- Develop/document critical emergency response route system and policy for limiting delay inducing mitigation to elements of that system to allowable levels		Identify primary emergency response routes, rather than identifying all roads as potential emergency response routes	- Formalize emergency response route network, focusing on primary routes	- Develop policy for limiting delay on primary ER network and balancing every day vehicular speeds and response times					X				$		EMS	Citywide
	SS, SR	CR, P/FS	Safety-Focused Project Prioritization Policy	- Develop/refine project prioritization policy for future projects to include emphasis on effective safety outcomes, access and connectivity for vulnerable road users and underserved communities		Greatest opportunity to encorporate and focus on underserved communities	- Document current policy and how it utilizes safety metrics	- Develop/refine policy to emphasis safety oucomes, VRUs, and underserved communities					X				$		Broomfield Transportation and Public Works	All projects
	SS, SR	CR, ER, RB	Speed Limit Setting Policy Review	- Review speed limit setting policy and adjust to create context-sensitive speed limit recommendations	Develop/Review Policy Document		- Policy development - Speed limit updates based on plan			X			X				$	CIP, Grants	Broomfield Transportation and Public Works	Per Plan, but target speed concern and speed-related crash locations
	SS, SR	CR	Roundabout Retrofit Study	- Implement consideration of roundabout options into safety, capital, and development project. Complete high level overview study of intersections to identify locations of greatest potential.		Complete study and find first, ideal conversion location. Policy can develop in parallel to study or after.	- Study development - Initiate first conversion	- Develop policy that considers roundabouts for each major intersection improvement location		X	X		X				$$		Broomfield Transportation and Public Works	Citywide (policy and study)
Enforcement	SS, SU	CR, ER, RB, TD, P/FS	Data Driven Targeted Enforcement	- Continue data driven targeted enforcement through the Strategic Traffic Enforcement Program (STEP): Law Enforcement will conduct speed enforcement on a regular basis at locations with documented or reported speeding concerns, in active school zones, and at locations where speeding has contributed to crash types which often result in severe outcomes.	Targeted Enforcement Plan with Police based on Crash Data	Equity considerations of increased enforcement	- Opportunity for quick implemenatation of initial enforcement locations	- Alocate up to 2 additional staff members in police department to focus on implementing traffic safety targeted enforcement plan. - Create a digital tool for law enforcement to see where speed-related crashes are occurring, the locations and active times of school zones, and speeding complaint locations in order for targeted enforcement to be data driven and current.							X			$ - $$		Broomfield Police	Citywide, but target speed concern and red-light running locations
	SS, SU	CR, ER, RB, TD, P/FS	Data-Driven Traffic Safety Cameras for automated enforcement (speed and red light cameras)	- Develop draft safety camera plan and deployment based on existing crash data trends and potential concern areas for review by CCoB staff and council	Draft Traffic Safety Camera Plan	Political considerations of safety cameras	- Plan development	- Adopt and implementation of safety camera plan at high-risk locations, increasing public awareness and compliance							X		$ - $		Broomfield Police	Citywide, but target red-light running locations
	SS, SU	CR, ER, RB, TD, P/FS, CC	First Responder Crash Documentation Process Refinement	- Refine and unify the process for documenting the what, how, and why of traffic crashes in the field, and allow for faster and more accurate crash data processing		Already in process with this plan	- Implement changes in first year to allow for uniform data comparison year-over-year							X (First Responder)			$	Existing	Broomfield Transportation and Public Works and Police	Citywide, including state highways

Programs	SS, SF	CR, ER, CC	Civilian Traffic Investigator	- Develop and implement a Civilian Traffic Investigator position: This position will be dedicated to handling crash investigations and, freeing up officers for additional traffic enforcement.		Planning, Engineering, Police, and Communications staff to develop deployment plan, Police and Communications departments to deploy plan.	- Initial planning and deployment of progration/position.	- Ongoing support of position					X			$$		Police	Citywide
	SR, SU, SV, PC	CR, ER, RB, TD, CC	Interagency Safety Coordination Council (ISCC)	- Create ongoing group and process for coordinating traffic safety efforts between agencies, organizations, and departments		Already in process with this plan	- Utilize or build on the combined stakeholder group list and hold 2x/year meetings to update/coordinate next steps in reducing Serious Outcome crashes	- Develop school-emergency response-public works process for documenting and fixing transportation safety concerns around schools.	- Through ISCC collaboration, develop innovative and emerging technologies and treatments at the nexus of healthcare and emergency response, such as documenting and quantifying near miss and underreported crashes and reducing severity of outcomes when crashes do occur.				X			$	Existing	Emergency Response Staff, Transportation Staff, Maintenance Staff, School Staff, Hospital Staff	Citywide and beyond
	SS, SR	CR, ER, RB	Neighborhood Traffic Mitigation Program Refinements	- Update NTMP Program process to focus on context-sensitive speeds, consider locations with fewer actual crashes or high potential for crashes, and evaluation of roadway context and concerns	- Review current program and peer programs	Current program compares 85th %ile speeds to existing speed limit and requires a set number of accidents in a one-year period, and a 2/3 majority approval by neighbors	- Updates to plan and review of past 1-2 years of requests. Implement improvements if applicable.			X	X		X		$ - $$	CIP, Grants	Broomfield Transportation and Public Works	Citywide
	SS, SR, SU	CR, RB, TD, CC	Continued Monitoring and Evaluation of Crashes/Trends Each Year	- Designate staff and process for scrubbing and monitoring of crashes throughout the year, and evaluation of crash trends once per year	- Ongoing evaluation	Process set up by this plan	- Crash review and processing to feed into "hotspot" development and safety project prioritization						X		$	Existing	Broomfield Transportation and Public Works	Citywide
	SS, SR, SU	CR, RB, TD, CC	Additional Road Safety Audits (RSAs) Each Year	- Complete four (4) Road Safety Audits each year	- Road Safety Audits	Follow standard RSA process, incorporating equity considerations in RSA location selection	- Implement low cost improvements found in the first years of additional RSAs.	- Conduct a desktop road safety audit for every public or private transportation project during the design process. Conduct field road safety audit of projects after construction is completed and traffic is using the roadways.	- Results will include varied cost and timeframe recommendations	X	X	X				$	Existing	Broomfield Transportation and Public Works	Citywide
Education/Outreach	SU	CR, RB, CC	Safety Ad Campaign	- Develop and launch a safety ad campaign to focus on behavior crash trends, such as: - Phones Down and Distracted Driving - Motorcycles/Vulnerable Road Users (VRUs) - Speeding - Other trends if they develop - Utilize platforms such as Facebook advertising, Bus stop signs (Outfront), and targeted advertising to audiences more commonly involved in traffic crashes		Utilize Broomfield Marketing Staff or outside consultant, making sure campaign is focused. May coordinate with CDOT campaigns.		- Public safety campaign impacts may be more gradual	- Ultimate goal with safety campaigns is shift in public behavior and understanding of the problem					X	$$ - $$$	Grants	Broomfield Marketing	Citywide and beyond
	SU	CR, RB, CC	School-focused Traffic Safety Support and Coordination	- Coordinate with local schools and districts to determine potential for specific location or city-wide education and outreach program		Focuses on safety education and outreach, but can also feed back into the RSA or infrastructure implementation loop	- Small adjustments to infrastructure based on school feedback	- Ongoing education and outreach program	- Ultimate goal of building awareness of transportation safety and crash impacts from a young age - this is the true "long game"				X	X	$$		Broomfield transportation and Public Works	Citywide and beyond
	SS, SR, SU	CR, RB, TD, CC	Vision Zero Website and Dashboard Launch	- Develop website and associated dashboard that shows up-to-date location, details, and trends of crashes in Broomfield		Already in process with this plan	- Immediate implementation of website/dashboard for public awareness						X	X	$	Existing	Broomfield Transportation and Public Works	Citywide
															$ ($0 - $40,000), $$ ($40,000 - $200,000), $$$ ($200,000 - $1,000,000), $$$$ ($1,00,000+)			

BROOMFIELD TRANSPORTATION

SAFETY ACTION PLAN

City and County of Broomfield

City Council Regular Meeting

C. Public Hearing - Ordinance Second Reading- Public Land Dedication

Meeting	Agenda Group
Tuesday, September 23, 2025, 6:00 PM	Action Items Item: 7C.

Presented By
Branden Roe, Principal Planner

Community Goals
☑ Thriving, Diverse, Safe and Welcoming Community

Overview

View Correspondence
View Presentation

The proposed ordinance was presented to City Council in draft form during the June 17, 2025, Study Session. During this study session, City Council provided staff with direction to proceed with drafting a formal ordinance and to bring it forward for council consideration. Public Land Dedication (PLD) regulations are a critical component of new residential development to ensure growing neighborhoods contribute proportionally to the community's parks, open space, trails, and recreational infrastructure. The Broomfield Municipal Code (BMC) currently has limited regulations related to PLD, which were originally adopted by Ordinance No. 724 in 1987. Since the original code language was added to the Broomfield Municipal Code 38 years ago, Broomfield has refined and modernized the PLD process through the Open Space, Parks, Recreation and Trails (OSPRT) Plan (formerly Master Plan), which has established an operational policy by which PLD has been required for approximately 20 years.

Attachments

Memo - PLD Ordinance 2nd Reading.pdf
Ordinance No_ 2273 Related to Public Land Dedication 1st Reading.pdf

PLD Code Update 2025, Ordinance 2273 - 2nd Reading
Prepared By: Branden Roe, Planning Manager

Summary

View Correspondence
View Presentation
BroomfieldVoice.com

Proposed Ordinance 2273 contains updates to the Broomfield Municipal Code (BMC) regarding Public Land Dedication (PLD) to align the BMC regulations with the most recent version of the Open Space, Parks, Recreation and Trails Plan, which was adopted by City Council in February 2024.

The proposed ordinance was presented to City Council in draft form during the June 17, 2025, Study Session. During this study session, City Council provided staff with direction to proceed with drafting a formal ordinance and to bring it forward for council consideration.

PLD regulations are a critical component of new residential development to ensure growing neighborhoods contribute proportionally to the community's parks, open space, trails, and recreational infrastructure.

The Broomfield Municipal Code (B.M.C.) currently has limited regulations related to PLD, which were originally adopted by Ordinance No. 724 in 1987.

Since the original code language was added to the Broomfield Municipal Code 38 years ago, Broomfield has refined and modernized the PLD process through the Open Space, Parks, Recreation and Trails (OSPRT) Plan (formerly Master Plan), which has established an operational policy by which PLD has been required for approximately 20 years.

The PLD requirement is based on anticipated population growth from new residential development. As new homes bring additional residents to Broomfield, the demand for parks and recreational facilities increases accordingly.

The PLD regulations ensure that new developments help meet this increased demand. Developers must satisfy PLD requirements through either land dedication, cash-in-lieu fees, or a combination of land and cash-in-lieu.

The most recent version of the OSPRT Plan was adopted by City Council in February 2024 and included further refined PLD policies and recommended proposed municipal code changes, which are incorporated into the proposed ordinance included as an attachment to this memorandum.

The 2024 OSPRT Plan included two chapters related to municipal code changes:

- Chapter 7, related to Title 17 (Zoning Regulations), recommends updating review standards for Planned Unit Development Plans and Site Development Plans to expand upon PLD elements; and
- Chapter 8, related to codifying the 2024 OSPRT updates to the public land dedication process, recommends incorporating flexibility to balance PLD and inclusionary housing requirements.

The 2024 OSPRT Plan outlined reasons to modify the existing PLD requirements, including:

- Challenges with multi-family projects providing the on-site public land dedication, particularly on smaller sites
- Community desire to address a variety of community goals, such as Income Aligned Housing and Sustainability in private residential development projects
- Desire to achieve equitable access to the locations of Open Space and Park lands for all residents throughout the community

- Desire to encourage actual land dedication instead of cash-in-lieu
- Developer/Housing/Business Focus Group Feedback indicated a desire to make the requirements more achievable for higher-density development
- Community Engagement results indicate that more Open Space and Park lands are desirable
- Information gleaned from reviewing recent site development plans' PLD to better understand what is achievable

If approved on 2nd Reading, Proposed Ordinance No. 2273 would amend the Broomfield Municipal Code to reflect the proposed code updates and would be effective seven days after the ordinance is published by title.

Financial Considerations

The proposed ordinance is modeled after the adopted OSPRT Plan, which includes refined methodologies for calculating PLD for all residential projects, including developments that have varied quantities of income-aligned housing. If adopted, the ordinance could result in potential decreased public land dedication cash-in-lieu (CIL) payments for certain types of projects that include attainable housing. Since each development project is unique, the exact financial impact of these reductions cannot be calculated. The ordinance establishes the reduction rate methodologies for income-aligned development proposals

It should be noted that these reductions in PLD obligations and reductions in PLD cash-in-lieu payments are intended to provide the development community with a mechanism to balance obligations and incentivize the incorporation of on-site income-aligned units in development projects to achieve the goals of Broomfield's Housing Needs Assessment. A hypothetical example of a project is included below to illustrate a "what-if" comparison of the proposed reduction in PLD cash-in-lieu for a mixed-income project.

Examples in Practice:

Scenario 1: Current PLD Process (no CIL waivers) 300-unit apartment on a 10-acre property, with onsite dedication provided, 20% of units at 60% AMI

- 300 apartment units x 1.91 persons per unit = 573 persons generated
- 24 acres of PLD x (573/1000) = 13.75 acres of PLD required.
- 25% on-site requirement x 10 acres = 2.5 acres of on-site dedication
- Remaining balance of PLD totals 11.25 acres
- 11.25 acres x $86,000 (average value per acre) = $967,500

Summary of PLD Contribution: 2.5 acres of land and $967,500 in CIL

Scenario 2: Proposed PLD Process (with proposed CIL waivers) 300-unit apartment on a 10-acre property, with onsite dedication provided, 20% of units at 60% AMI

- 300 apartment units x 1.91 persons per unit = 573 persons generated
- 24 acres of PLD x (573/1000) = 13.75 acres of PLD required.
- 20% on-site requirement x 10 acres = 2 acres of on-site dedication
- Remaining balance of PLD totals 11.75 acres
- 11.75 acres x $86,000 (average value per acre) = $1,010,500
- CIL Reduction for Income Aligned Housing = 20% = $202,100
- CIL Obligation after Reduction = $808,400

Summary of PLD Contribution: 2 acres of land and $808,400 in CIL (after CIL reduction)

Financial Impacts of Proposed Reductions for Hypothetical Project: Broomfield would receive $159,100 less in PLD CIL if the CIL reduction proposed by the OSPRT Plan and included in this proposed ordinance is approved in comparison to the current process.

Public Land Dedication cash-in-lieu funds provided to Broomfield through new residential development are set aside in a designated fund for parks, recreation, open space/trail improvements, or land acquisition for parks or open space.

Prior Council Action

February 27, 2024 - City Council approved Resolution No. 2024-11, which adopted the Open Space, Parks, Recreation and Trails (OSPRT) Plan, which is a 20-year policy document updating and replacing the prior OSPRT Plan from 2005.

June 17, 2025 - A study session was held on the proposed public land dedication code changes.

August 12, 2025 - City Council approved Ordinance No. 2273 on 1st Reading and ordered a second reading and public hearing.

Board and Commission Prior Actions and Recommendations

- On January 25, 2024, a joint Open Space and Trails Advisory Committee (OSTAC) and Parks, Recreation and Senior Services Advisory Committee (PRSSAC) meeting was held, and members recommended approval of the OSPRT Plan. The vote was 14-1 for approval.
- On November 20, 2024, the proposed PLD cash-in-lieu reduction methodology for income-aligned housing was presented to PRSSAC, and the advisory committee voted unanimously to support the methodology being incorporated into the proposed ordinance.
- On December 5, 2024, the proposed PLD cash-in-lieu reduction methodology for income-aligned housing was presented to OSTAC, and the advisory committee voted unanimously to support the methodology being incorporated into the proposed ordinance.
- On February 27, 2025, a working proposal of the proposed PLD ordinance was presented to OSTAC, and the advisory committee voted unanimously to support presenting the proposed ordinance to City Council at the June 17, 2025, study session.
- On March 19, 2025, a working proposal of the proposed PLD ordinance was presented to PRSSAC, and the advisory committee voted unanimously to support presenting the proposed ordinance to City Council at the June 17, 2025, study session.
- On June 9, 2025, the proposed PLD ordinance was presented to the Land Use Review Commission (LURC) during a commission study session. The commission did not provide any feedback or take any action on the proposal.
- On June 24, 2025, the proposed PLD ordinance was presented to the Broomfield Housing Alliance (BHA) during a regularly scheduled board meeting. The board did not take any votes regarding the proposal but asked questions and expressed support for the proposed ordinance.

Proposed Actions/Recommendations

If Council desires to update the Zoning Code related to public land dedication, the appropriate motion is…

- **That Ordinance No. 2273 be adopted on second and final reading and ordered published by title.**

Alternatives

- Make no changes to the B.M.C. at this time.
- Make changes to the B.M.C. as directed by City Council.

How to Submit Public Comments on this Proposal

Email directly to Planning@broomfield.org

Project Website

https://www.broomfieldvoice.com/pld

Staff Memorandum from the First Reading

The staff memorandum from the first reading of Ordinance No. 2273, which was held on August 12, 2025, includes a detailed discussion of the proposed code changes.

Ordinance No. 2273

Proposed Ordinance No. 2273 amends Titles 16 and 17 of the Broomfield Municipal Code to revise the regulations related to public land dedication. If approved on second reading, proposed Ordinance No. 2273 will be published by title, and will become effective 7 days after publication.

Bold type indicates new material to be added to the Broomfield Municipal Code
~~Strikethrough type~~ indicates deletions from the Broomfield Municipal Code

ORDINANCE NO. 2273

An ordinance to amend the Broomfield Municipal Code, Title 16 and Title 17 related to Public Land Dedication and other Definitions related to Open Space and Recreation Facilities

Recitals.

Whereas, Broomfield has required public land dedication with development since 1987 with the adoption of Ordinance No. 724; and

Whereas, the Broomfield Municipal Code relating to public land dedication has not been updated since it was subsequently amended in 1988 to only require public land dedication with residential developments; and

Whereas, on March 10, 2020, City Council adopted Ordinance No. 2100, Broomfield's Inclusionary Housing Ordinance, in order to address the trend toward increasing housing prices and the shortage of affordable housing in the City and County of Broomfield in order to maintain a balanced community and to promote housing that is affordable to all of its residents, while supporting the community's workforce and retain opportunities for people that work in Broomfield to also live in Broomfield; and

Whereas, on October 25, 2022 City Council adopted Ordinance No. 2187, further refining the Broomfield's Inclusionary Housing Ordinance, due to the rapid increase in housing prices experienced within the community after the adoption of the original Inclusionary Housing Ordinance in 2020; and

Whereas, the Open Space, Parks, Recreation and Trails (OSPRT) Plan was adopted by City Council on February 27, 2024, and sets forth a vision and guiding document for decisions about Open Space, Parks, recreation and trails; and

Whereas, in an effort to balance Broomfield's need to promote housing that is affordable to all of its residents and to also support the community's desire to protect and preserve its Open Space, Parks and recreational areas and trails, the City and County must balance the competing requirements for public land dedication and affordable housing in residential development projects; and

Whereas, the revisions to the public land dedication requirements will establish clear, concise, and comprehensive regulations which meet the needs of our community today and provides a balance for competing community needs for housing and Open Lands; and

Now, therefore, be it ordained by the City Council of the City and County of Broomfield, Colorado:

Section 1.

Chapter 16-08, Definitions, of the Broomfield Municipal Code is amended as follows:

16-08-010 - Definitions

As used in this title, the following words have the following meanings:

(A) *Access control line* means a line designated on a subdivision plat between known points of reference for the purpose of restricting or limiting access.

(B) *Block* means a unit of land within a subdivision containing one or more lots which is bounded by public or private streets, highways, railroad rights-of-way, public walks, alleys, parks or open ~~space~~ **land**, rural or vacant land, or drainage channels, subdivision boundaries, property boundaries, or a combination thereof, and which is customarily further divided into lots.

(C) *Drainage easement* means a grant to the city of the right to control development of a drainage right-of-way or an area subject to periodic flooding. Development on such easement shall be restricted to uses which would not interfere with the flow of the water or act as a barrier for debris.

(D) *Easement* means a grant by a property owner of use of land for designated purposes by another.

(E) *Final drainage study* means a study in a form and content satisfactory to the city engineer, including such detailed maps, hydraulic calculations, designs, plans, drawings, and analyses as the city engineer shall specify**.**

(F) *Flag lot* means a lot of regular or irregular shape normally situated to the rear of other lots having as its frontage and access ~~a~~ drive connecting it to a street.

(G) *Geotechnical studies* means studies in a form and content satisfactory to the city engineer, including such data and recordings as the city engineer shall specify.

(H) *Minor subdivision* means a subdivision of five or fewer lots that requires no dedication of streets, rights-of-way, or other public uses. Easements may be dedicated to the city on a minor subdivision plat.

(I) *Open Lands* means public and private lands acquired or preserved in the public interest for Parks and/or Open Space uses. They serve a variety of functions, including conserving and protecting natural, cultural, historic, agricultural, and scenic resources; providing opportunities for recreation; and shaping the pattern of growth and development. "Open Lands" is an umbrella concept that encompasses three key designations: Parks and Recreation Areas, Open Space, and Other Open Lands

(J) *Open Space* means a parcel of land intentionally protected from development and/or set aside for unstructured, passive recreation and the appreciation of natural surroundings as well as for conservation easements. Open Space may contain but is not limited to trailheads and trails, water bodies, wetlands, wildlife viewing areas, agricultural lands, fishing facilities, and other facilities that support

uses compatible with site resources and conditions. Open Space is deemed to be in use for a public purpose.

(K) ***Other Open Lands*** **means a parcel of land that exhibits qualities of Open Space or Parks and Recreation Areas that do not fit precisely into either the definition of Open Space or Parks and Recreation Areas. Examples of Other Open Land includes areas such as golf courses, cemeteries, landscaped trail corridors, or landscaped areas that are not necessarily a formal Park or Recreation Area or Open Space.**

(L) ***Parks and Recreation Areas*** **mean a parcel of land that contains recreational centers and facilities, open turf areas that may or may not be irrigated for passive recreation, active recreation playing fields, hard courts, picnic areas, restroom facilities, and other improvements.**

(M) ~~*(I) Preliminary drainage report*~~ means a report in a form and content satisfactory to the city engineer, including such preliminary maps, hydraulic calculations, designs, plans, drawings, and analyses as the city engineer shall specify.

(N) ~~*(J) Street*~~ means a way for vehicular traffic, whether designated as a street, alley, highway, thoroughfare, parkway, throughway, road, avenue, boulevard, lane, place, or however otherwise designated.

(O) ~~*(K) Subdivider*~~ or *developer* means any person, partnership, joint venture, association, or corporation who participates as owner, promoter, developer, or sales agent in the planning, platting, development, promotion, sale, or lease of a subdivision.

(P) ~~*(L) Subdivision*~~ means the division of a lot, tract, or parcel of land into two or more lots, plats, sites, or other divisions of land for the purpose, whether immediate or future, of sale or building development, whether residential, industrial, office, business, or other use. The term shall also include and refer to any division of land previously subdivided or platted.

(Q) ~~*(M) Through lot*~~ means an interior lot abutting ~~on~~ more than one street or a corner lot abutting more than two streets.

(R) ~~*(N) Tract*~~ means a portion of land that is part of a subdivision which is designated for some purpose other than a building site, lot, or easement.

(S) ~~*(O) Traffic analysis report*~~ means a report in a form and content satisfactory to the city engineer which addresses the traffic impact of the development of the land in question, and which includes such data and analysis as the city engineer shall specify.

Section 2.

Chapter 16-28, Design Guidelines, of the Broomfield Municipal Code is amended as follows:

16-28-110 - Dedication; requirements generally.

(A) Dedication of public streets, and easements for drainage, water, sewer, telephone, electric and gas service, cable television, and other facilities as determined necessary by the city, based on review of the reports submitted in accordance with section 16-20-040, B.M.C. and of the city's master plan, is required.

(B) Public land dedication is required in accordance with section**s** 16-28-120 **through 16-28-150** below for all land zoned for residential uses.

(C) Land dedicated to the city shall be free of liens and subject only to encumbrances permissible by the city which do not impact the fundamental purpose of the land dedication.

(D) Reservation of additional sites for public uses, including schools, shall be mutually agreed upon by the subdivider and the city following recommendations from public agencies directly involved in the development and service of the area. These reserved sites shall be delineated on the final plat and reserved for public purchase.

16-28-120 - ~~Dedication;~~ ~~p~~**P**ublic ~~l~~**L**and ~~d~~**D**edication requirements.

(A) **Land zoned for residential uses or that are mixed use with residential uses shall dedicate** ~~Except for land which is zoned for business, industrial, or commercial uses,~~ the amount of land established by this section ~~shall be dedicated~~ as public **open** land **which may include land** for public recreation**,** ~~and~~ open space, location of public facilities, and other public uses as authorized by city council. **Land zoned for business, industrial or commercial uses shall not be required to comply with this public land dedication requirement.**

~~(B) The following percentage of land zoned for residential uses shall be dedicated at the time of platting:~~

~~Gross density (i.e., total number of units divided by total area being subdivided) x 2 + 5 = percent of land to be dedicated.~~

~~(Example: 5 units per acre (i.e., 200 units: 40 acres) x 2 + 5 = 15 percent of 40 acres, or 6 acres to be dedicated.)~~

(B) Public Land Dedication for land zoned for residential uses shall be calculated at a rate of 24 acres of public land dedication per 1,000 residents generated by the residential development. If a development does not generate 1,000 residents, then the public land dedication obligation shall be calculated proportionally.

(1) **If a fraction of a resident is generated, then that number shall round up to the nearest whole number.**

(2) **If a fraction of an acre is required, it shall be calculated to the hundredths place. If the thousandth place is .005 or higher it shall round up, if less than .005 it shall round down. (Example: 23.455 acres would round up to 23.46 acres).**

(C) Public Land Dedication Methodology

(1) *Market Rate Residential Developments*. Residential projects that do not include income aligned housing in accordance with Chapter 17-76 of the Broomfield Municipal Code, shall be required to comply with the following public land dedication methodology:

Method for PLD for 100% Market Rate Housing Projects			
Site Size	**Required Minimum Percentage of On-Site PLD**	**Cash-In-Lieu Option if Minimum On-Site PLD Requirement is Met**	**Cash-In-Lieu if Minimum On-Site PLD Requirement is Not Met**
Any size	**25% of site (measured as the gross acreage of the project area minus the arterial or higher classification of right of way)**	**Unmet balance of the remaining PLD obligation to be paid at the average value per acre for vacant land as published by Broomfield**	**Unmet balance of on-site PLD obligation shall be paid at the market value per acre.** **The remaining balance beyond the on-site obligation can be met through a cash-in-lieu payment based on the average value per acre for vacant land as published by Broomfield.**
Example: **PLD obligation is met with 20% on-site dedication plus 5% paid at market value per acre to meet the minimum on-site PLD obligation. The balance of the remaining PLD obligation (after meeting the minimum on-site obligation) is paid at the average value per acre for vacant land.**			
Notes: **(1) If a residential project provides the minimum on-site PLD obligation, the remaining balance beyond the on-site obligation can be satisfied through a cash-in-lieu payment or a combination of additional on-site dedications and cash-in-lieu using the methodology outlined above.** **(2) If a project is mixed use then the gross acreage is based only on the gross residential area, excluding the gross non-residential area.**			

(2) ***Mixed Income and 100% Income Aligned Residential Developments above 60% AMI.*** **Residential projects that have a percentage of income aligned housing or are 100% income aligned housing developments that have rent or sale prices above 60% of the Area Median Income based on the Colorado Housing and Finance Authority (CHFA) Rent and Income table for each calendar year shall be required to comply with the following public land use**

dedication methodology:

Method for PLD for Mixed Income and 100% Income Aligned Residential Developments above 60% AMI			
Site Size	**Required Minimum Percentage of On-Site PLD**	**Cash-In-Lieu Option if Minimum On-Site PLD Requirement is Met**	**Cash-In-Lieu if Minimum On-Site PLD Requirement is Not Met**
10 acres or greater	**20% of site (measured as the gross acreage of the project area minus the arterial or higher classification of right of way)**	**Unmet balance of the remaining PLD obligation to be paid at the average value per acre for vacant land as published by the City and County less any applicable PLD cash-in-lieu reductions per B.M.C.**	**Unmet balance of on-site PLD obligation shall be paid at the market value per acre**
Less than 10 acres	**15% of site (measured as the gross acreage of the project area minus the arterial or higher classification of right of way)**	**Unmet balance of the remaining PLD obligation to be paid at the average value per acre for vacant land as published by the City and County less any applicable PLD cash-in-lieu reductions per B.M.C.**	**Unmet balance of on-site PLD obligation shall be paid at the market value per acre**
Example: **PLD obligation for a 7 acre property is met with 10% on-site dedication plus 5% paid at market value per acre to meet the minimum on-site PLD obligation. The balance of the remaining PLD obligation (after meeting the minimum on-site obligation) is paid at the average value per acre for vacant land.**			
Notes: **(1) If applicants provide the minimum on-site PLD obligation, the remaining balance beyond the on-site obligation can be satisfied through a cash-in-lieu payment or a combination of additional on-**			

site dedications and cash-in-lieu. The remaining balance of PLD cash-in-lieu would be eligible for cash-in-lieu reductions based on the applicable formula established in BMC 16-28-140(B).

(2) If a project is mixed use then the gross acreage is based only on the gross residential area, excluding the gross non-residential area.

(3) *Income Aligned Residential at or below 60% AMI*. Residential projects that are 100% income aligned housing developments that have rent or sale prices at or below 60% of the Area Median Income based on the Colorado Housing and Finance Authority (CHFA) Rent and Income table for each calendar year shall be required to comply with the following public land use dedication methodology:

Method for PLD for 100% Income Aligned Housing Projects that Meet 60% AMI			
Site Size	Required Minimum Percentage of On-Site PLD	Cash-In-Lieu Option if Minimum On-Site PLD Requirement is Met	Cash-In-Lieu if Minimum On-Site PLD Requirement is Not Met
10 acres or greater	20% of site (measured as the gross acreage of the project area minus the arterial or higher classification of right of way)	No cash-in-lieu	Unmet balance of minimum on-site PLD is paid based on the average value per acre for vacant land as published by the City
Less than 10 acres	15% of site (measured as the gross acreage of the project area minus the arterial or higher classification of right of way)	No cash-in-lieu	Unmet balance of minimum on-site PLD is paid based on the average value per acre for vacant land as published by the City
Example: PLD obligation for a 7 acre property is met with 10% on-site dedication plus 5% paid at average value per acre to meet the minimum on-site PLD obligation. The balance of the remaining PLD obligation (after meeting the minimum on-site obligation) is waived and no CIL is required beyond the market value per acre to satisfy the minimum on-site obligation.			

Notes:

(1) Residential projects that are 100% income aligned housing developments that have rent or sale prices at or below 60% of the Area Median Income based on the CHFA Rent and Income table are only required to provide the required on-site PLD obligation (either through actual land dedication or through a cash-in-lieu payment consistent with the methodology outlined above).

(2) If a project is mixed use then the gross acreage is based only on the gross residential area, excluding the gross non-residential area.

(4) ***Small Residential Developments*****. For residential developments that have 5 or fewer lots or units, public land dedication is required to meet public land dedication requirements at the same 24 acres per 1,000 residents rate as defined above. On-site dedication is not required, but required PLD obligations may be addressed by payment of cash-in-lieu based on the average value per acre for vacant land, or by voluntary on-site dedications or a combination of on-site public land dedication and cash-in-lieu as defined in this section.**

(5) ***Subdivision Fragmentation Prohibited*****. A developer shall not purposefully fragment a project into multiple components of five or fewer lots in order to avoid on-site public land dedication obligations.**

(6) ***Public Access Easement in lieu of Dedications*****. When proposed on-site dedications for parcels or tracts of land are less than 3 acres, they will be eligible for credit as public land dedication but will not be formally dedicated to the City and County of Broomfield for ownership or maintenance. Instead, these parcels or tracts will require a permanent public access easement to be recorded as a separate instrument outlining at a minimum that the landowner (or their assignee) shall be responsible for the continued ownership and maintenance of the tract or parcel and provide for public access in perpetuity so that the track or parcel and its amenities continues to be eligible for credit as public land dedication.**

(7) ***Amenities*****. Public Land Dedication sites shall be improved by the developer with amenities such as, but not limited to shade structures, benches, playgrounds, trail connections, and signage, or other amenities appropriate for the site. Developers may request a waiver from required site amenities as part of a site development plan or urban renewal site plan, subject to approval by the Land Use Review Commission or City Council.**

(D) ~~(C)~~ In addition to the above, drainage channels as shown **in the appropriate Outfall Systems Plan for the area** ~~in the city's master plan~~ shall be dedicated.

(E) ~~(D)~~ Dedication of land for the following purposes shall only be counted **as public land dedication** to the limited extent specified:

(1) Detention ponds and drainage channels: **25%** ~~50%~~ of the area dedicated;

(2) Lakes, ponds, **creeks/streams/rivers, irrigation canals** and reservoirs: ~~25%~~ **50%** of the area dedicated; and

(3) School sites: 50% of the area dedicated, not to exceed five acres per school.

16-28-130 - **Public Land** Dedication~~;~~ alternate parcel; when.

In lieu of **providing dedicated public land** ~~dedicating land~~ within the subdivision, the applicant may dedicate an alternate parcel of land consisting of the same number of acres in another area if, in the sole and exclusive opinion of the city council, it is capable of use for public purposes. In any event, the final decision shall be that of the city council.

16-28-140 - **Public Land** Dedication~~;~~ cash in lieu; ~~appraisal procedure.~~

~~If the city council so determines, the subdivider shall pay to the city, in cash, an amount based upon the average market value of the land to be dedicated, as required in section 16-28-120, B.M.C., in lieu of land dedication. The fee shall be negotiated with the subdivider, and if the city and the subdivider fail to agree on the value of the land, such value shall be fixed by a real estate appraisal by one or more qualified appraisers acceptable to both the subdivider and the city. The cost of the appraisals shall be paid by the subdivider.~~

(A) In lieu of providing public land dedication within the subdivision or through an alternate parcel of land consistent with BMC 16-28-130, subdividers shall have the option to meet their required public land dedication through cash-in-lieu.

(B) Cash-in-lieu payments shall be calculated and collected at the time of issuance of the first building permit for a development, and such calculation shall be based upon the cash-in-lieu fee in effect at the time of issuance of the first building permit.

(C) Cash-in-lieu calculations

(1) If the on-site public land dedication requirement as calculated using the applicable methodology in Section 16-28-120(C) is not met, then the unmet balance of on-site public land dedication is paid based on the methodology identified in Section 16-28-120(C) for the applicable development type.

(2) Once the on-site public land dedication requirement is met, either through on-site dedication, cash-in-lieu payment as per the methodologies set forth in Section 16-28-120(C), or a combination of the two; then, the remaining public land dedication obligation can be satisfied through a cash-in-lieu payment based on the current established average value per acre for vacant land.

(i) The average value per acre for vacant land will be updated every two years; beginning in 2025, and will be based on data provided by the Assessor's Department to determine an average value per acre for vacant land so that the cash-in-lieu amount reflects more accurately the actual value of land. This calculation will be calculated using larger parcels, generally greater than 20 acres in size, to avoid high or low value small parcels of land from possibly causing undervaluation or overvaluation.

(3) Residential projects that have a percentage of income aligned housing or are 100% income aligned housing developments that have rent or sale prices above 60% of the Area Median Income (AMI) and have satisfied the minimum required on-site dedication may be eligible for additional reductions as outlined below.

(i) For sale units consistent with residential developments described in Section 16-28-120(C)(2) which have satisfied the minimum required on-site public land dedication are eligible for public land dedication cash-in-lieu fee reductions for the development's remaining obligation based on the following matrix:

Public Land Dedication Cash-in-Lieu Fee Reduction Matrix for, For-Sale Income Aligned Units		AMI Level of Income Aligned For-Sale Units in Development	
		100% or below	Greater than 100%
Income Aligned For-Sale Units Share of Residential Development	60% or above	80%	0%
	40%	40%	0%
	20%	20%	0%
	12%	12%	0%
	0%	0%	0%
Note: 80% means there is a 80% reduction in the cash-in-lieu fee, whereas 0% means there is no reduction.			

(ii) For rent units consistent with residential developments described in Section 16-28-120(C)(2) which have satisfied the minimum required on-site public land dedication are eligible for public land dedication cash-in-lieu fee reductions for the development's remaining obligation based on the following matrix:

Public Land Dedication Cash-in-Lieu Fee Reduction Matrix for, For-Rent Income Aligned Units		AMI Level of Income Aligned For-Rent Units in Development**				
		60% or below	61-70%	71-80%	81-90%	91% or Greater
Income Aligned For-Rent Units	100%	100%	80%	60%	40%	0%
	80%	80%	65%	50%	30%	0%

Share of Residential Development	**60%**	**60%**	**50%**	**40%**	**20%**	**0%**
	40%	**40%**	**35%**	**20%**	**10%**	**0%**
	20%	**20%**	**20%**	**10%**	**0%**	**0%**
	0%	**0%**	**0%**	**0%**	**0%**	**0%**
Note: 100% means there is a 100% reduction in the cash in lieu fee, whereas 0% means there is no reduction in the cash in lieu fee. ** For additional clarity for developments with blended affordable rates, the calculation will use a blended rate for the development (i.e. 60% AMI for 30 units and 80% AMI for 121 units in a 100% income aligned development would result in a blended rate of 76% AMI, which results in a 60% cash-in-lieu reduction.)						

~~16-28-150 - Dedication; policy determination considerations.~~

~~(A) In determining which of the above policies to implement, the land use review commission and the city council will consider the following: the size of the development and its adequacy for accommodating a suitable public use site; the public facility aspects of the city's master plan and the applicable school district's master plan; existing parks and other public uses in the area; the topography, geology, and location of land in the subdivision available for dedication; the needs of the people in the area; and any other appropriate factors.~~

~~(B) Land dedicated to the city shall be free of liens and encumbrances.~~

16-28-~~160~~ **150** Dedication; previous arrangements.

The public land dedication requirements shall not apply where satisfactory dedication arrangements were made and approved by the city council at the time of annexation or previous subdivision of the same property.

~~16-28-170 Reservation; schools and other public places.~~

~~Reservation of additional sites for public uses, including schools, shall be mutually agreed upon by the subdivider and the city council following recommendations from public agencies directly involved in the development and service of the area. These reserved sites shall be delineated on the final plat and reserved for public purchase.~~

Section 3.

Chapter 17-04, Definitions, of the Broomfield Municipal Code is amended as follows:

17-04-304 - Open Space

Open Space **means a parcel of land intentionally protected from development and/or set aside for unstructured, passive recreation and the appreciation of natural surroundings. Open Space may contain but is not limited to trailheads and trails, water bodies, wetlands, wildlife viewing areas, agricultural lands, fishing facilities, and other facilities that support uses compatible with site resources and conditions. Open Space is deemed to be in use for a public purpose.**

17-04-313 - Private Recreational Area

Private Recreational Area **means an outdoor recreational space that is privately owned, maintained and used for leisure, enjoyment, and outdoor activities by a specific group, like residents of a community or owners of a particular property. Private recreational areas include but are not limited to: private parks, private playgrounds or similar play equipment, private outdoor recreation spaces such as pools, playing courts and fields, and private golf courses.**

17-04-314 - Private Recreational Facility

Private Recreational Facility **means an indoor recreational space that is privately owned, maintained and used for leisure, enjoyment, and indoor activities by a specific group, like residents of a community or owners of a particular property. Private recreational facilities include, but are not limited to: private community centers and clubhouses, private fitness centers, and private indoor playing courts.**

17-04-322 - Public Recreational Area

Public Recreational Area **means an outdoor recreational space that is owned by a governmental or quasi-governmental entity, such as a city, county, or metropolitan district, that is maintained and used for leisure, enjoyment, and outdoor activities by the public. Public recreational areas include but are not limited to: public parks, public playgrounds or similar play equipment, public outdoor recreation spaces such as trails, playing courts and fields, and public golf courses.**

17-04-324 - Public Recreational Facility

Public Recreational Facility **means an indoor recreational space that is owned by a governmental or quasi-governmental entity such as a city, county, or metropolitan district, that is maintained and used for leisure, enjoyment, and indoor activities by the public. Public recreational facilities include but are not limited to: public community centers and clubhouses, public fitness centers, and public indoor playing courts.**

Section 4.

Section 17-38-120, PUD Plan; review standards, of the Broomfield Municipal Code is amended as follows:

17-38-120 - PUD plan; review standards.

The recommendation of the land use review commission and the decision of the city council shall be based on whether the applicant has demonstrated that the proposed PUD plan meets the following standards:

(A) The proposal should be consistent with the intent of this chapter as set forth in section 17-38-010.
(B) The proposal should be consistent with the ~~master plan~~ **comprehensive plan**.
(C) The proposal should identify and mitigate potential negative impacts on nearby properties, other areas of the city, and the city as a whole.
(D) The proposal should identify and maximize potential positive impacts on nearby properties, other areas of the city, and the city as a whole.
(E) The proposal should include adequate facilities for pedestrians, bicyclists, and motorists.
(F) The proposal should include adequate public improvements (both on and off site) to be provided in a timely fashion.
(G) The proposal should optimize conservation of energy, water, and other resources on a broad scale.
(H) The land uses within the plan should be compatible with one another and with nearby properties.
(I) The proposal should provide for ~~open space~~ **private open area** at a rate of not less than ~~40%~~ **30%** of the developable site in residential areas and 25% in other areas as provided in section 17-38-240 below.
(J) The proposal should be in general conformance with the Open Space, Parks, Recreation, and Trails (OSPRT) Plan, including the Park Design Standards and Trail Design Standards, riparian corridor protection, tree preservation, native vegetation restoration and wildlife protection guidelines.
(K) ~~(J)~~ The proposal should adequately provide for an organization for ownership and maintenance of any common areas.
(L) ~~(K)~~ The proposal should justify any proposed deviations from the Broomfield Municipal Code in terms of the overall quality of the plan.

Section 5.

Section 17-38-220, Review standards, of the Broomfield Municipal Code is amended as follows:

17-38-220 - Review standards.

The decisions of the land use review commission and the city council shall be based on whether the applicant has demonstrated that the proposed site development plan meets the following standards:

(A) The proposal should be consistent with the intent of this chapter as set forth in section 17-38-010.
(B) The proposal should identify and mitigate potential negative impacts on nearby properties.

(C) The proposal should identify and maximize potential positive impacts on nearby properties.
(D) The proposal should include adequate facilities for pedestrians, bicyclists, and motorists.
(E) The proposal should include adequate public improvements (both on and off site) to be provided in a timely fashion.
(F) The proposal should optimize conservation of energy, water, and other resources on a site-specific scale.
(G) The land uses within the plan should be compatible with one another and with nearby properties.
(H) The proposal should provide for **private** open area at a rate of not less than ~~40%~~ **30%** of the developable site in residential areas and 25% in other areas as provided in section 17-38-240 below.
(I) The proposal should be in general conformance with the Open Space, Parks, Recreation, and Trails (OSPRT) Plan, including the Park Design Standards and Trail Design Standards, riparian corridor protection, tree preservation, native vegetation restoration and wildlife protection guidelines.
(J) ~~(I)~~ The proposal should include any common areas serving the site, and adequate provisions should be made for the ownership and maintenance of such areas.
(K) ~~(J)~~ The proposal should justify any proposed deviations from the Broomfield Municipal Code in terms of the overall quality of the plan.
(L) ~~(K)~~ The proposal should be consistent with the approved PUD plan.
(M) ~~(L)~~ For residential-use PUD plans and site development plans, the proposal should be consistent with adopted uniform standards.

Section 6.

This ordinance is effective seven days after publication following final passage.

Introduced and approved after first reading on August 12, 2025, and ordered published in full.

Introduced a second time and approved on September 23, 2025, and ordered published.

The City and County of Broomfield, Colorado

_____
Mayor

Attest:

_____
Office of the City and County Clerk

Approved As To Form:

NCR

_____
City and County Attorney