

Amendment No. 1
To Subaward between
Colorado State University
And Anchor Point Group, LLC

This Amendment is made and entered into by and between the Board of Governors of the Colorado State University System by and through Colorado State University, Fort Collins, Colorado, hereinafter referred to as "CSU" and Anchor Point Group, LLC, hereinafter referred to as the Subrecipient.

NOW THEREFORE,

The Parties mutually agree to the following revisions to Subaward Number G-6701-4:

ARTICLE III. CONSIDERATION

CSU shall make payment to the Subrecipient in a fixed price amount of \$1,745,583 unless changed by mutual written modification to this Agreement. Of this amount (\$1,745,583) subcontractor services for forest thinning and biomass treatment shall not be less than \$644,533.

ARTICLE IV. PAYMENT

The Subrecipient shall submit invoices not more frequently than monthly. Payments will be based on Milestones as set forth in Attachment C, incorporated herein. All milestones shall be completed no later than September 11, 2011. The first such milestone invoice shall be net of payment already made to Subrecipient. Payment of all invoices is contingent upon compliance with the statement of work as verified by CSU's Principal Investigator and his assessment of the propriety of the charges. Such approval shall be evidenced by the completion of Attachment D by CSU's Principal Investigator for the milestones completed and, where appropriate, evidence of competitive bidding for subcontractor services as well as documentation of work completed by the Subcontractor. Subrecipient will conduct its procurements in accordance with Federal Acquisition Regulation procurement requirements.

Final payment will be withheld by CSU until satisfactory completion of the project as evidenced by approval of the work by CSU's Principal Investigator and acceptance of final reports by CSU's Office of Sponsored Programs.

The invoices shall be submitted in duplicate state the specific milestone(s) (e.g., Project Controls for BR1) completed, show a cumulative total to date, and reference this Subaward number. Invoices shall be submitted to Carol Wood, Sponsored Programs, Colorado State University, Fort Collins, Colorado

80523-2002. The final invoice must be submitted within 60 calendar days after the termination date and be marked "Final Invoice."

If "acts of God" prevent timely field milestone project completion, partial milestone payments may be permitted at the sole discretion of CSU and its Principal Investigator.

Should the Subrecipient complete all work prior to the termination date, all remaining funds up to the not to exceed amount of \$1,745,583 would be payable upon approval of the work as described above by CSU's Principal Investigator and acceptance of final reports by CSU's Office of Sponsored Programs.

ARTICLE VII. REPORTS

With each invoice the Subrecipient shall provide a financial report in the format of Attachment E.

All other terms and conditions of this Subaward remain the same.

IN WITNESS WHEREOF,

The authorized officers of the respective parties do hereby set their hand.

Board of Governors of the Colorado
State University System by and through
Colorado State University

Anchor Point Group, LLC

BY: _____

Attachment C

(Milestones 1,2,3 = \$843,043, Milestone 4 = 902,540)

APG Fixed Price Contract
Data by Element of Cost Detail

Thursday, April 22, 2010

Element of Cost	APG Administration	APG Travel / Expenses	Field Operations	Totals
Labor	\$501,837			\$501,837
Travel		\$24,932		\$24,932
ODC				\$0
Subcontracts			\$644,533	\$644,533
Subtotal Direct Costs	\$501,837	\$24,932	\$644,533	\$1,171,302
Fringe (15%)	\$75,276	\$0	\$0	\$75,276
Subtotal Direct + Fringe	\$577,113	\$24,932	\$644,533	\$1,246,578
G&A (27.3%)	\$157,552	\$6,806	\$175,958	\$340,316
Total Cost	\$734,664	\$31,738	\$820,491	\$1,586,893
Fee (10%)	\$73,466	\$3,174	\$82,049	\$158,689
TOTAL FIXED PRICE	\$808,131	\$34,912	\$902,540	\$1,745,584

Milestone Payments	Milestones					
Project ID & County	Milestone 1	Milestone 2	Milestone 3	**Milestone 4	Total	%
Boulder	\$74,252	\$74,252	\$74,252	\$238,476	\$461,231	26%
BR1	\$17,135	\$17,135	\$17,135	\$55,033	\$106,438	
BR2	\$2,856	\$2,856	\$2,856	\$9,172	\$17,740	
BR3	\$34,270	\$34,270	\$34,270	\$110,066	\$212,876	
BR4	\$2,856	\$2,856	\$2,856	\$9,172	\$17,740	
BR5	\$17,135	\$17,135	\$17,135	\$55,033	\$106,438	
Gilpin	\$78,821	\$78,821	\$78,821	\$253,151	\$489,615	28%
GI1	\$19,991	\$19,991	\$19,991	\$64,205	\$124,178	
GI2	\$11,423	\$11,423	\$11,423	\$36,689	\$70,959	
GI3	\$12,566	\$12,566	\$12,566	\$40,357	\$78,055	
GI4	\$5,712	\$5,712	\$5,712	\$18,344	\$35,479	
GI5	\$29,130	\$29,130	\$29,130	\$93,556	\$180,945	
Grand	\$69,111	\$69,111	\$69,111	\$221,966	\$429,300	25%
GR1	\$6,422	\$6,422	\$6,422	\$20,626	\$39,892	
GR2	\$16,579	\$16,579	\$16,579	\$53,247	\$102,984	
GR3	\$11,398	\$11,398	\$11,398	\$36,607	\$70,801	
GR4	\$10,362	\$10,362	\$10,362	\$33,279	\$64,365	
GR5	\$8,808	\$8,808	\$8,808	\$28,287	\$54,710	
GR6	\$15,543	\$15,543	\$15,543	\$49,919	\$96,547	

Attachment C - Continued

Larimer	\$58,830	\$58,830	\$58,830	\$188,946	\$365,437	21%
LM1	\$15,993	\$15,993	\$15,993	\$51,364	\$99,342	
LM2	\$12,566	\$12,566	\$12,566	\$40,357	\$78,055	
LM3	\$6,283	\$6,283	\$6,283	\$20,179	\$39,027	
LM4	\$14,279	\$14,279	\$14,279	\$45,861	\$88,698	
LM5	\$9,710	\$9,710	\$9,710	\$31,185	\$60,315	
Grand Totals	\$281,014	\$281,014	\$281,014	\$902,540	\$1,745,584	

All Milestones are broken down into 21 projects. Only when 100% of the individual project is completed as determined by the CSU Principal Investigator can the project milestone be paid (0-100 method).

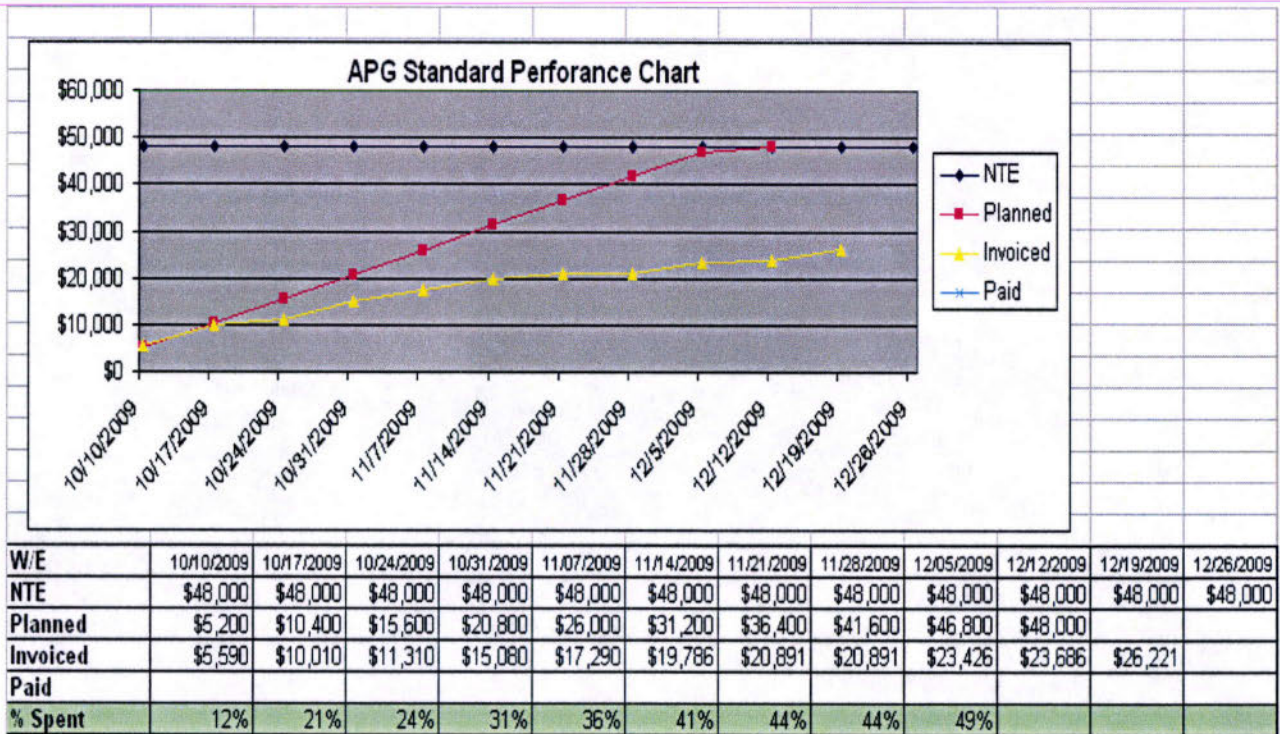
Note ** Includes Subrecipient Contract Management.

Attachment D

NAME:		
APG MILESTONES PER PROJECT	Requirement for approval	CSFS Initials as task is completed
1) PROJECT CONTROLS		
Tasks:		Completed
Program Management Plan	Document to CSFS	
Organizational Chart	Document to CSFS	
Contact Information	Document to CSFS	
Work Breakdown Structure	Document to CSFS	
Milestone Schedule	Document to CSFS	
Weekly/Monthly Report Schedule	Document to CSFS	
Subaward Contracts	Document to CSFS	
Landowner Agreements	Document to CSFS	
Project Inspection Report	Document to CSFS	
Health and Safety Plan	Document to CSFS	
Supplemental Forms	Document to CSFS	
2) PROJECT ID & SELECTION		
Tasks:		Completed
Stakeholder Primary Contacts	Documentation	
County Stakeholder Meetings	Documentation	
Initial Site Visit	Date Provided	
Initial Photo Record/GPS Waypoints	Files to CSFS	
Map Creation/Acreage Estimation	Files to CSFS	
3) PUBLIC PROCESS		
Tasks:		Completed
Walkthroughs/Tours/or Meetings	Date Provided	
Landowner Agreements Signed	Documentation	
Flag and GPS Boundary	Inspection	
Final Project Design / Prescription Approval	Inspection	
4) FIELD WORK/CONTRACT MANAGEMENT		0-100 method
Projects		Completed
Project Name / Code		
Projects 1 through 20 detailed	Field Inspection Form	
Comments:		

Attachment E

“Example”



Element of Cost	APG BUDGET	ACTUAL CURRENT MONTH EXPENSE	CUMULATIVE TO DATE EXPENSE	BALANCE
Labor	\$501,837			
Travel	\$24,932			
ODC	\$0			
Subcontracts	\$644,533			
Subtotal Direct Costs	\$1,171,303			
Fringe (15%)	\$75,276			
Subtotal Direct + Fringe	\$1,246,578			
G&A (27.3%)	\$340,316			
Total Cost	\$1,586,894			
Fee (10%)	\$158,689			
TOTAL FIXED PRICE	\$1,745,584			

FOUR MILESTONES WITH SUB-TASKS DEFINED PER PROJECT

1. INITIAL PROGRAM DEVELOPMENT & ADMINISTRATION

Project Control	Sub Task	25% Project
	Employment of 8 new and retained employees	
Program Management Plan	Organizational Chart	
	Contact Information	
	Work Breakdown Structure	
	Milestone Schedule	
	Weekly/Monthly Report Schedule	
	Sub-award Contracts	
	Landowner Agreements	
	Contractor Agreements	
	Project Inspection Report	
	Health and Safety Plan	
	Supplemental Forms	

purpose of this plan is to delineate specific areas of management control and accountability to assure the contract deliverables are met.

2. PROJECT ID AND SELECTION

Project ID/Selection	Sub Task	25% Project
	Public/Stakeholder Contacts	
	Stakeholder Meetings	
	Initial Site Visit	
	Initial photo record / GPS waypoints	
	GIS Map Creation / Acreage calculation	
	Preliminary Stakeholder and PI Approval	
	Preliminary Landowner Approval	

3. PROJECT SET UP LAYOUT AND MARKING

Project Set Up	Sub Task	25% Project
	Stakeholder Walkthroughs/Tours	
	Public Meetings	
	Initiate Landowner Agreements	
	Flag and GPS Boundary	
	Marking / Prescription Creation	
	Cruising of Projects	
	Establish Photo Record	
	Final Project Approval	

4. Project Implementation

Project Implementation	Sub Task	25% Project
	Contractor Walkthrough	
	Bid Review and Award	
	Contract Write-up / Orientation	
*	Implementation	
	Contract Administration	
	Final Inspection / Approval	
	Project Closeout / Final QA/QC	

***** Denotes 100% of implementation cost per project

Table 5 Implementation Budget

CWPP Implementation Budget					
Award Amount	\$1,745,583				
County	% Allocation	\$ Amount	Administration	Travel/Expenses	Operations
Boulder	25	\$436,396	\$202,033	\$8,728	\$225,635
Gilpin	30	\$523,675	\$242,439	\$10,473	\$270,762
Grand	25	\$436,396	\$202,033	\$8,728	\$225,635
Larimer	20	\$349,117	\$161,626	\$6,982	\$180,508
Totals	100	\$1,745,583	\$808,131	\$34,912	\$902,540
			(see salaries)		
				Total	\$1,745,583

Table 6 Salaries

Dollars for Job Creation and Support - Pro Rated for FTE %							
Position	Base Salary	G&A	ODC	Total Hourly	Annual Funding	Jobs Created	Pro-Rated
Project Manager	\$47	\$11	\$7	\$65	\$134,784	0.5	\$67,392
CPA	\$45	\$10	\$7	\$62	\$129,617	0.25	\$32,404
GIS	\$31	\$7	\$5	\$43	\$89,856	0.25	\$22,464
Forest Mgr	\$31	\$7	\$5	\$43	\$89,856	1	\$89,856
Forest Tech	\$25	\$6	\$4	\$34	\$71,136	2	\$142,27
Office Admin	\$23	\$5	\$4	\$32	\$67,392	1	\$67,392
					\$582,641		\$421,78
						Total	\$808,13
						(22 months)	

An additional 3 jobs will be retained by Anchor Point in association with this award. These retained jobs will not be funded by this award; however the award will allow APG to retain these positions.



Draft

Subaward No. G-6701-4

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CSU shall make payment to the Subrecipient in a fixed price amount of \$1,745,583 unless changed by mutual written modification to this Agreement. Of this amount (\$1,745,583) subcontractor services for forest thinning and biomass treatment shall not be less than \$644,533.

ARTICLE IV. PAYMENT

All payments will be based on Milestones as set forth in Attachment C, incorporated herein. All milestones shall be completed no later than September 11 2011. The first such invoice for completed milestones shall be credited with payments already made to Subrecipient. Payment of all invoices is contingent upon compliance with the statement of work as verified by CSU's Principal Investigator and his assessment of the propriety of the charges. Such approval shall be evidenced by the completion of Attachment D by CSU's Principal Investigator for the milestones completed and, where appropriate, evidence of competitive bidding for subcontractor services as well as documentation of work completed by the Subcontractor. Final payment will be withheld by CSU until satisfactory completion of the project as evidenced by approval of the work by CSU's Principal Investigator and acceptance of final reports by CSU's Office of Sponsored Programs.

The invoices shall be submitted in duplicate state the milestone completed and/or the period for which the charge is made, show a cumulative total to date, and reference this Subaward number. Invoices shall be submitted to Carol Wood, Sponsored Programs, Colorado State University, Fort Collins, Colorado 80523-2002. The final invoice must be submitted within 60 calendar days after the termination date and be marked Final Invoice. If "acts of God" prevent timely field milestone project completion, partial milestone payments will be permitted but must be approved by CSU's Principal

Investigator. Consistent with Colorado State Forest Service practice, the Subrecipient may "sole-source" non-profit Fire Department Wildfire Mitigation Crews under the employment of local government to provide field implementation services.

Should the Subrecipient complete all work prior to the termination date, all remaining funds up to the not to exceed amount of \$1,745,583 would be payable upon approval of the work as described above by CSU's Principal Investigator and acceptance of final reports by CSU's Office of Sponsored Programs.

ARTICLE VII. REPORTS

With each invoice the Subrecipient shall provide a financial report in the format of Attachment E. All other terms and conditions of this Subaward remain the same.

IN WITNESS WHEREOF,

The authorized officers of the respective parties do hereby set their hand.

Board of Governors of the Colorado
State University System by and through
Colorado State University

BY: _____ Date _____

Anchor Point Group, LLC

BY: _____ Date _____

Attachment C

(Milestones 1,2,3 = \$843,043, Milestone 4 = 902,540)

APG Fixed Price Contract Data by Element of Cost Detail

Thursday, April 22, 2010

Element of Cost	APG Administration	APG Travel / Expenses	Field Operations	Totals
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GR3	\$11,398	\$11,398	\$11,398	\$36,607	\$70,801		
GR4	\$10,362	\$10,362	\$10,362	\$33,279	\$64,365		
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GR6	\$15,543	\$15,543	\$15,543	\$49,919	\$96,547		

Attachment C - Continued

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LM4	\$14,279	\$14,279	\$14,279	\$45,861	\$88,698	
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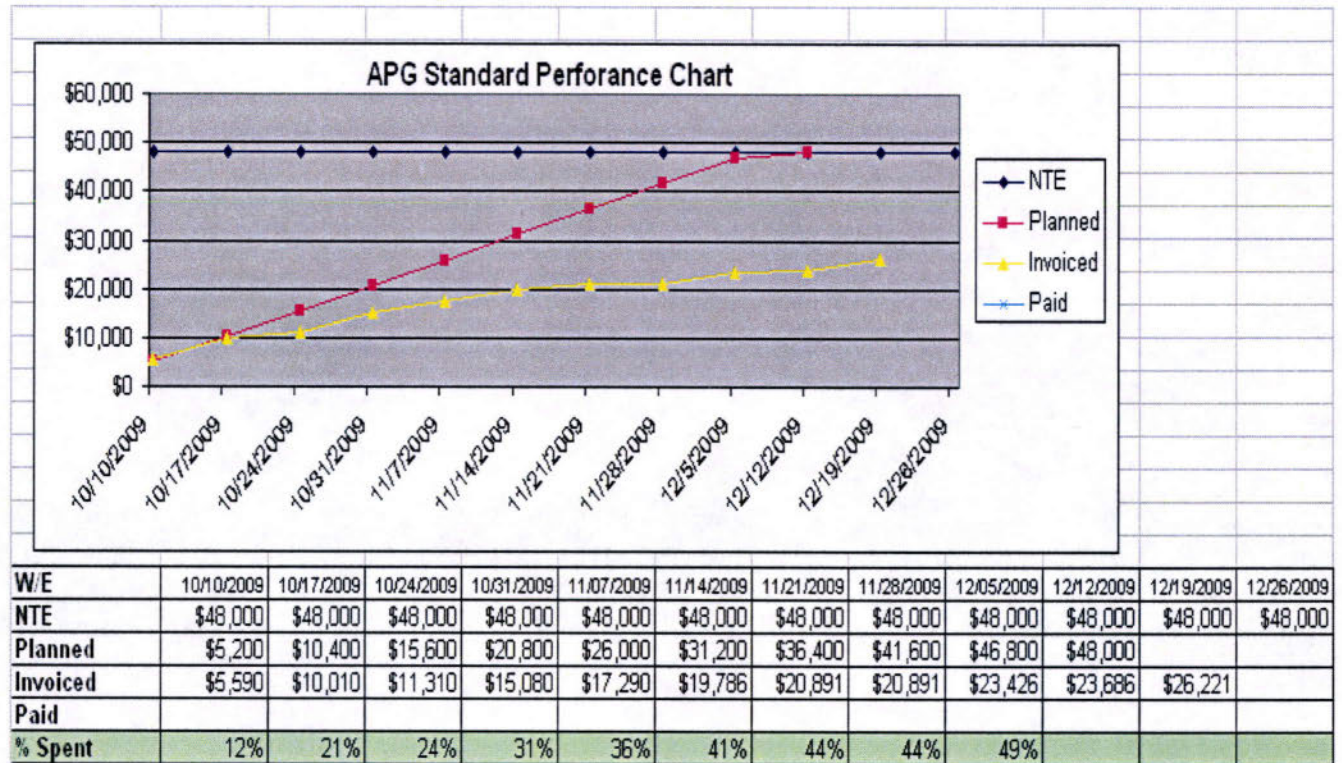
All Milestones are broken down into 21 projects. Only when 100% of the individual project is completed as determined by the CSU Principal Investigator can the project milestone be paid (0-100 method).

Note ** Includes Subrecipient Contract Management.

Attachment D

NAME:		
APG MILESTONES PER PROJECT	Requirement for approval	CSFS Initials as task is completed
1) PROJECT CONTROLS		
Tasks:		Completed
Program Management Plan	Document to CSFS	
Organizational Chart	Document to CSFS	
Contact Information	Document to CSFS	
Work Breakdown Structure	Document to CSFS	
Milestone Schedule	Document to CSFS	
Weekly/Monthly Report Schedule	Document to CSFS	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	
Landowner Agreements Developed	Document to CSFS	
Project Inspection Report	Document to CSFS	
Health and Safety Plan	Document to CSFS	
Supplemental Forms	Document to CSFS	
2) PROJECT ID & SELECTION		
Tasks:		Completed
Stakeholder Primary Contacts	Documentation	
County Stakeholder Meetings	Documentation	
Initial Site Visit	Date Provided	
Initial Photo Record	Files to CSFS	
Map Creation/Acreage Estimation	Files to CSFS	
3) PUBLIC PROCESS		
Tasks:		Completed
Walkthroughs/Tours/or Meetings	Date Provided	
Landowner Agreements Signed	Documentation	
Flag and GPS Boundary	Inspection	
Final Project Design / Prescriptoin Approval	Inspection	
4) FIELD WORK/CONTRACT MANAGEMENT		0-100 method
Projects		Completed
Project Name / Code		
Projects 1 through 20 detailed		
Comments:		

Attachment E
"Example"



Bundy,Robert

From: Craven, Terrie
Sent: Wednesday, April 21, 2010 7:25 AM
To: Bundy, Robert
Cc: Jahnke, Jeff
Subject: Anchor Point

Follow Up Flag: Follow up
Flag Status: Flagged

Bob,

To confirm what we discussed yesterday, Doug Leavell, Jeff Young, and I met about the counter-proposal Doug sent them to amend their agreement to make it closer to a Firm Fixed Price (FFP) contract. It was a good meeting, and I think we are very close to an agreement. APG had gone back to completely FFP with the entire amount tied to milestones with essentially the same grid that they originally proposed. I expressed your concern that as the grid was laid out, APG would receive more than half the money before a single tree was cut, and because you aren't comfortable with that, I'm not comfortable with it either. I told Jeff that we need to make sure you're comfortable with the arrangement from a program standpoint, and Doug said he needs to be comfortable from a cash management standpoint. We talked through a few options, and agreed to keep the top three milestones from the grid (Project Control, Project ID & Selection, and Public Process) and spread \$843,044 over those milestones with the same percentages by county as the original grid. The remaining amount (\$902,540) will be spread over the projects weighted by acres for implementation/Field Work. Jeff will meet with Chris and Rod this morning and get a final list of projects with the associated acres and create a grid similar to the milestone grid. If I remember correctly, I think you said there will be four projects in each county (four counties), so there will be 16 amounts, and again the amounts will be weighted by the number of acres in each project. Once Jeff has the grid completed, we'll take a look at the resulting percentages by county and see if they change significantly. If not, we'll keep the original percentages by county for the milestones, and the percentages for the projects may be slightly different. Doug said as long as the percentages don't change by more than 25%, we should be OK.

Payments for the projects will need to be worked out. I suggested that the cleanest way would be to pay for each project as it is completed and signed off on by you, but that might not work for APG from a cash flow perspective, so we may do a percentage completion type payment. You can work out the details of what that might look like when you meet with them.

The attachment showing the milestones and tasks will need to be revised. The Contract Administration milestone at the bottom will need to be redistributed. As we discussed yesterday, some of the tasks under that milestone won't make sense anywhere else...e.g., Final GIS shapefile(s), Final FTE calculations submitted, and Final NFPORS report submitted. We may need to make them a separate category for Final Payment or something like that. We will hold their final payment until all reports have been received. Doug decided not to go with a 5% retainage, because he said holding the final payment would be about the same amount of money (although that could change with the new arrangement), and retainage creates an accounting nightmare. I asked Jeff to make sure that you are involved in the revision of the milestone attachment.

APG will still need to submit invoices only monthly, which means they will need to bundle the project payments. We expect them to submit a large invoice soon after this agreement is signed based on completion of the first two milestones and your sign-off, and any previous payments will be deducted. I think Jeff is planning to show the deductions on their invoice.

Bundy,Robert

From: Bundy,Robert
Sent: Thursday, March 25, 2010 12:05 PM
To: Leavell,Doug; Craven,Terrie
Subject: RE: ARRA Fixed Price Contract Value with Weighted Milestone Payment Schedule
Attachments: 119 project milestones and tasks.doc

Hi Doug and Terrie,

I have attached an old draft of Anchor Point's milestones and tasks. The tasks were designed as a sub-category for each milestone. They would not bill for a milestone until all tasks were completed for each county. Initially they were looking to track tasks by project. They decided it would be best to do it by county. I like it "by county" better, as we wouldn't have to dig as deep into the status for each of the 16 projects during every billing. The way it is now, they would bill for the Public Process milestone for Larimer County, after all tasks are done for all four projects in that county.

I believe that most of these tasks are measureable. I could ask to see proof of accomplishment for each task as they are checked off.

I am a little confused on the amounts listed. In the original agreement, Anchor Point said that they would spend \$902,540 on "operations". The new fixed price document says they would spend \$728,309 on "contracts". I'm not sure how or why this is different. I'd prefer to see the original/higher amount used for subcontracting (tree cutting).

Another thing to note is that Anchor Point has completed Project Control and Project ID & Selection for all counties. They will also have the Public Process milestone completed soon. Knowing that, I would not be surprised if their next invoice was for at least \$740,000.

In their initial proposal, they said they would spend \$808,130 on salary and \$34,912 on travel. I believe it would be better to pay milestone percentage payments based on the \$808,130 salary amount, instead of on the full budgetary amount designated for each county. We could then pay "operations" or "contracts" (whatever they choose to call it) on subcontract work as actual forest thinning occurs. I'm not comfortable paying 50% of the total award before a single tree is cut. In short, I think APG internal funds should be separate from operational funds.

Please let me know if we need to meet again, or if I can assist in any way. Thanks.

Bob Bundy
ARRA Project Manager
Colorado State Forest Service
5625 Ute Highway
Longmont, CO 80503
(303) 823-5774 (x5)
(303) 823-5768 fax
Bob.Bundy@ColoState.edu

From: Leavell,Doug
Sent: Wednesday, March 24, 2010 6:12 PM
To: Craven,Terrie; Bundy,Robert
Cc: Jahnke,Jeff
Subject: RE: ARRA Fixed Price Contract Value with Weighted Milestone Payment Schedule

Hi Terrie,

1. That is something we'll need to lock down very specifically in the revised agreement.
2. We need to agree with APG in writing what constitutes completion of the milestone. Usually we have some concrete deliverable. We'll need to work together to define objective criteria. We want to make sure there is no fuzz on when they complete a milestone. I will also include a 5% retainage for each invoice payable when we are satisfied they have completed the job.
3. Yes, I would propose that we subtract the amount paid to date from the first completed milestone(s).
4. Yes.
5. I have asked Jeff Young to propose some kind of monthly financial support so that we can judge expenditures against accomplishments. Even under fixed price we need some kind of financial reporting to satisfy subrecipient monitoring.
6. Yes. APG has not requested a change in scope. If they do, we'll need to review that carefully to determine if we want to allow it and if we need sponsor prior approval.

Thanks for your help. Let me know what ideas you have around defining the completion criteria for the milestones.

Doug
970-491-7178

From: Craven, Terrie
Sent: Wednesday, March 24, 2010 7:43 AM
To: Leavell, Doug; Bundy, Robert
Cc: Jahnke, Jeff
Subject: RE: ARRA Fixed Price Contract Value with Weighted Milestone Payment Schedule

Doug and Bob,

I've attached the spreadsheet with a few questions at the bottom. I think Bob has worked with APG already on performance measures, so he may be able to answer most of these questions. I haven't seen the details yet, so I'd be interested in seeing that before we sign off on anything. Doug, you may be able to answer the questions about the payment amounts and whether they are looking at four payments based on the percentages or five payments based on the milestones.

Thanks for involving us in this process, Doug.

Terrie

Terrie Craven
ARRA Program Manager
Colorado State Forest Service
5060 Campus Delivery
Fort Collins, CO 80523
970.491.8466
terrie.craven@colostate.edu

From: Leavell, Doug
Sent: Tuesday, March 23, 2010 6:33 PM
To: Craven, Terrie; Bundy, Robert
Subject: FW: ARRA Fixed Price Contract Value with Weighted Milestone Payment Schedule

Hi Terrie and Bob,

I am currently in negotiation with Jeff Young at APG to complete the necessary steps to get their agreement converted to fixed price. They have proposed a milestone billing arrangement as documented on the attached spreadsheet. Would you review the milestones and let me know if you are comfortable with them? I would be relying on your assessment that APG completed the milestone so I want to make sure there is an acceptable way to determine and document that the completion of the activity.

Thanks.

Doug
970-491-7178

From: jeff@c3 [mailto:jeff@c3summit.com]
Sent: Thursday, March 11, 2010 9:25 AM
To: Leavell,Doug
Subject: ARRA Fixed Price Contract Value with Weighted Milestone Payment Schedule

Hi Doug,

I have attached what I believe you need to establish the fixed price contract with APG. I personally did not participate in the development of the original proposal sent to CSU from APG. I have presented the data consistent with Attachment 1, Table 5 of the original APG proposal. I have also applied your rate calculations to the appropriate base.

Please let me know if you find this information acceptable to convert the APG contract to fixed price.

Best Regards,
Jeff

ARRA - Performance Measures
Anchor Point Group – Community Wildfire Protection Plan Implementation
Subaward Amount: \$1,745,583

Grant Period: November 1, 2009 through September 30, 2011

Work to be completed: This grant will cover the costs associated with the Anchor Point Group (APG) CWPP Implementation Project Grant Proposal. During the project period, a minimum of 54 jobs will be created or retained, and high priority fuels treatment work will occur in four counties in the northern Front Range of Colorado. The ARRA grant sub-recipient, APG, is expected to use funding as is described in their proposal. Any variation to the outlined project plan should be discussed with the ARRA project manager, and be documented for approval of associated parties.

Deliverables:

- Create at least 25 new jobs and retain 29 jobs. These jobs will be present within APG, through contract wood cutting, utilization of biomass, and contract support.
- Complete priority fuels treatment work within approved CWPP communities of Boulder, Gilpin, Grand, and Larimer counties. Fuels treatment will meet or exceed CSFS Standards regarding forest management, shaded fuel breaks, roadside thinning, and defensible spaces.
- Work with the ARRA project manager regularly regarding project setup, scopes of work, project prescriptions, project status, and implementation standards.
- Information will be provided to assist with media coverage and to ensure transparency of all aspects of the program and its funding. This includes full disclosure of work done, sharing of project photos, and written documentation of project work.
- Provide the public outreach, education, and stakeholder coordination necessary for the implementation of project work. This includes coordination with the CSFS, community representatives, fire districts, subcontractors, and affected landowners regarding project plans and expectations.
- Sub-recipient and contractors will adhere to all applicable state and federal laws.
- Submit NFPO reporting on a monthly basis, FTE reporting on a quarterly basis, invoices no less than quarterly, and GPS shapefile data of completed treatments on a quarterly basis.
- Treatment costs will follow the implementation budget included in the proposal. Maintain detailed expenditure documentation regarding the use of ARRA program funding. In order to allow for transparency and justify payments, invoices shall have documentation of how grant funding is used.

Goals:

- Jobs created will be focused toward long term sustainability.
- Projects will focus on high priority areas where fuels reduction can build off of existing efforts, satisfy the greatest need and provide maximum synergy.
- When feasible, biomass will be utilized through partnerships with private companies.

Guidelines and Operational Standards:

- Treatments will meet CSFS forest management implementation standards. This includes the minimum standards regarding tree selection and spacing, maximum stump heights, and proper slash management procedures (chipping, pile building, and lop & scatter). Refer to applicable CSFS publications including the "Fuelbreak Guidelines for Forested Subdivisions & Communities", "Creating Wildfire-Defensible Zones", "Landowner Guide to Thinning", and "Lodgepole Pine Management Guidelines for Land Managers in the Wildland-Urban Interface".
- Treatment will take applicable Best Management Practices into account regarding harvesting, hazardous substances, machinery, noxious weeds, riparian areas, roads/skid trails, and soil erosion. Refer to the "Colorado Forest Stewardship Guidelines: Best Management Practices (BMPs) for Colorado" publication.

*Incorporated for reference
Add CSFS in addition*

*CWPP
- Handbook
- Senate Bill log*

Milestone Dates:

NOTE: The format and amount of detail for this is flexible, it just has to be measureable. The goal is to explain what will be accomplished with ARRA funding, mainly jobs and forest treatment. I left this very vague, as I'm sure you have much more accurate expectations.

EXAMPLE:

- November 30, 2009:
 - o 6 created or retained jobs working on ARRA duties
 - o APG interviewing and hiring for Forest Tech positions
 - o Initial stakeholder's meetings held for four counties
 - o Boulder county projects identified
 - o \$27,913.80 funding, 1.6% of award
- December 31, 2009:
 - o 7 created or retained jobs working on ARRA duties
 - o 2.56 reportable FTE's
 - o APG interviewing and hiring for Forester position
 - o Larimer county projects identified
 - o Field visits for Boulder and Larimer counties' projects
 - o X acres identified for treatment on X projects
 - o \$32,576.29 funding, 1.9% of award
- January 31, 2010:
 - o X created or retained jobs working on ARRA duties
 - o Gilpin and Grand counties' projects identified
 - o Boulder county 65 acre Seven Hills project field setup completed
 - o \$40,000.00 funding, 2.3% of award
- February 28, 2010:
 - o X created or retained jobs working on ARRA duties
 - o ¼ of Boulder's Seven Hills project completed
 - o 15 acres treated
 - o \$80,000.00 funding, 5.6% of award
- March 31, 2010:
 - o X created or retained jobs working on ARRA duties
 - o X reportable FTE's
 - o ¼ of Boulder's Seven Hills project completed, ¼ of Larimer's Horsetooth Pine project completed
 - o 40 acres treated, 55 total acres completed to date
 - o \$160,000.00 funding, 11.2% of award
- April 30, 2010 through September 30, 2011

Cooperator Signature: _____

Date: _____

Anchor Point Group
3775 Iris Ave, Suite 2A
Boulder, CO 80301

Telephone Number: (303) 665-3473

Email Address: Rod@AnchorPointGroup.com

*Created by green
logs
unit by Terrie*

Anchor Point Initiatives Briefing Paper

Executive Summary

ARRA Success Story

21 Projects, 21 Months, 22 New Jobs

Anchor Point recently completed a \$1.7 million American Recovery & Reinvestment Act (ARRA) initiative for Colorado. We created 22 new full-time employment (FTE) jobs and retained 56. We successfully created 21 fuels reduction projects in Boulder, Gilpin, Larimer, and Grand counties protecting communities, schools, and critical infrastructure. This is a meaningful ARRA success story.

ACTION: Promote Anchor Point as an ARRA success story and example of how the Western Governor's Association Cohesive Wildfire Management Strategy can be achieved.

New National Hazard & Risk Assessment

At the end of 2011, we are launching the nation's first and only 50-state wildfire hazard and risk assessment. This assessment will have a significant impact on planning and protecting energy infrastructure (i.e. power lines, oil and gas operations, etc.). We also believe it will provide a direct benefit to FEMA in defining contingency plans for natural disasters with the Department of Defense (DOD) Energy Security Act Initiative.

A Colorado-Based Solution to Firefighter Safety

Anchor Point has helped develop state- and national-level solutions for wildfire pre-planning. We have identified the need for strategic placement of landscape-level fuels reduction projects. Through these efforts, we have met the WGA Cohesive Wildfire Management Strategy and addressed firefighter safety.



About Anchor Point

Founded in Boulder, Colorado in 1999

Anchor Point develops and supports sound wildland fire solutions from planning through implementation

We reduce risk and realize long term cost savings for our partners

We accomplish this by integrating expertise & technology.

1 ARRA Success Stories

The U.S. Department of Agriculture has been implementing provisions of the American Recovery and Reinvestment Act of 2009 to put Americans back to work and rejuvenate the nation's economy. The Recovery Act provided the USDA with nearly \$28 billion in funding. Of that amount, \$1.15 billion was allocated to the U.S. Forest Service for project work in forest restoration, hazardous fuels reduction, construction and maintenance of facilities, trails, and roads, green energy projects, and grants to states, tribes, and private landowners. The U.S. Forest Service provided this funding to states on a competitive basis.

Through the Recovery Act funding, the Colorado State Forest Service (CSFS) received a \$4.465 million grant that was distributed on a competitive basis to organizations that will create or retain jobs to help implement high-priority fuels mitigation projects established within approved Community Wildfire Protection Plans (CWPPs).

Anchor Point received \$1,745,583 million as a sub-recipient of the CSFS grant. We used the money to implement proposed projects in areas with existing CWPPs that had "high" or "very high" wildfire risk ratings. Anchor Point chose to implement projects in Boulder, Gilpin, Grand, and Larimer Counties. The project goals were to create jobs, sustain and grow the company, and provide community protection in the form of hazardous fuels reduction projects.

The funding priorities to create jobs and protect communities enabled Anchor Point to select projects that may have previously been cost-prohibitive or too labor intensive to undertake.

Project Selection

One of the project goals--and a primary metric of success--was to assess communities protected. This is not typical in fuels reduction, as "acres treated" is normally used to evaluate success. Strategically placed fuel breaks that were meant to protect communities, infrastructure, and lives were selected. This 25-acre project along Eagles Drive directly protects over 56 primary structures while providing mitigated egress and access routes for residents and emergency responders.

Taking a proposed project on a map and making it a reality on the ground takes time and patience, particularly when multiple landowners are involved. Yet implementation of CWPPs is critical to help protect lives, property, and important natural resources.

Utilization

Of the approximately 80 landowners involved with projects in Boulder, Gilpin, Grand and Larimer Counties, 50 landowners opted to keep the trees for personal use as firewood, posts/poles, fencing or other use. The other 30 landowners required the contractor to remove the material generated from the forest management work. Several utilization scenarios resulted:

- All of the useable material cut in Grand County went to local pellet and saw mills, the post and pole market, house log businesses, or other wood processing businesses.
- A project in Boulder County had material hauled away by a third party to be milled into lumber for a landowner whose home was destroyed in the Four Mile Fire.
- A homeowner in Boulder County requested 300 logs to build a rustic structure on her property.
- One landowner requested all material to be cut into 12 foot lengths to be used as buck and rail fence. Any additional material may be sold to offset future fuels reduction work.
- The contractor working on the Arcadia Ranch project hauled the larger material to his mill near Fort Collins to be milled into tongue-and-groove flooring and paneling.
- Wood retained by landowners for use as firewood was generally cut into manageable lengths and stacked throughout the project area.
- A contractor in Gilpin County removed wood from two projects to be sold as firewood. A large percentage of the trees removed from a project in Sunshine Canyon were hauled by the Peak to Peak Wood Program to a local post and pole mill.

Anchor Point Initiatives

Completion of Scope of Work

By mid July, Anchor Point had successfully completed all 21 projects under the Recovery Act, totaling 360 acres. It is estimated that 22 full-time employee (FTE) jobs were created and 56 FTE jobs were retained through the grant. To successfully implement the work, Anchor Point utilized seven different private wood cutting companies, two fire department mitigation crews, and one county mitigation crew.

"WILDFIRE!"

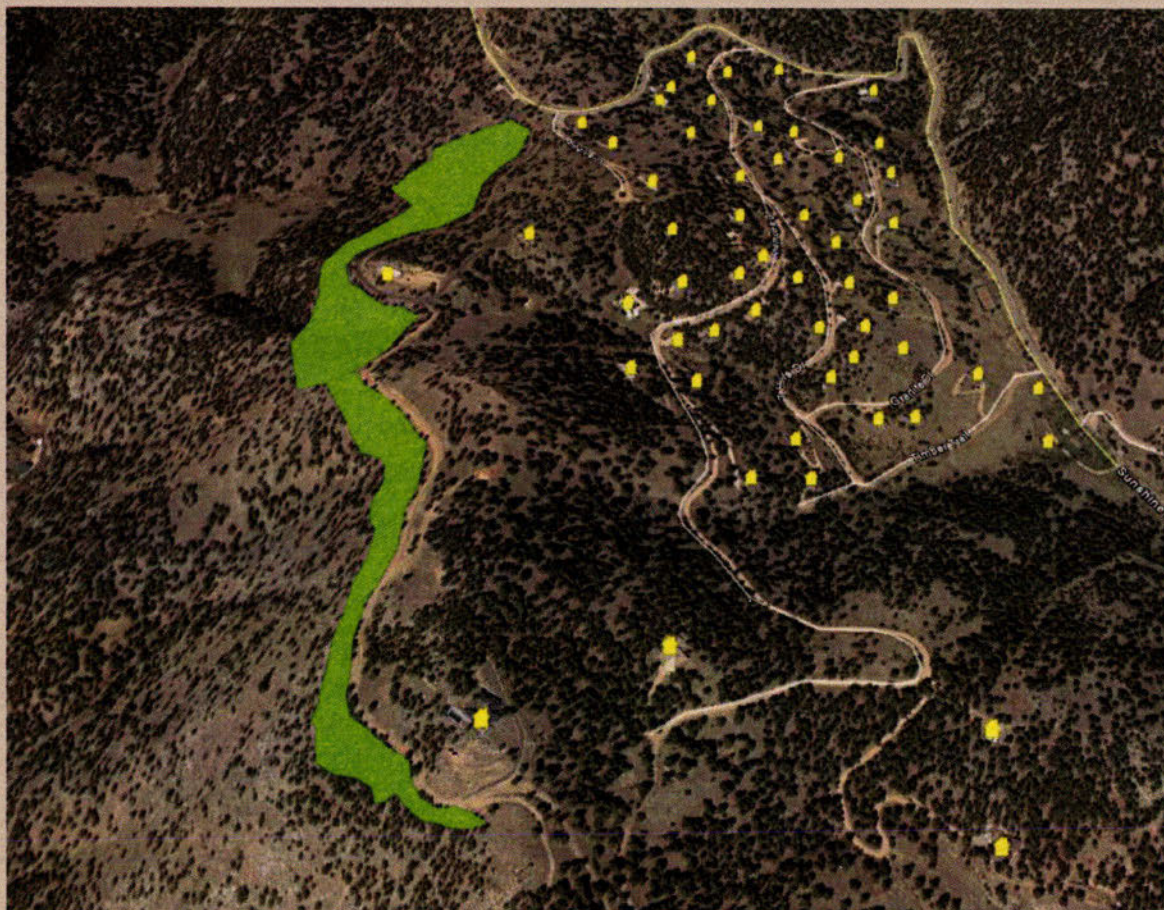
Projects Put to the Test

Throughout the fall of 2010, three of the four counties evacuated residents in the wildland-urban interface due to significant wildfires. Four Anchor Point projects were within a mile of the fire perimeters, and one in Boulder County was along the primary evacuation route for several

communities. No one was injured during the evacuation; it can be extrapolated that the roadside thinning functioned as designed.

Not far from the 6,180 acre Four Mile Fire perimeter, four firefighters from two fire protection districts worked together to complete a 19-acre shaded fuel break in Boulder County. Two of the firefighters were involved in fire mitigation work year-round; the other two helped when needed, both creating new, and retaining existing, positions.

The Anemone Road project in Boulder was implemented to protect the Seven Hills subdivision. The project was selected early on in the grant process. The value of the project was validated when the Dome Fire threatened the Seven Hills subdivision.



A single fuel break, shown in green, protects multiple homes and communities.

2

New National Hazard & Risk Assessment

Summary

The National Hazard and Risk Model (No-HARM) was created in response to the growing need for a single methodology for wildfire assessment across all 50 states. A need for accurate, parcel-level information on the threat of wildfire to structures is necessary to prioritize grants, mitigation projects, and to finally define the true wildfire threat to real property and critical infrastructure throughout the nation. The potential for damage to structures and infrastructure as a result of wildfire is a growing problem as our forests deteriorate and greater numbers of people and infrastructure are built in areas prone to wildfire.

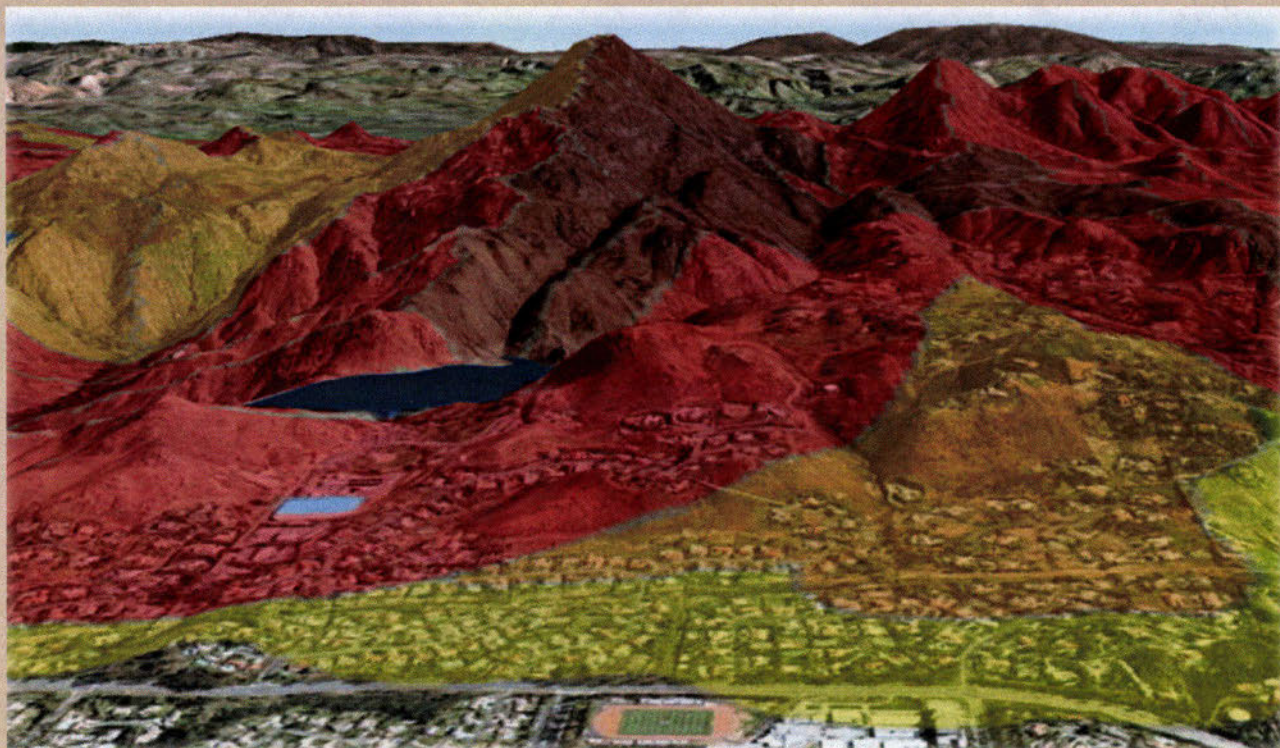
Applications

FEMA: Has all other natural hazards mapped for the U.S. except wildfire

- Validates grant selection process
- Supports forecasting and response
- Concisely defines the National wildfire threat

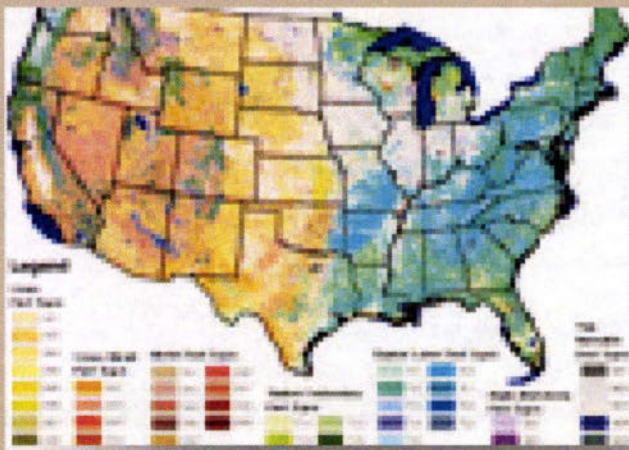
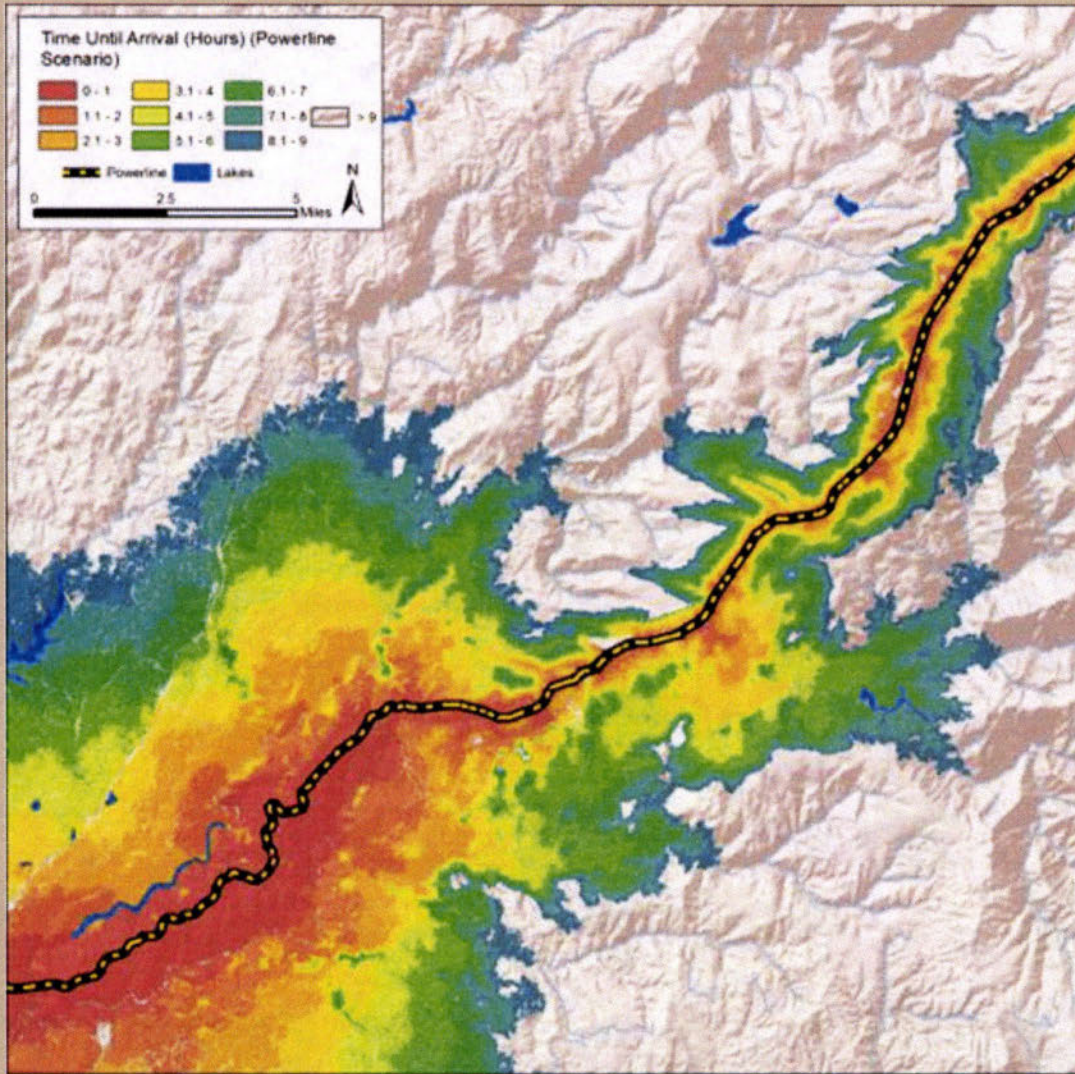
Other Federal Government: This assessment will have significant impact on planning and protecting energy infrastructure.

- Power lines
- Oil and gas operations
- Defines and develops contingency plans for natural disasters with the DOD energy security act initiative
- Communications towers and arrays
- DOD and DOE infrastructure – continuance of operation assessments



- Robust fire behavior modeling
- Firesheds
- Historic wildfire disturbance context
- Suppression algorithm
- Ignition probability

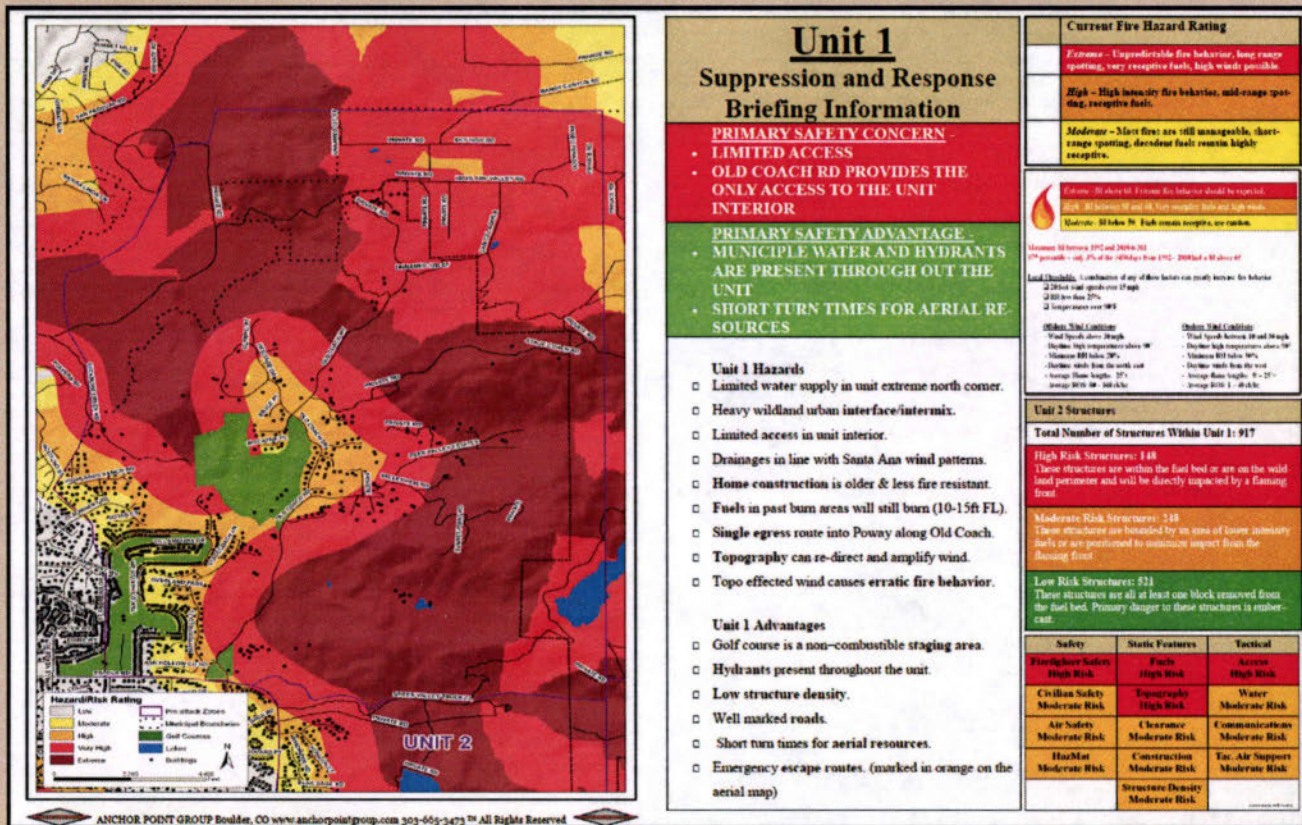
Anchor Point Initiatives



TOP: Power line Assessment

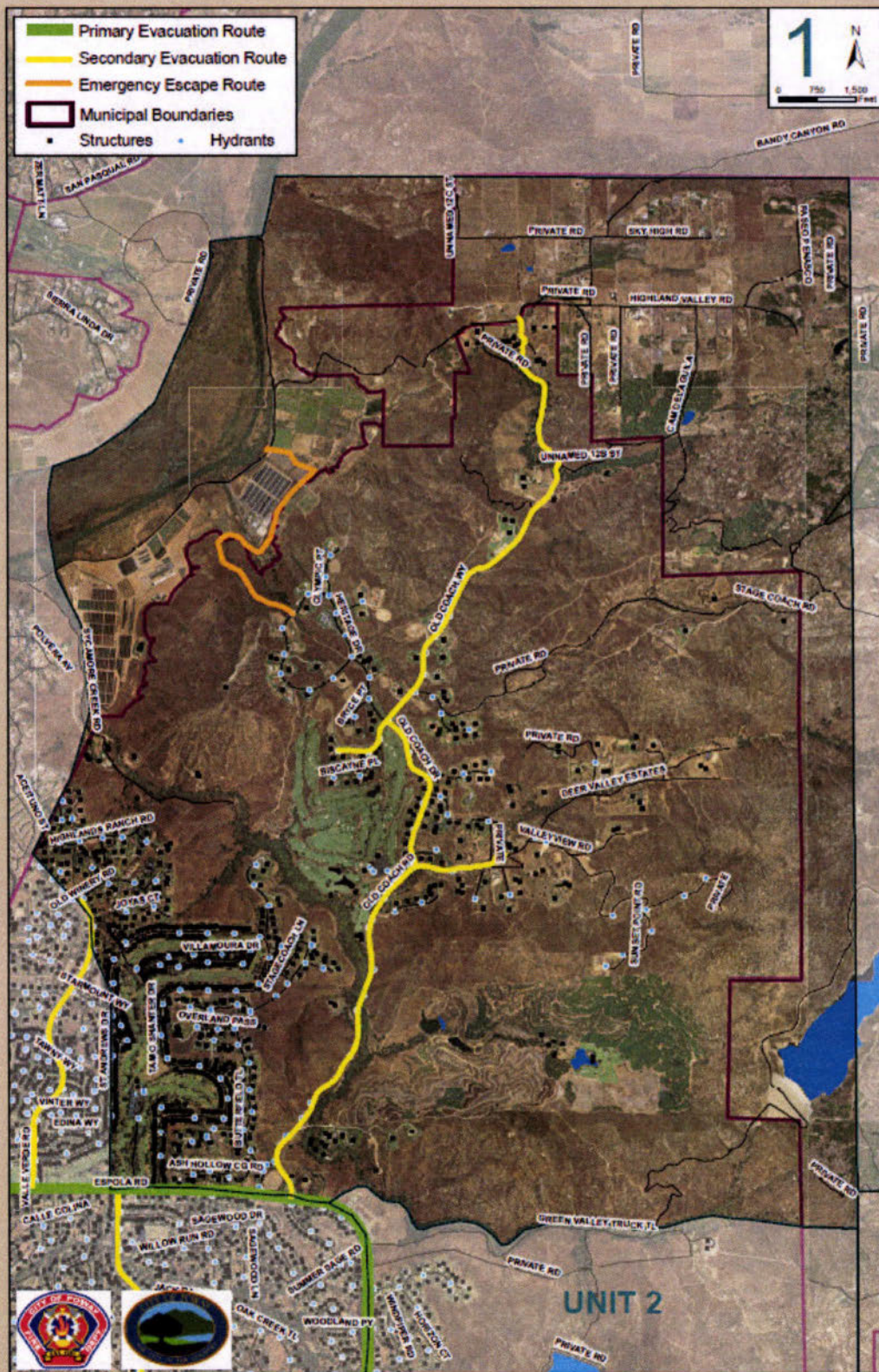
3 A Colorado-Based Solution to Firefighter Safety

The Plan is designed for field use and intended to be a source of situational awareness for firefighters. In addition, it functions as a decision-making tool for incident commanders during the initial attack and extended attack phases of suppression operations. The data can be used to populate an Emergency Operations Center (EOC) or Computer-Aided Dispatch (CAD) system and provides the tools to assist in valid decision-making at the command and general staff levels. The primary design criterion is to create a system that will allow firefighters to be safer and more effective during wildland-urban interface operations.



From 2005 to 2010, **89 wildland firefighters died on the line**. Most could have been prevented with increased situational awareness.

Anchor Point Initiatives



CSFS VEGETATION MANAGEMENT INSPECTION REPORT

PROJECT NAME: Pole Hill INSPECTION DATE: 1/12/11
 CONTRACTOR: Summit Forestry (Anchor Point) INSPECTING FORESTER: Bob Bundy

PROJECT WORK CATEGORIES	STATUS / NOTES
A. PROGRESS:	
1. Progress (ahead, on schedule, slow, no work)	Complete
2. Percentage of project complete (acres, slash mang.)	100%
3. Contractor cutting to boundaries	Yes
B. PRESCRIPTION:	
1. Tree selection (good, acceptable, poor)	Good
2. Ladder fuels trees and low limb treatment	Ladder trees cut, limbing not prescribed
3. Snag selection, snags in safe locations	Couple snags left, not many existed, acceptable
4. Stump height	1-3"
C. INSECT & DISEASE:	
1. Treatment eradicates mistletoe	N/A
2. MPB/lps Beetle presence	No
3. Beetle tree treatment type, done properly	N/A
D. BIOMASS:	
1. Contour log placement / spacing	N/A
2. Round wood piled properly	Good
3. Chipping depth and distribution	Great 1-3"
4. Wildlife piles construction and placement	N/A
5. Burn piles construction and placement	N/A
6. Lop and scatter depth and distribution	Depth acceptable for site, pieces are broken to small size
7. Material in Right-Of-Way	Good, cleaned out
E. BEST MANAGEMENT PRACTICES:	
1. Weeds (equipment/treatment avoiding)	N/A
2. Damage from access, skidding, ruts	N/A
3. Adhering to safety requirements / fire precautions	Yes
4. Work site left clean	Yes
5. Spills (prevention, cleaning)	None
6. Damages to work area / residual trees	None
7. Proper equipment maintenance / location	Yes
8. Access/Skid roads meet specs	N/A
9. Temporary Roads closed per specs	None
10. Landings (locations, construction, size)	None
11. Avoid/Protect streams, springs, wet meadows	N/A
12. Erosion - proper control / damages	None
OVERALL (meeting specs, what improvements are needed): All improvements were completed, work was done to specifications.	

Inspecting Forester: Robert A. By Company Representative: _____

(Use back of form for additional comments, sketch maps, notes, etc.)

CSFS VEGETATION MANAGEMENT INSPECTION REPORT

PROJECT NAME: Pole Hill INSPECTION DATE: 11/4/10 Am
 CONTRACTOR: Summit Forestry INSPECTING FORESTER: Bob Bundy

PROJECT WORK CATEGORIES	STATUS / NOTES
A. PROGRESS:	
1. Progress (ahead, on schedule, slow, no work)	<u>1 week left - 3 weeks</u>
2. Percentage of project complete (acres, slash mang.)	<u>60% acres, 50% slash</u>
3. Contractor cutting to boundaries	<u>Yes</u>
B. PRESCRIPTION:	
1. Tree selection (good, acceptable, poor)	<u>Good - 10% more in some areas</u>
2. Ladder fuels trees and low limb treatment	<u>okay</u>
3. Snag selection, snags in safe locations	<u>couple, not much</u>
4. Stump height	<u>1-3"</u>
C. INSECT & DISEASE:	
1. Treatment eradicates mistletoe	<u>No</u>
2. MPB/lps Beetle presence	<u>No</u>
3. Beetle tree treatment type, done properly	<u>N/A</u>
D. BIOMASS:	
1. Contour log placement / spacing	<u>N/A</u>
2. Round wood piled properly	<u>Good</u>
3. Chipping depth and distribution	<u>Great 1-3"</u>
4. Wildlife piles construction and placement	<u>N/A</u>
5. Burn piles construction and placement	<u>N/A</u>
6. Lop and scatter depth and distribution	<u>Depth good - broken up okay, not much they can do</u>
7. Material in Right-Of-Way	<u>Good</u>
E. BEST MANAGEMENT PRACTICES:	
1. Weeds (equipment/treatment avoiding)	
2. Damage from access, skidding, ruts	
3. Adhering to safety requirements / fire precautions	<u>Yes</u>
4. Work site left clean	<u>Yes</u>
5. Spills (prevention, cleaning)	<u>N/A</u>
6. Damages to work area / residual trees	
7. Proper equipment maintenance / location	
8. Access/Skid roads meet specs	
9. Temporary Roads closed per specs	
10. Landings (locations, construction, size)	
11. Avoid/Protect streams, springs, wet meadows	
12. Erosion - proper control / damages	
OVERALL (meeting specs, what improvements are needed):	

Inspecting Forester: _____ Company Representative: _____

(Use back of form for additional comments, sketch maps, notes, etc.)

CSFS VEGETATION MANAGEMENT INSPECTION REPORT

PROJECT NAME: Redstone Puma (ARRA) ^{LM.05} INSPECTION DATE: 9-3-10
 CONTRACTOR: APG (Summit Forestry) INSPECTING FORESTER: Bob Bundy

PROJECT WORK CATEGORIES	STATUS / NOTES
A. PROGRESS:	
1. Progress (ahead, on schedule, slow, no work)	Complete
2. Percentage of project complete (acres, slash mang.)	100 %
3. Contractor cutting to boundaries	Yes
B. PRESCRIPTION:	
1. Tree selection (good, acceptable, poor)	Good
2. Ladder fuels trees and low limb treatment	Done where applicable
3. Snag selection, snags in safe locations	Yes
4. Stump height	Acceptable < 4"
C. INSECT & DISEASE:	
1. Treatment eradicates mistletoe	N/A
2. MPB/lps Beetle presence	N/A
3. Beetle tree treatment type, done properly	N/A
D. BIOMASS:	
1. Contour log placement / spacing	N/A
2. Round wood piled properly	N/A
3. Chipping depth and distribution	Good
4. Wildlife piles construction and placement	N/A
5. Burn piles construction and placement	N/A
6. Lop and scatter depth and distribution	Good
7. Material in Right-Of-Way	Thin layer of chips, acceptable
E. BEST MANAGEMENT PRACTICES:	
1. Weeds (equipment/treatment avoiding)	N/A
2. Damage from access, skidding, ruts	None
3. Adhering to safety requirements / fire precautions	Yes
4. Work site left clean	Yes
5. Spills (prevention, cleaning)	None
6. Damages to work area / residual trees	None
7. Proper equipment maintenance / location	N/A
8. Access/Skid roads meet specs	N/A
9. Temporary Roads closed per specs	N/A
10. Landings (locations, construction, size)	N/A
11. Avoid/Protect streams, springs, wet meadows	N/A
12. Erosion - proper control / damages	acceptable

OVERALL (meeting specs, what improvements are needed):

Project meets standards and is considered complete and approved for payment

Inspecting Forester: Robert A. Bundy Company Representative: Matt Lloyd/Tony Mahon

(Use back of form for additional comments, sketch maps, notes, etc.)

9-3-10
Bot Bury

20.00 (100%)
Reserve Fund (100%)
APG (100%)

Complete
100%
Yes

Good
None where applicable
Yes
"Applicable" app

N/A
N/A
N/A

N/A
N/A
Good
N/A
N/A
Good

This type of app, acceptable

N/A
None
Yes
Yes
None
None
N/A
N/A
N/A
N/A
N/A

acceptable

Project meets standards and is considered complete and approved for payment
Bot Bury

CSFS VEGETATION MANAGEMENT INSPECTION REPORT

PROJECT NAME: Roosevelt Ridge GL05 **INSPECTION DATE:** 9/29/2010
CONTRACTOR: Anchor Point (Native Ecology Inc.) **INSPECTING FORESTER:** _____

PROJECT WORK CATEGORIES	STATUS / NOTES
A. PROGRESS:	
1. Progress (ahead, on schedule, slow, no work)	Complete
2. Percentage of project complete (acres, slash mang.)	100%
3. Contractor cutting to boundaries	Yes
B. PRESCRIPTION:	
1. Tree selection (good, acceptable, poor)	Excellent
2. Ladder fuels trees and low limb treatment	Done Where Applicable
3. Snag selection, snags in safe locations	Yes
4. Stump height	<4"
C. INSECT & DISEASE:	
1. Treatment eradicates mistletoe	NA
2. MPB/lps Beetle presence	NA
3. Beetle tree treatment type, done properly	NA
D. BIOMASS:	
1. Contour log placement / spacing	NA
2. Round wood piled properly	Yes
3. Chipping depth and distribution	Good (<3")
4. Wildlife piles construction and placement	NA
5. Burn piles construction and placement	NA
6. Lop and scatter depth and distribution	NA
7. Material in Right-Of-Way	NA
E. BEST MANAGEMENT PRACTICES:	
1. Weeds (equipment/treatment avoiding)	NA
2. Damage from access, skidding, ruts	No
3. Adhering to safety requirements / fire precautions	Yes
4. Work site left clean	Yes
5. Spills (prevention, cleaning)	None
6. Damages to work area / residual trees	None
7. Proper equipment maintenance / location	Yes
8. Access/Skid roads meet specs	Yes
9. Temporary Roads closed per specs	NA
10. Landings (locations, construction, size)	Good
11. Avoid/Protect streams, springs, wet meadows	Yes
12. Erosion – proper control / damages	Yes
OVERALL (meeting specs, what improvements are needed):	

Inspecting Forester: _____ **Company Representative:** Dave Oettinger (Anchor Point)

(Use back of form for additional comments, sketch maps, notes, etc.)



Steps for CWPP Fuels Reduction Project Implementation

- Project Selection
 - Projects Nominated by Colorado State Forest Service, Local Fire Authority etc
- Project Reconnaissance
 - Forest Technicians familiarize themselves with the project
 - FTs meet with community contact
 - Preliminary photos of the general work area
- Project Layout
 - Hold a land owner meeting to get buy in from all impacted land owners
 - Project cannot proceed until all landowners have signed the landowner agreement.
 - Walk the unit with community contact and interested landowners.
 - Mark the unit taking into consideration the specific needs of landowners.
- Project Bid
 - Once the project is marked contractors will walk the unit and submit a bid.
 - **Some** of the items included in the bid from each contractor will include:
 - Type of equipment to be used
 - Dimensions to which timber will be cut.
 - Method of slash disposal.
 - Manner of product utilization. (Including leaving it for the landowner's use)
 - Timeline
 - Safety and insurance measures
- Project Implementation:
 - Once a contractor's bid has been selected, a contract including many of the same items will be drawn up between the contractor and Anchor Point.
 - The contractor will be responsible for implementing the project.
 - Anchor Point will oversee the project and hold the contractor to the agreement.
 - Anchor Point will oversee contract issues including but not limited to:
 - Safety
 - Adherence to the prescription
 - Timeline
 - Proper completion of the project

Any questions can be directed to Anchor Point Forest Manager Craig Jones or Forest Technicians: Matt Lloyd (primary forest tech. for Larimer County) and Karl Kumli (primary forest tech. for Boulder County)

Craig Jones: cjones@anchorpointgroup.com

Matt Lloyd: mlloyd@anchorpointgroup.com

Karl Kumli: kkumli@anchorpointgroup.com

Anchor Point - 3775 Iris Ave, Suite 2A - Boulder, Colorado 80301

303-665-FIRE (3473)

www.AnchorPointGroup.com



LICENSE / AGREEMENT TO ENTER UPON LAND AND RELEASE OF LIABILITY

THIS LICENSE / AGREEMENT TO ENTER UPON LAND AND RELEASE OF LIABILITY is an agreement made and entered into this ____ day of _____, 20____ by and between _____ (Licensor / Landowner) and Anchor Point Group, LLC (hereinafter referred to as "CONTRACTOR").

WHEREAS, CONTRACTOR has requested access to and the right to enter upon the land described herein below (the "Property"), for the purposes described below that are related to the Contractor's project implementation activities; and

WHEREAS, Licensor / Landowner is the owner of the Property, or of the current right to occupancy thereof, and has the right to grant a License / Agreement to enter upon the Property for the purposes described herein, and desires to grant such right to CONTRACTOR upon the terms and conditions set forth in this Agreement;

NOW, therefore, in consideration of the mutual promises and covenants contained herein, receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows.

A. License / Agreement Grant. The Licensor / Landowner grants to CONTRACTOR, its employees and authorized volunteers, contractors and subcontractors, acting within the scope of their employment or contract (collectively, the "License / Agreement"), a non-exclusive License / Agreement/ to enter upon the Property during the term hereof, without prior notice, for the purposes described below. Licensor / Landowner may revoke such License / Agreement at any time by written notice to CONTRACTOR in accordance with the Notice provisions herein. Said License / Agreement is subject to the following terms and conditions:

1. Description of Property. This License / Agreement concerns the following Property: [enter street address and/or legal description of property to be accessed; attach map if possible]:

2. License / Agreement Period. This License/ Agreement shall be in effect from _____ to _____, inclusive (the "License/ Agreement Period"). If any dates or times are excluded from the License/ Agreement Period, they are specified here: [N/A].
3. The parties may by mutual written agreement extend the term of this License / Agreement as necessary to permit the purposes and activities for which it is granted to be completed. **No work shall be commenced until this License/ Agreement has been fully signed.**



4. Purpose. This agreement applies to CONTRACTOR for the purpose of conducting the following activities:

- to cut timber as a fire mitigation measure and to remove any unwanted timber or slash created as result of fire mitigation from the Property;
- to prepare a fuels reduction project. This includes walking the property, flagging and mapping boundaries, marking trees, and other activities required to prepare the project for implementation.
- to perform the following other activities:

5. Commencement of Work. Work by CONTRACTOR and/or its contractors are expected to commence on or about the Effective Date, but is subject to change due to contractor scheduling, weather conditions, and other factors. CONTRACTOR will endeavor to provide notice to Licensor / Landowner when work has commenced.

6. No License / Agreement Fee. This License / Agreement is granted at no cost to CONTRACTOR. CONTRACTOR is responsible for all costs associated with the performance of the activities authorized herein.

B. Release of Liability. CONTRACTOR hereby releases the Licensor / Landowner from all liability or responsibility for injury that CONTRACTOR, its employees and authorized volunteers, contractors and subcontractors, or any of them, may suffer as a result of or in connection with his/her entering upon the Property (except for injuries caused by the reckless or intentional acts of the Licensor / Landowner). CONTRACTOR will use its best efforts to request all of its employees and authorized volunteers, contractors and subcontractors, or any other person working with said CONTRACTOR, to sign a WAIVER and RELEASE form as attached prior to entering on the Property.

C. Liability of License/ Agreement. CONTRACTOR shall at all times herein maintain general liability insurance in an amount not less than One Million Dollars (\$1,000,000) per occurrence. A certificate of insurance evidencing such coverage shall be provided to the Licensor / Landowner together with this Agreement at the time of execution. Subcontractors shall be required to provide reasonable proof of general liability insurance prior to undertaking work for CONTRACTOR on the Property.



B. Additional Terms and Conditions.

1. **Notices.** All notices required to be given under this License / Agreement shall be deemed given when actually delivered to the designated representative(s) of the party to be given notice by (i) certified mail, return receipt; or (ii) by hand delivery or courier service, if a signed receipt is obtained upon delivery; or (iii) by facsimile transmission, if confirmation of receipt of the transmission is obtained. A party may change its designated representative(s) or address at any time by written notice in the same manner as for any other notice. The initial representatives of the parties shall be the persons whose names and addresses are:

CONTRACTOR:

Anchor Point Group, LLC
3775 Iris Ave., Suite 2A
Boulder, CO 80301

With a copy to:

LICENSOR / LANDOWNER:

2. **Non-Assignment.** Except as specifically permitted under section A herein above, CONTRACTOR shall not transfer, assign, or otherwise convey the rights granted in this agreement to any other person or party without the express prior written consent of the Licensor / Landowner(s). Any such conveyance in violation of this paragraph shall be null and void.
3. **Legal Authority.** The Licensor / Landowner warrants he/she/it possesses the legal authority to enter into this License / Agreement and has taken all actions required by its procedures, bylaws, and/or applicable law to exercise that authority, and to lawfully authorize its undersigned signatory to execute this License / Agreement and to bind the Licensor / Landowner to its terms. The person(s) executing this License / Agreement on behalf of the Licensor / Landowner warrant(s) that such person(s) have full authorization to execute this License/ Agreement.
4. **Non-Assignment.** Licensor / Landowner shall not assign or sub-license/ Agreement any of its obligations under this License/ Agreement without the advance written consent of Licensor / Landowner. Any unauthorized assignment shall be void. Licensor/Landowner shall have the right, but not the obligation to terminate this License / Agreement, without waiver of any other right or remedy, upon notice of Licensor / Landowners assignment or sub-license / Agreement in violation of this section.



5. **Binding effect.** This License / Agreement is binding upon the heirs, personal representatives, successors, and permitted assigns of both parties.
6. **Entire Agreement.** This License / Agreement including the exhibits incorporated herein by reference constitutes the entire agreement between the parties, and supersedes any previous contracts, understandings, or agreements of the parties, whether verbal or written, concerning the subject matter of this License/ Agreement.
7. **Amendment.** No modification or amendment to this License / Agreement shall be valid unless it is made in a writing signed by the authorized representatives of the parties.
8. **Waiver.** The waiver by either party of a breach or violation of any provision of this License/ Agreement shall not operate as or be construed to be a waiver of any subsequent breach of the same or other provision hereof.

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE EXECUTED THIS CONTRACT

LICENSOR / LANDOWNER:

By: _____

Print Name & Title:

Date: _____

CONTRACTOR

By: _____

Date: _____

Company Authorized Agent

Exhibit B. Contractor's Agreement

AGREEMENT FOR USE OF GEOGRAPHIC DATA

THIS AGREEMENT ("Agreement") is made by and between the **Colorado State Forest Service**, a Colorado State entity whose address is 5625 Ute Highway Longmont, CO 80503 ("Recipient") and **Anchor Point** whose address is 3775 Iris Ave., Suite 2A, Boulder, CO 80301. This Agreement is effective following mailing to and receipt of a fully executed original of the Agreement by the GIS Coordinator for Boulder County, Colorado, addressed to P.O. Box 471, Boulder, Colorado, 80306.

WHEREAS, the Colorado State Forest Service has entered into an intergovernmental agreement titled "License and Exchange Agreement for Geographic Data" ("IGA") with Boulder County, Colorado, which permits the distribution to the Recipient of certain "Data" as this term is defined in the IGA. A copy of the IGA is attached and incorporated into this Agreement; and

WHEREAS, the IGA permits third parties to receive soft copies of the Data from the Recipient provided that there is a written agreement evidencing that the third party will conform to the requirements of the IGA; and

WHEREAS, Anchor Point has read and understands the IGA and acknowledges that the IGA mandates that Data in the possession of the Recipient must be managed in accordance with the IGA for the benefit of the County.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and agreements of the Parties, and other good and valuable considerations, the sufficiency and adequacy of which are hereby acknowledged by the Parties, the Parties hereto agree as follows:

- 1.0 The Recipient may make available to Anchor Point soft copies of the "Data" (as this term is defined by the IGA) which is in possession of the Recipient.
- 2.0 Anchor Point shall use any Data distributed to Anchor Point as if Anchor Point were the original recipient of the Data and Anchor Point shall comply with each and every term, condition and requirement of the IGA as if Anchor Point were the original recipient of the Data.
- 3.0 In its use of the Data provided by the Recipient in accordance with this Agreement and the IGA, Anchor Point

understands and acknowledges that this Agreement is intended to benefit the County as a third party beneficiary. Other than the County, no other third party beneficiary is intended and the benefit of this Agreement is limited to the parties herein.

- 4.0 Colorado Law to Govern. This Agreement shall be governed by and construed in accordance with the substantive and procedural laws of the State of Colorado. Venue for all trial court proceedings related to this Agreement shall be in Boulder County, Colorado.
- 5.0 Independent Status. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of agents, partners, joint venturer or associates between the parties hereto or as constituting Anchor Point as the employee of the Recipient or County for any purpose or in any manner whatsoever.
- 6.0 Rights Cumulative. All remedies available to either party under the terms of this Agreement or by law are cumulative and may be exercised concurrently or separately, and the exercise of any one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.
- 7.0 Modifications. Any alterations, variations, modifications, or waivers of the provisions of this Agreement shall only be valid when they have been reduced to writing, and signed by authorized representatives of the Donor and Recipient.

IN WITNESS WHEREOF, the parties have executed this Agreement effective upon the date and year of the event indicated above.

DATED this 4th day of February, 2010.

Colorado State Forest Service

Robert A. Bundy
Authorized Signature

ATTEST:

Chris White
Authorized Signature
Anchor Point

By: Chris White
Its: principal partner

COLORADO DEPARTMENT OF TRANSPORTATION SPECIAL USE PERMIT <input type="checkbox"/> LANDSCAPE <input checked="" type="checkbox"/> GENRAL CONSTN <input type="checkbox"/> SURVEY <input type="checkbox"/> OTHER ()	
PERMITTEE Name Colorado State Forest Service	DEPARTMENT USE ONLY Date issued September 2, 2010 Permit # 10-75
Address 5625 Ute Highway	S.H.# 119 M.P. 21.5 District 1
Longmont, CO 80503 bob.bundy@colostate.edu	Section 05
Telephone 303-823-5774 Representative: Bob Bundy	Patrol 37
NOTICE TO PERMITTEE: Pursuant to 9-15-103 C.R.S. you shall not make or begin excavation without first notifying the Utility Notification Center of Colorado (UNCC) and if necessary, then notifying the tier two members having underground facilities in the area of such excavation. Notification shall also be given to the CDOT regional permitting office, or as otherwise directed by this Permit's Special Provisions. Notice of the commencement, extent and duration of the excavation work shall be given at least two business days prior thereto, not including the day of actual notice. The UNCC may be called at 1-800-922-1987.	

ACTIVITY DESCRIPTION (Furnished by Permittee)	
NATURE OF ACTIVITY Installation of ARRA signing for the forestry project in the area	
LOCATION: State Hwy. No. 119 County Gilpin City/Town Rollinsville Mile point(s) 21.5 Intersecting Feature(s): 1/4 mile south of the Gilpin/Boulder County line Other Location Information North of the Shoshoni Road intersection	
ADDITIONAL REMARKS Please note that the attached CDOT Special Use Standard Provisions are part of this permit.	

SPECIAL PROVISIONS (completed by the Department) The Special Provisions are terms and conditions of this permit.	
Any work shall only be in accordance with the special provisions and other applicable details as set forth in this permit and its attachments.	
The CDOT Inspector is: <u>Steve Loeffler</u> Telephone 303-365-7308 Work is to be completed on or before: <u>September 3, 2010 to November 30, 2010</u> or within N/A days, (as applicable) Work time restrictions: <u>Work within CDOT Right-of-Way shall begin after 8:30 A.M. and be completed before 3:30 P.M.</u>	
(ALSO SEE ATTACHED STANDARD PROVISIONS, AND ADDITIONAL SPECIAL PROVISIONS), (TRAFFIC CONTROL MUST CONFORM TO THE MUTCD) Other:	
Permittee is prohibited from commencing any activity within highway ROW prior to issuance of a fully endorsed and validated permit. Permit, insurance certificate(s), and traffic control plan must be available on site during work. High visibility vests are required at all times during working hours.	

1. Your request to perform the work as described above is granted subject to the terms and conditions of this permit, including the Standard and Special Provisions as shown on the permit and all attachments hereto.
2. To the extent authorized by law, the Permittee shall indemnify, save, and hold harmless the State, its employees and agents, against any and all claims, damages, liability, and court awards including costs, expenses, and attorney fees incurred as a result of any act or omission by the Permittee, or its employees, agents, subcontractors or assignees pursuant to the terms of this permit.
3. Failure by the Permittee to comply with any of the included terms or conditions may subject this permit to suspension or cancellation, at the discretion of the Department of Transportation.
4. **THIS PERMIT IS NOT VALID UNTIL FULLY ENDORSED BY ALL PARTIES, WITH DATE OF ISSUE AFFIXED BY AN AUTHORIZED REPRESENTATIVE OF THE DEPARTMENT. A FULLY EXECUTED COPY OF THIS PERMIT MUST BE ON FILE AT THE TRANSPORTATION REGION OFFICE.**
5. In accepting this permit the undersigned, representing the Permittee, verifies that he or she has the authority to sign for and bind the Permittee, and that he or she has read, understands and accepts all the included conditions.

Attested Title	Date Signature <u>Robert A. Bundy</u> Title <u>ARRA Project Manager</u>	Date <u>10-13-10</u>
COLORADO DEPARTMENT OF TRANSPORTATION Chief Engineer		By <u>Steve Loeffler</u> Asst. Access Mgr. Date of issue <u>10-13-10</u> Regional Transportation Director or Designee

Distribution: District File (Original)
 Permittee/Applicant Inspector
 Mtns Patrol Supvr Mtns Landscaping Supvr

CDOT Form # 1283 02/06

Previous versions are obsolete and should not be used.

CDOT SPECIAL USE PERMIT STANDARD PROVISIONS

The following Standard Provisions are terms and conditions of this permit:

Effective January 1, 2009

Construction of any portion of the highway facility, including the pavement structure, subsurface support, drainage, landscaping elements and all appurtenant features, shall comply with the provisions of the CDOT Standard Specifications for Road and Bridge Construction, and with the Colorado Standard Plans (M & S Standards).

1. COMMENCEMENT AND COMPLETION

Work on highway Right-of-Way (ROW) shall not commence prior to issuance of a fully endorsed and validated permit.

Permittee shall notify the CDOT inspector:

- A. At least 2 working days prior to commencing work, or resuming operations which have been suspended for five or more consecutive working days
- B. When suspending operations for 5 or more working days
- C. Upon completion of work.

Work shall not proceed beyond a completion date specified in the Special Provisions without written approval of the Department.

2. PLANS, PLAN REVISIONS, ALTERED WORK

Plans or work sketch (EXHIBIT A) are subject to CDOT approval. **A COPY OF THE APPROVED PLANS OR SKETCH MUST BE AVAILABLE ON SITE DURING WORK.** Plan revisions or altered work differing in scope or nature from that authorized under this permit, are subject to CDOT prior approval. Permittee shall promptly notify the CDOT inspector of changed or unforeseen conditions, which may occur on the job.

3. TRAFFIC CONTROL PLAN

- A. Prior to commencing work, the Permittee shall develop and submit to the Department for acceptance, a Traffic Control Plan (TCP) for any accommodation work that will affect traffic movement or safety. The Permittee shall implement the TCP and utilize traffic control devices as necessary to ensure the safe and expeditious movement of traffic around and through the work site.
- B. The Permittee shall develop the TCP, and Methods of Handling Traffic (MHT's) included therein, in conformance with the Manual on Uniform Traffic Control Devices (MUTCD), the Colorado Supplement thereto adopted by the Commission pursuant to sections 42-4-104 and 42-4-105 CRS, the Department's standard specifications for temporary traffic control and the Department's standard plans for

signing - Standard Plans S 630-1 and S 630-2. The TCP shall include provisions for the passage of emergency vehicles through the work zone, and shall conform to the requirements of the Americans with Disabilities Act. The TCP and MHT's shall contain sufficient detail to demonstrate conformity with all applicable requirements.

- C. The Permittee shall have a competent person at the work site at all times in responsible charge of temporary traffic control. In situations where the TCP goes beyond any Typical Application shown in the MUTCD, or particularly dangerous roadway or traffic conditions exist, the Department may require the Permittee to have a Traffic Control Supervisor (TCS) develop or approve the TCP or to have a TCS on-site during work. The TCS shall be certified as a worksite traffic supervisor by either the American Traffic Safety Services Association (ATSSA) or the Colorado Contractors Association (CCA), and shall have a current CDOT flaggers' certification card. The TCS shall be responsible for the planning, preparation, coordination, implementation, and inspection of the TCP.
- D. The Permittee shall not start the permitted work before the Department accepts the TCP.
- E. The Department may review and order changes to the TCP and MHT's during performance of the work, as required.
- F. The Permittee shall comply with the TCP at all times during performance of the work.
- G. **THE PERMITTEE SHALL KEEP A COPY OF THE TCP AT THE WORK SITE AT ALL TIMES DURING PERFORMANCE OF THE WORK FOR INSPECTION.**
- H. The TCP shall ensure that closure of intersecting streets, road approaches and other access points is minimized. On heavily traveled highways, the Department will not permit operations that interfere with traffic during periods of peak traffic flow.
- I. When Permittee operations coincide with highway construction or maintenance operations, the Permittee shall develop and implement the TCP in cooperation and coordination with the highway agency and/or its contractors and as otherwise directed by the Department in the permit.
- J. All flaggers shall have a current CDOT flagger certification card and shall be capable of communicating with the traveling public and others at the work site.

CDOT SPECIAL USE PERMIT STANDARD PROVISIONS

- K. ANY WORK INVOLVING LANE CLOSURES MUST BE REPORTED TO THE DEPARTMENT ON THE WEDNESDAY BEFORE THE CLOSURE IS TO TAKE PLACE. IF THE LANE CLOSURE IS NOT REPORTED THE WEDNESDAY BEFORE THE WORK IS TO TAKE PLACE, THEN NO LANE CLOSURE WILL BE ALLOWED AND THE WORK WILL NEED TO BE RESCHEDULED FOR A LATER DATE.**

4. NCHRP 350 CRASHWORTHINESS REQUIREMENTS FOR WORK ZONE TRAFFIC CONTROL DEVICES

Work zone devices designated by FHWA as: Category I, including but not limited to single-piece drums, tubes, cones and delineators; Category II, including but not limited to barricades, vertical panels with light, drums or cones with light, portable sign supports, intrusion detectors and type III barricades; or as Category III, including but not limited to concrete barriers, fixed sign supports, crash cushions, and other work zone devices not meeting the definitions of Category I or II; shall meet NCHRP 350 crash test requirements. The Permittee, or their contractor shall obtain and make available upon request, the manufacturer's written NCHRP 350 certification, or as applicable, the FHWA Acceptance Letter, for each type of device. FHWA Acceptance Letters for Category II or Category III Work Zone Devices may be accessed through the FHWA website at http://safety.fhwa.dot.gov/roadway_dept/road_hardware/wzd.htm

5. WORKER SAFETY AND HEALTH

- A. All workers within the State Highway Right-of-Way shall comply with their employer's safety and health policies/procedures and all applicable U.S. Occupational Safety and Health Administration (OSHA) regulations - including, but not limited to the applicable sections of 29 CFR Part 1910 - Occupational Safety and Health Standards and 29 CFR Part 1926 - Safety and Health Regulations for Construction.
- B. Personal protective equipment (PPE) (e.g. head protection, footwear, high visibility apparel, safety glasses, hearing protection, respirators, gloves, etc.) shall be worn as appropriate for the work being performed, and as specified in regulation. At a minimum, all workers in the SH ROW, except when in their vehicles, shall wear the following personal protective equipment:
- 1) Head protection that complies with the ANSI Z89.1 standard;
 - 2) At all construction sites or whenever there is danger of injury to feet, workers shall comply

with OSHA's PPE requirements for foot protection per 29 CFR 1910.136, 1926.95, and 1926.96. If required, such footwear shall meet the requirements of ANSI Z41;

- 3) High visibility apparel, which shall, at a minimum comply with the Class 2 specifications of the ANSI/ISEA 107 standard. Class 3 apparel shall be considered for use at night or in particularly hazardous situations.
- 4) The most recent version of the ANSI standards listed above shall apply.

6. ADA REQUIREMENTS

The Permittee shall comply with the applicable provisions of the Americans With Disabilities Act, with respect to both permanent facilities installations and temporary work zones.

7. CLEAR ROADSIDE CONSIDERATIONS

- A. CDOT is committed to provide a roadside area that is as free as practical from nontraverseable hazards and fixed objects ("clear zone"). New above ground installations may be permitted within the clear zone only upon a showing that no feasible alternate locations exist. Permittee must utilize appropriate countermeasures to minimize hazards.
- B. Permittee shall remove materials and equipment from the highway ROW at the close of daily operations. The traffic control plan must include protective measures where materials and equipment may be stored on ROW. Protection of open trenches and other excavations within highway ROW shall be addressed in the Permittee's traffic control plan. All excavations shall be closed at the end of daily operations, and no open excavation will be allowed in the clear zone after dark. The Permittee agrees to promptly undertake mitigating or corrective actions acceptable to the Department upon notification by CDOT that the installation permitted herein has resulted in a hazardous situation for highway users.

8. GENERAL CONSTRUCTION REQUIREMENTS

- A. Work shall not be performed at night, during adverse weather conditions, on Saturdays, Sundays, or holidays, without prior authorization or unless otherwise specified in this permit. CDOT may restrict work on ROW during adverse weather conditions or during periods of high traffic volume.
- B. Those areas within ROW, which must be disturbed by permit operations, shall be kept to a practical minimum. Permittee shall not spray, cut, or trim trees or other landscaping elements within highway ROW, unless such work is otherwise specified in this permit,

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CDOT SPECIAL USE PERMIT STANDARD PROVISIONS

or clearly indicated on the approved plans. Cleated or tracked equipment shall not work on or move over paved surfaces without mats, or pads on tracks.

- C. Material removed from any portion of the roadway prism must be replaced in like kind with equal or better compaction. Segregation of material is not permitted. The permitted facility shall be of durable materials in conformity with accepted practice or industry standards, designed for long service life, and relatively free from routine servicing or maintenance.
- D. Construction or compaction by means of jetting, puddling, or water flooding is prohibited within all highway ROW.

9. ALIGNMENT, COVER, CLEARANCE

- A. Location and alignment of Permittee's facilities shall only be as specified in this permit or as otherwise indicated in the approved plans or work sketch (EXHIBIT A).
- B. Parallel installations will not be permitted under roadways (including curbing and/or shoulders) or median areas, except within corporate boundaries, subject to municipal regulations.

10. PAVEMENT CUTS AND REPAIRS

Paved surfaces shall not be cut unless otherwise specified in this permit. No more than one half the width of the roadbed may be opened at a time, when otherwise permitted. Pavement shall be sawed or wheel-cut to a neat line. Pavement shall be replaced to a design equal to or greater than that of the surrounding undisturbed pavement structure. Pavement repair shall conform to the Special Provisions or the approved plans.

11. ENVIRONMENTAL CLEARANCES/PERMITS

- A. It is the responsibility of the Permittee to determine which environmental clearances and/or regulations apply to their activities and to obtain any clearances that are required directly from the appropriate regulatory agency prior to commencing work. Please refer to or request a copy of the "CDOT Environmental Clearance Information Summary" (ECIS) for details. The ECIS may be obtained from CDOT Permitting Offices or may be accessed via the CDOT webpage at <http://www.dot.state.co.us/UtilityProgram/Forms.cfm>. Failure to comply with regulatory requirements may result in suspension or revocation of your CDOT permit, or enforcement actions by other agencies.
- B. The Special Provisions of this permit shall list any specific environmental clearances or permits that the Department has been notified by the Permittee or by the administering regulatory agency apply to the

operations authorized by this permit. The Special Provisions shall require the Permittee obtain the listed environmental clearances/permits prior to beginning work.

- C. The Permittee shall comply with all requirements described in the CDOT Environmental Clearances Information Summary, including those pertaining to:
 - 1) Ecological Resources
 - 2) Cultural Resources
 - 3) Discharges of Stormwater or Process Water
 - 4) Hazardous Materials
 - 5) Discharges of Dredged or Fill Material
 - 6) Erosion and Sediment Control
 - 7) Disposal of Drilling Fluids
 - 8) Concrete Washout
 - 9) Spill Reporting
 - 10) Transportation of Hazardous Materials
- D. Disturbance of any wildlife shall be avoided to the maximum extent practicable. If threatened or endangered species or archeological or historical artifacts are encountered during the progress of a project, work in the subject area shall be halted and the CDOT regional permitting office shall be contacted immediately for direction as to how to proceed.
- E. All discharges of stormwater or process water are subject to the applicable provisions of the Colorado Water Quality Control Act and the Colorado Discharge Permit Regulations.
- F. There shall be no disposal of hazardous materials in the state highway right of way. Solid waste shall be removed from the state highway right of way and disposed of at a permitted facility or designated collection point (such as the Permittee's own dumpster). Drilling fluids must be disposed of as described in the ECIS.
- G. If pre-existing solid waste or hazardous materials contamination (including oil or gasoline contaminated soil, asbestos, chemicals, mine tailings, etc.) are encountered during the performance of work, the Permittee shall halt work in the affected area and immediately contact the CDOT regional permitting office for direction as to how to proceed.
- H. Spills shall be reported immediately using the CDOT Illicit Discharge Hotline (303) 512-4446. Spills on the highway, into waterways, or that may otherwise present an immediate danger to the public, shall be reported by calling 911 or the Colorado State Patrol at (303) 239-4501, and the Colorado Department of Public Health and Environment at 1-(877) 518-5608.

12. RESTORATION OF RIGHT OF WAY

CDOT SPECIAL USE PERMIT STANDARD PROVISIONS

Prior to final acceptance, all disturbed portions of highway right of way shall be cleaned up and restored to their original condition, subject to CDOT approval. Seeding, sodding, and planting shall be as specified, or otherwise approved by CDOT. Construction, maintenance and watering requirements shall conform to the CDOT Standard Specifications. Where landscape restoration must be delayed due to seasonal requirements, such work may be authorized by separate permit. Permittee shall use only certified weed-free seed and mulch. Permittee shall clean equipment before transporting it into or out of the state to prevent the migration of noxious weeds.

13. OPERATION AND MAINTENANCE

- a. Permittee agrees to own and maintain the installation permitted herein. The facility shall be kept in an adequate state of repair and maintained in such a manner as to cause the least interference with the normal operation and maintenance of the highway.
- b. If any element of the transportation facility, constructed or replaced as a condition of this permit, fails within 24 months due to improper construction or materials, Permittee shall make all repairs immediately as notified in writing by CDOT.
- c. Routine, periodic maintenance and emergency repairs may be performed under the general terms and conditions of this permit. CDOT shall be given proper advance notice whenever maintenance work will affect the movement or safety of traffic. In an emergency, the CDOT Region office and the State Patrol shall immediately be notified of possible traffic hazards. Emergency procedures shall be coordinated beforehand, where possible.
- d. Maintenance activities requiring new excavation or other disturbance within highway ROW may require separate permit. Where highway construction or maintenance operations so require, Permittee will shut off lines, remove all combustible materials from the highway right of way, or provide other temporary safeguards.

14. SUSPENSION AND CANCELLATION

- A. The CDOT inspector may suspend operation due to:
 - 1) Non compliance with the provisions of this permit
 - 2) Adverse weather or traffic conditions
 - 3) Concurrent transportation construction or maintenance operations in conflict with the permitted work.
 - 4) Any condition deemed unsafe for workers or for the general public.
- B. Work may resume when grounds for suspension no longer exist.

This permit is subject to cancellation due to:

- 1) Persistent noncompliance with permit provisions
 - 2) Abandonment or transfer of ownership
 - 3) Superseded by new permit covering the same installation
 - 4) Conflict with necessary planned transportation construction.
- C. Permittee must promptly terminate occupancy upon notice of cancellation of permit, unless a new permit is applied for and granted.
 - D. Where Permittee does not fulfill an obligation to repair or maintain any portion of the highway facility, or control and safely maintain the flow of traffic thereon, CDOT reserves the right, in lieu of canceling this permit, to accomplish the required work by any other appropriate means, and Permittee shall be liable for the actual costs thereof.
15. All construction within the CDOT Right-of-Way must be coordinated with the Maintenance Supervisor in that area.
- ☐ Dave Miller 303-688-6230
 - ☐ Larry Dungan 303-279-1867
 - ☐ Mark Gocha 303-512-5665
 - ☐ Ty Anderson 303-512-5668
 - ☐ Terry Hubbell 719-346-7455

16. INSURANCE

Insurance Requirements for Utility and Special-Use Permits

- A. The Permittee shall obtain, and maintain at all times during the performance of work authorized by this Permit, insurance in the following kinds and amounts. The Permittee shall require any Contractor working for them within the State Highway Right of Way to obtain like coverage. The Permittee shall also require any Contractor or Consultant performing work described in sub-paragraph 4) below, to obtain Professional Liability Insurance.
 - 1) Workers' Compensation Insurance as required by state statute, and Employer's Liability Insurance covering all employees acting within the course and scope of their employment and work on the activities authorized by this Permit.
 - 2) Commercial General Liability Insurance written on ISO occurrence form CG 00 01 10/93 or equivalent, covering premises operations, fire damage, independent Consultants, products and completed operations, blanket contractual liability, personal injury, and advertising liability with minimum limits as follows:
 - a. \$1,000,000 each occurrence;

CDOT SPECIAL USE PERMIT STANDARD PROVISIONS

- b. \$2,000,000 general aggregate;
- c. \$2,000,000 products and completed operations aggregate; and
- d. \$50,000 any one fire.
- e. For any permanent Permittee-owned installations located within the State Highway Right of Way, highway repairs, or site restoration, Completed Operations coverage shall be provided for a minimum period of one year following final acceptance of work.

If any aggregate limit is reduced below 1,000,000 because of claims made or paid, the Permittee, or as applicable - their Contractor, shall immediately obtain additional insurance to restore the full aggregate limit and furnish to CDOT a certificate or other document satisfactory to CDOT showing compliance with this provision.

- 3) Automobile Liability Insurance covering any auto (including owned, hired and non-owned autos) with a minimum limit as follows: \$1,000,000 each accident combined single limit.
- 4) Umbrella or Excess Liability Insurance with minimum limits of \$1,000,000. This policy shall become primary (drop down) in the event the primary Liability Policy limits are impaired or exhausted. The Policy shall be written on an Occurrence form and shall be following form of the primary. The following form Excess Liability shall include CDOT as an additional insured.
- 5) For any: a) engineering design; b) construction inspection; or, c) traffic control plans approved by a Traffic Control Supervisor; done in association with the operations or installations authorized by this permit, Professional Liability Insurance with minimum limits of liability of not less than \$1,000,000 Each Claim and \$1,000,000 Annual Aggregate. If the policy is written on a Claims Made form, the Permittee, or, as applicable - their Consultant or Contractor, shall renew and maintain Professional Liability Insurance for a minimum of two years following final acceptance of the work, or provide a project specific Policy with a two year extended reporting provision.
- 6) Pollution Legal Liability Insurance with minimum limits of liability of \$1,000,000 Each Claim and \$1,000,000 Annual Aggregate. CDOT shall be named as an additional insured to the Pollution Legal Liability policy. If the Policy is a component of the Professional Liability Policy, the Additional Insured requirement is waived, and the Policy shall

be written on a Claims Made form, with an extended reporting period of at least two year following final acceptance of the work.

- B. CDOT shall be named as additional insured on the Commercial General Liability, Automobile Liability, AND Umbrella or Excess Liability Insurance policies. Completed operations additional insured coverage shall be on endorsements CG 2010 11/85, CG 2037, or equivalent. Coverage required by the Permit will be primary over any insurance or self-insurance program carried by the State of Colorado.
- C. The Insurance shall include provisions preventing cancellation or non-renewal without at least 30 days prior notice to CDOT by certified mail.
- D. The Permittee, or, as applicable - their Contractor or Consultant, will require all insurance policies in any way related to the Permit and secured and maintained by the Permittee, Contractor or Consultant, to include clauses stating that each carrier will waive all rights of recovery, under subrogation or otherwise, against CDOT, its agencies, institutions, organizations, officers, agents, employees and volunteers.
- E. All policies evidencing the insurance coverages required hereunder shall be issued by insurance companies satisfactory to CDOT.
- F. The Permittee, or as applicable - their Contractor or Consultant, shall provide certificates showing insurance coverage required by this Permit to CDOT prior to commencing work. No later than 15 days prior to the expiration date of any such coverage, the Permittee, Contractor or Consultant, shall deliver CDOT certificates of insurance evidencing renewals thereof. At any time during the term of this contract, CDOT may request in writing, and the Permittee, Contractor or Consultant, shall thereupon within 10 days supply to CDOT, evidence satisfactory to CDOT of compliance with the provisions of this section.
- G. Notwithstanding subsection A of this section, if the Permittee is a "public entity" within the meaning of the Colorado Governmental Immunity Act CRS 24-10-101, et seq., as amended ("Act"), the Permittee shall at all times during the term of this permit maintain only such liability insurance, by commercial policy or self-insurance, as is necessary to meet its liabilities under the Act. Upon request by CDOT, the Permittee shall show proof of such insurance satisfactory to CDOT. Public entity Permittees are not required to name CDOT as an Additional Insured.
- H. If the Permittee engages a Contractor and/or Consultant to act independently from the Permittee on the permitted work, that Contractor and/or Consultant

CDOT SPECIAL USE PERMIT STANDARD PROVISIONS

shall be required to provide an endorsement naming CDOT as an Additional Insured on their Commercial General Liability, Auto Liability, and Umbrella or Excess Liability policies.

17. INSPECTION

CDOT will determine the extent of inspection services necessary for a given installation. Permittee shall attend final inspection as may be required. If the initial performance of permitted work was unacceptable, as determined by the Department, the Permittee shall perform any reconstruction or improvement of that work as ordered by the Department, in a timely manner and prior to any further construction. If permitted operations are not being carried out in compliance with the terms and conditions of this permit, the Department may order the Permittee to perform whatever corrective measures are necessary to attain compliance with the permit. If there is an immediate danger to the public's health, safety or welfare, the Department may order the Permittee to cease all operations and if necessary, to remove all equipment and facilities from the State Highway Right-of-Way.

18. ACCEPTANCE

Final acceptance does not relieve Permittee of maintenance obligations toward those elements of the highway facility constructed under this permit. Final acceptance begins the two-year warranty period (see requirement under "Operation and Maintenance" below).

PROJECT FUNDED BY THE
American Recovery
and
Reinvestment Act



COLORADO DEPARTMENT OF TRANSPORTATION
UTILITY/SPECIAL USE PERMIT APPLICATION

Please print or type

Instructions:

Complete this form, attach all required documents, and submit it to the appropriate permit office. To determine which documents are required, refer to page 2 of this form and/or contact the Permit Office. **You must submit all required documents or the application will be deemed to be incomplete and will not be accepted.** Please do not FAX completed forms or documents.

Permittee: property or utility owner		
Name		
Address		
Contact person	e-mail address	Telephone

Applicant if other than permittee		
Name Colorado State Forest Service		
Address 5625 Ute Highway, Longmont, CO 80503		
Contact person Bob Bundy	e-mail address Bob.Bundy@ColoState.edu	Telephone (303) 823-5774

Activity Description: (furnished by permittee)

Purpose of Utility Permit		
<input checked="" type="checkbox"/> Installation <input type="checkbox"/> Adjust/relocation <input type="checkbox"/> Removal <input type="checkbox"/> Maintenance of existing facility		
Facility (type, size, class of transmittant, design pressure or potential, etc.)		
ARRA sign for forestry project (42"x36")		
Nature of installation		
<input type="checkbox"/> Longitudinal (parallel) <input type="checkbox"/> Buried* <input checked="" type="checkbox"/> Aerial/Ground-mounted		
<input type="checkbox"/> Transverse (crossing) <input type="checkbox"/> Attach to Highway Structure #:		
Purpose if for other than Utility Permit		
<input type="checkbox"/> Landscaping <input type="checkbox"/> Survey <input type="checkbox"/> Spill cleanup <input type="checkbox"/> Site restoration		
<input checked="" type="checkbox"/> Construction within right-of-way <input type="checkbox"/> Other (describe):		
State Highway No. 119	County Gilpin	City/Town Rollinsville
Location relative to SH milepost(s) Approximately at mile 21.5		
Location relative to intersecting feature(s), e.g., cross street, str. #, etc. 1/4 mile south of the Gilpin/Boulder County line, north of Shoshoni Rd intersection		
Intended start date and planned duration of work 2 hours to install during first week of September 2010		
Additional remarks Sign would be left up in right-of-way for about 3 months, with removal in November 2010		
If Permittee will own or operate underground facilities in State Highway rights-of-way: Indicate contact person for underground location information:		Telephone

*Notice to Excavators: Pursuant to 9-1.5-103 C.R.S., excavators shall not make or begin any excavation without first notifying the Utility Notification Center of Colorado (UNCC) and if necessary, then notifying the tier two members having underground facilities in the area of such excavation. Notification shall also be given to the CDOT regional permitting office, or as otherwise directed by the Special Provisions of the permit that is issued. Notice of the commencement, extent and duration of the excavation work shall be given at least two business days prior thereto, not including the day of actual notice. The UNCC may be called at 1-800-922-1987.

See reverse side for additional instructions



Exhibit A

APG PROJECT SERVICES CONTRACT STATEMENT OF WORK

for

North County Road Fuels Reduction Project (Northern Portion)

Purpose

Project objectives are:

- Reduce wildfire hazards within the project area and to adjacent communities.
- Remove trees previously killed by mountain pine beetle and/or Ips beetle.
- Enhance ingress and egress access for homeowners and fire apparatus.
- Promote regeneration within cut areas of conifer species and aspen.
- Create or retain local jobs.

General Description of Work

Contract crews will conduct thinning and selective patch-cutting of forest stands within project areas. Trees to be cut will include those dead, dying, structurally unsound, pest/disease infected or those necessary to reduce fuel loads. Species diversity is a goal of this project. As such, leave trees may include Ponderosa pine, limber pine, aspen, spruce, fir, and healthy, larger lodgepole pine. Extra effort will be made to avoid damage to residual trees. Typically, logs will be either skidded to approved landings to be loaded/hailed to appropriate markets for utilization or cut into 4-foot or 8-foot lengths for use by landowner. See **Section 3** below for utilization requirements. All non-utilized material will be subject to the slash requirements found in **Section 4**. All

work will be monitored and approved by the Contract Administrator.

Unit Description

- **Location and description:** The North County Road fuels reduction project is located in Gilpin County (see attached location map) within Rollinsville, Colorado. The project area(s) are located on property owned and managed by private landowners, on North County Road. The total size of the project is eighteen (18) acres. Project boundaries have been marked in green flagging.
- **Legal Description:** All property is privately owned and occurs along 183, 243, 425, 428, 445, 449 North County Road, and 510 Old Stagecoach Trail Road in Rollinsville, CO 80474
- Access for these projects will be from North County Road and Old Stagecoach Trail Road. Landings (size and location) will be approved by the Contract Administrator. All roads are subject to specifications outlined in the Road Construction/Rehabilitation Standards Section.

Prescription

1. **Units:** Within treatment areas, an emphasis will be placed on retaining healthy and structurally sound Ponderosa pine, aspen, specimen lodgepole pine, and other species which improve or retain diversity. Pockets of desirable lodgepole pine (groups of 4- 8) may also be preserved. Patch cuts (removal of small areas of less desirable trees) may also be implemented at the direction of the Contract Administrator. These will be primarily in areas of extreme dwarf mistletoe, pockets of Ips beetle mortality and extremely dense pockets of 2-4 inch diameter lodgepole pine. Contract crews will design activities to minimize impact to retained trees.



2. **Silvicultural Prescription:** Forested land within the project area is predominantly even-aged lodgepole pine. The key silvicultural goal of this project is to reduce the number of lodgepole pine per acre in order to reduce fuel loads and create healthier forests. This will be achieved through a crown thinning. Trees to be removed will come from both the co-dominant class as well as intermediate or understory class. Some healthy, structurally sound lodgepole will be retained in groups of 4 – 8 trees. Aesthetic characteristics will also be taken into consideration when determining leave trees. Efforts will be made to protect and retain all aspen, Ponderosa pine, limber pine, Douglas fir, Engelmann spruce of various sizes. This will include understory trees planted by residents.

Wildlife Trees: Where available, an effort will be made to preserve trees for use by wildlife. Contractors will attempt to leave 2-3 wildlife trees per acre. Certain wildlife trees, such as snags, will require increased thinning around them to a distance of at least 15' X 15'. Snags directly adjacent roads, skid trails, power lines etc., will not be left in place as they are considered a hazard to traffic, pedestrians or other infrastructure. Characteristics of leave trees include:

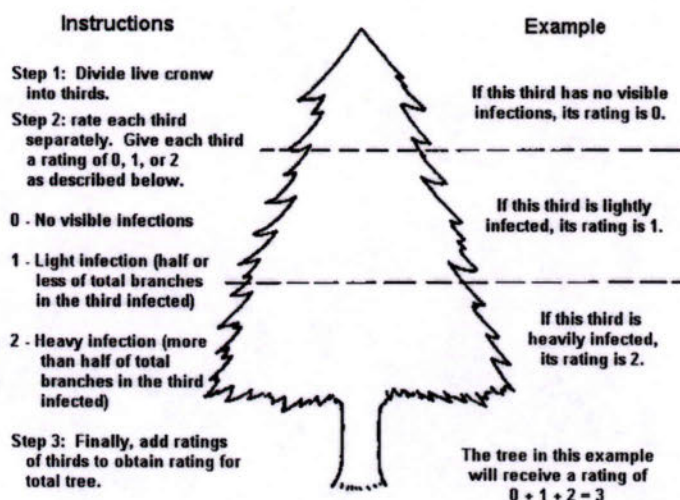
- Snags
 - Forked or split-top trees
 - Den/cavity nesting trees
3. **Crown Spacing:** A crown spacing of between 10 and 15 feet is the target goal between retained dominant canopy trees. Small groups of canopy trees can be located in small groupings of say 4 - 8 trees, with openings of at least 20' X 20' created around groupings in order to reduce crown continuity.
4. **Utilization Specifications and Standards:**
Specifications and standards outlined below must be followed if utilization is to be carried out.
- a. ____ All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from the nearest tree.
 - b. ____ All material 4" in diameter or greater and 8' in length or greater is to be removed from site for utilization in local markets.
 - i. ____ Decked by CONTRACTOR for later hauling.
 - 1. Deck locations must be approved by the Contract Administrator.
 - 2. Material in decks must meet minimum market specifications as outlined in **Appendix D.**
 - 3. Other decking specifications/requirements include:
 - 1. Material not to exceed 8-foot lengths
 - 2. No stubs; decked material must be cut flush
 - 3. Ends of decked material must be cut flush
 - ii. ____ Removed by CONTRACTOR as part of Project Services Agreement.
 - c. Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.

5. Slash Treatment: All created slash and non-utilized trees will be handled as follows:

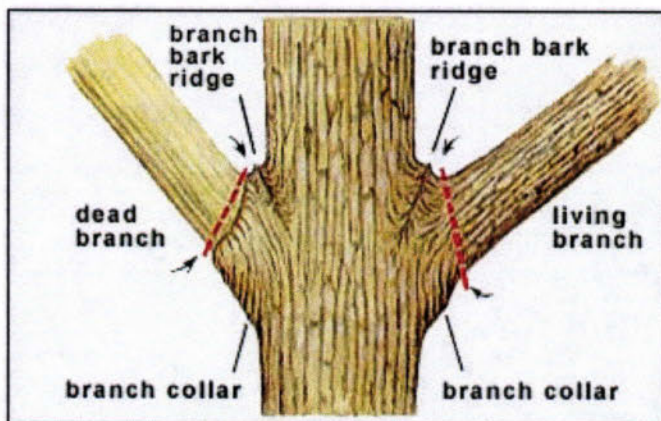
- a. ☐ Chipped on-site.
 - Chips will be broadcast to depths no greater than 3".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible, unless landowner requests chips be blown into designated pile for use.
- b. ☐ Subject to lop-and-scatter.
 - Lop-and-scatter will only be utilized in areas 100 feet away from homes and 15 feet away from roads.
 - Drainages and steep, difficult-to-access sites will be the preferred areas for all lop-and scatter usage.
 - Lop-and-scatter slash to depths no greater than 18-inches in all areas.
 - Material ½ inch to 3-inches in diameter is the target fuel to meet the 18-inch depth criteria.
 - Keep all slash at least 3-feet away from all residual trees.
- c. ☐ Hauled from site.
- d. ☐ Combination of one or more above. Describe below.

6. Sanitation Removal: Any tree (excluding wildlife trees) that meets the following criteria should be cut and the spacing regime adapted accordingly:

- Mistletoe rating of 3 or greater (see diagram below)
- Infested by mountain pine beetle or Ips beetle
- Infected with canker
- Dead (unless kept as wildlife snag)
- V-shaped, co-dominant stem in lower 2/3 of tree
- Crook, sweep or lean >20%
- Dead or broken top (unless retained for wildlife purposes)
- >30% of the bole is missing bark
- <20% of the bole has live crown



7. **Pruning of Trees:** Retained trees within 50-feet of roads will be elevated.
- Prune trees to a height of 8-feet, or 1/3 of the live crown height.
 - Retained wildlife trees do not require pruning
 - Attempt to locate the limbing cut beyond the branch bark ridge and branch bark collar (see diagram below).



8. **Cutting Methods:**
- Stump height of cut trees shall be no higher than 3- inches above ground as measured on the uphill side.
 - Trees shall be completely severed from the stump.
 - No trees shall be left suspended in, or leaning against, leave trees within or directly outside the unit boundary.



9. **Protection of Retained Trees:** Contractor will use low-quality trees or trees scheduled for removal as bumper trees. Contractors will make every effort not to fell trees into those that are to be preserved. Contractors will avoid damage to trunks and branches of trees to be preserved. Soil compaction should also be avoided.

Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality". Where necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.

Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must provide and locate signs to inform the general public of logging operations in the area prior to commencement of any work. These signs must meet the DOT requirements and/or be approved by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.
- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.

Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.

- Fences may exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units. Fence removal must first be approved by the Contract Administrator.



Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, hazardous trees, moderately steep slopes, barbed wire fencing, wet areas, natural springs, vehicle traffic, blind curves, pedestrians, homes and outbuildings, onlookers, overhead power lines, etc.

Subcontracting:

This agreement or any interest therein, may not be assigned without prior, written consent of the Contract Administrator.

Damage Penalty:

The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.

Exhibit A

APG PROJECT SERVICES CONTRACT STATEMENT OF WORK for Arcadia Ranch (LM.03) Fuels Reduction Project

Purpose

Project objectives are:

- Reduce wildfire hazards within the project area and to adjacent communities.
- Remove dead and dying trees infected by the mountain pine beetle and dwarf mistletoe.
- Help provide for a healthy residual stand that will be less susceptible to insects and disease.
- Create or retain local jobs.

General Description of Work

Contract crews will thin the overstory to reduce crown continuity, thin the understory to reduce ladder fuels and reduce overall surface fuel loadings. Both units have been marked, with leave trees flagged. Slash treatment will take place within the treatment unit. See **Section 5** below for specific slash requirements. Tree boles/trunks will be utilized by local markets. See **Section 4** for utilization requirements. All work will be monitored and approved by the Contract Administrator.

Unit Description

- **Location and Description:** The Arcadia Ranch fuels reduction project is located southwest of Estes Park, CO (see attached location map). The Project area is located on private land, divided between two landowners. The project area is divided into two units, both of which are flagged in pink flagging. The total size of the project area is 12 acres.
- **Legal Description:** Parcel Numbers – 3403300004, 3410000007, 3403300010, 3403300011, 3403300013, 3404400015 and 3410105001.
Township 04N, 73W, Section(s) 3, 4 and 10.
- **Access:** Access for this project is off of Highway 66 southwest of Estes Park. The eastern unit is accessed by taking Wind River Trail to Bighorn Trail. The western unit is accessed directly off of Wind River Trail and/or through YMCA property off of Summit Drive. Where needed, landings (size and location) will be approved by the Contract Administrator. Where applicable, log loading off adjacent roads will be utilized only if approved by the Contract Administrator. All roads are subject to specifications outlined in the **Road Construction/Rehabilitation Standards Section**.

Prescription

1. Harvest Units:

All trees within the harvest units that have not been flagged will be cut. All trees that are flagged will be retained. All dead aspen will be cut; all live aspen will be retained. All created slash will be treated on-site.

2. Silvicultural Prescription:

Uneven-aged, intermediate treatment. Mixed conifer; Target BA: 40 – 70 ft²/acre.

3. **Leave Trees:** ALL flagged trees, including boundary trees, will be retained.

- Boundary trees have been flagged in pink flagging.
- No trees will be cut outside of the flagged perimeter.
- Leave trees within both units have been flagged in yellow or lime-green flagging.
- All live aspen will be preserved and damage avoided to.
- All trees under 3 feet in height will be retained, except in cases where they are within 3 feet of the dripline of another larger tree.

4. **Utilization Specifications and Standards:**

Utilization of merchantable material will be carried out whenever quality of material, access, terrain and other factors allow for product or biomass utilization. Specifications and standards outlined below must be followed if utilization is to be carried out.

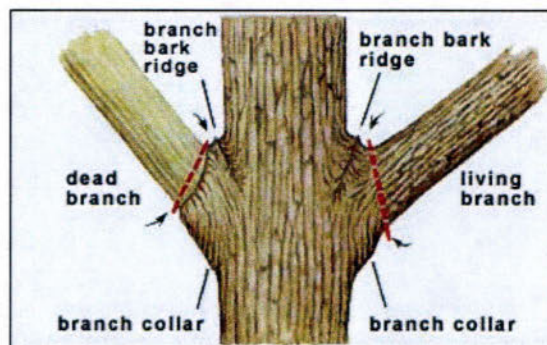
- a. ____ All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from the nearest tree.
- b. ____ All material 4" in diameter or greater and 8 feet in length or greater is to be removed from site for utilization in local markets.
 - i. ____ Decked by CONTRACTOR for later hauling.
 1. Deck locations must be approved by the Contract Administrator.
 2. Material in decks must meet minimum market specifications as outlined in **Appendix D**.
 3. Other decking specifications/requirements include:
 - 1.
 - 2.
 - 3.
 - ii. ____ Removed by CONTRACTOR as part of Project Services Agreement.
- c. Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.

5. Slash Treatment: All created slash and non-utilized trees will be handled as follows:

- a. ____ Chipped on-site.
- Chips will be broadcast to depths no greater than 2".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible.
- b. ____ Subject to lop-and-scatter.
- Lop-and-scatter will only be utilized in areas 100 feet away from homes and 15 feet away from roads.
 - Drainages and steep, difficult-to-access sites will be the preferred areas for all lop-and-scatter usage.
 - Lop-and-scatter slash to depths no greater than 18" in all areas.
 - Material ½ inch to 3 inches in diameter is the target fuel to meet the 18" depth criteria.
 - Keep all slash at least 3' away from all residual trees.
- c. ____ Piled for future burning.
- Piles will be built to facilitate efficient burning. Specifications/requirements for pile burning will be explained to CONTRACTOR on-site if this method is used.
 - Pile Size – Tightly packed, locate in existing openings and/or on top of common juniper to promote consumption. Minimum size of 6' x 6' x 6' and a maximum size of 10' x 10' x 8' (L x W x H).
- d. ____ Hauled from site.
- e. ____ Combination of one or more above. Describe below.

6. Limbing of Trees: Where desired, retained trees greater than 4" DBH will be limbed.

- Limb all retained trees within both project units.
- Limb lower branches to 1/3 of the height of the tree for small trees, and up to eight feet for larger trees, whichever is less.
- Attempt to locate the limbing cut beyond the branch bark ridge and branch root collar (see diagram below).



7. Cutting Methods:

- Stump height of cut trees shall be no higher than 3 inches above ground as measured on the uphill side.
- Trees shall be completely severed from the stump.
- No trees shall be left suspended in, or leaning against, leave trees within or directly outside the unit boundary.

- 8. Protection of Retained Trees:** Contractor shall use low-quality trees or trees scheduled for removal as bumper trees. Contractors shall not fell trees into those that are to be preserved. Contractors shall avoid damage to the roots, trunks, or branches of trees to be preserved. The Contract Administrator shall be notified immediately in the event that preserved trees are damaged and/or removed.

Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality". Where necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.

Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must provide and locate signs to inform the general public of logging operations in the area prior to commencement of any work. These signs must meet the DOT requirements and/or be approved by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.

- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.
- Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.
- Fences exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units.

Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, steep slopes, barbed wire fencing, stream crossings, vehicle traffic, blind curves, pedestrians, homes and outbuildings, onlookers, overhead power lines, etc.

Subcontracting:

This agreement or any interest therein, may not be assigned without prior, written consent of the Contract Administrator.

Damage Penalty:

The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.

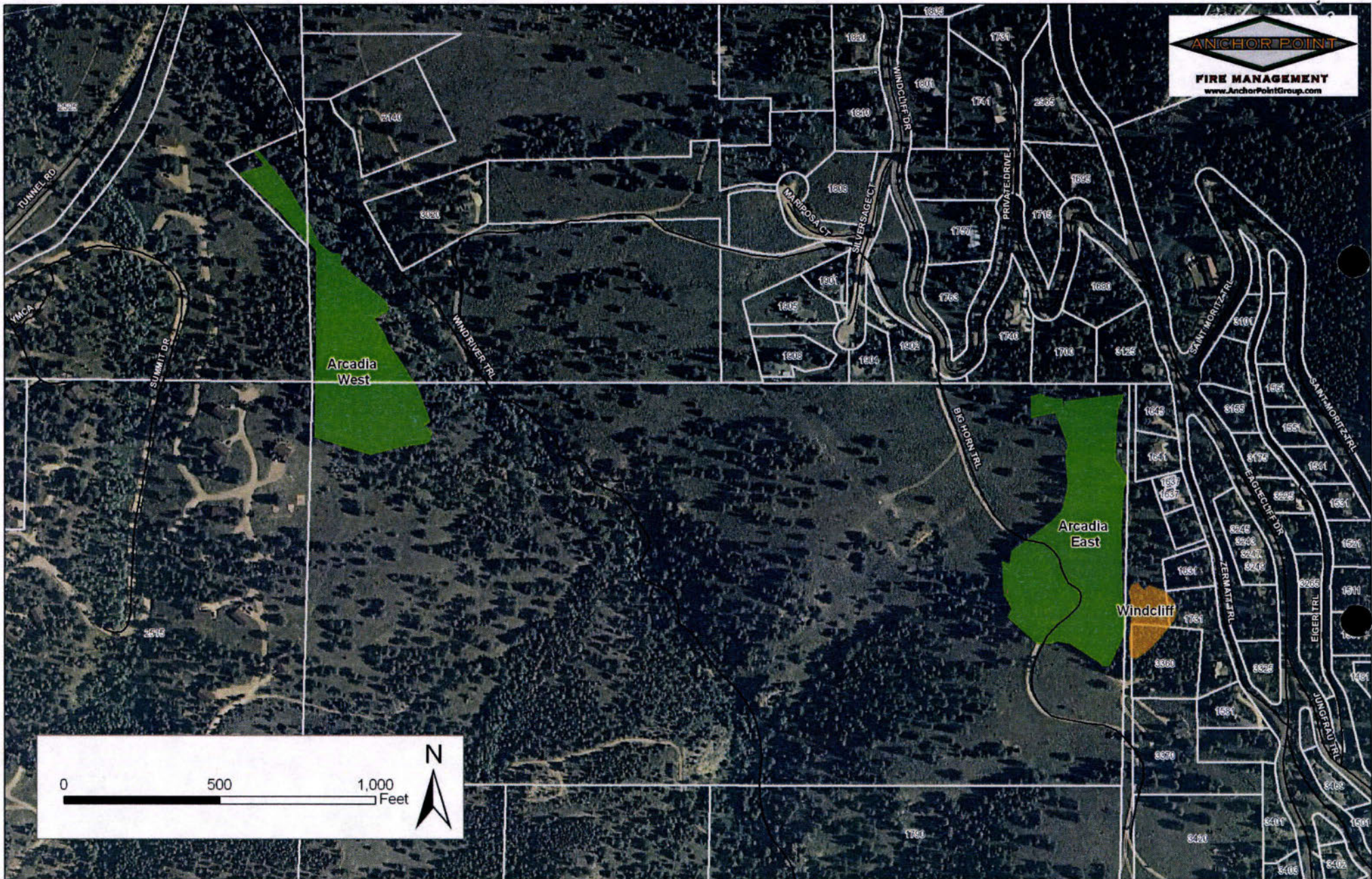


Exhibit A

APG INDEPENDENT SERVICES CONTRACT STATEMENT OF WORK for Redstone Canyon 1 & 2 Fuels Reduction Projects

Purpose

Project objectives are:

- Reduce wildfire hazards within the project area and to adjacent communities.
- Improve ingress and egress for landowners and fire apparatus.
- Remove dead and dying trees infected by the mountain pine beetle and dwarf mistletoe.
- Help provide for a healthy residual stand that will be less susceptible to insects and disease.
- Create or retain local jobs.

General Description of Work

Contract crews will thin the overstory to reduce crown continuity, thin the understory to reduce ladder fuels and reduce overall surface fuel loadings. Crews will base their work off of an initial demonstration marking and then cut-to-prescription. Tree boles/trunks will be utilized by landowners as firewood. See **Section 4** for utilization requirements. Slash treatment will take place within the treatment unit. See **Section 5** below for specific slash requirements. All work will be monitored and approved by the Contract Administrator.

Unit Description

- **Location and Description:** The Redstone Canyon 1 (RC1) and Redstone Canyon 2 (RC2) fuels reduction projects are located within the larger Redstone Canyon Subdivision, west of Fort Collins, CO and Horsetooth Reservoir (see attached location map). The project areas are located on private land, divided between a total of eleven landowners. The project boundaries have been marked in pink flagging. The total size of the project area of RC1 is 24 acres; the total size of RC2 is 22 acres.
- **Legal Description:**
RC1 Parcel Numbers – 0723000031, 0723000038, 0723000036, 0723000037, 0723000040.
Township 07N, 70W, Section 23.
RC2 Parcel Numbers - 0721000014, 0728000051, 0729000007, 0729000006, 0728000052, 0728300053.
Township 07N, 70W, Section(s) 21, 28 and 29.
- **Access:** Access for these projects is via roads within the Redstone Canyon Subdivision. The best access to the RC1 project area is via Goldfinch Road off of the Red Canyon Ranch Road. The turn off to the Red Canyon Ranch Road is off of the main road, County Road 25E, on the east side at Gate 5. The access to the RC2 project area is off of County Road 25E to the Puma Gulch Road, on the west side at Gate 3. Where needed, landings (size and location) will be approved by the Contract Administrator. Where applicable, log loading off adjacent roads will be utilized only if approved by the Contract Administrator. All roads are subject to specifications outlined in the **Road Construction/Rehabilitation Standards Section**.

Prescription

1. **Harvest Units:** All trees within the harvest unit that are identified by the prescription will be treated on-site. An effort will be made to preserve and avoid damage to retained trees.
Promoting species diversity will be a consideration for leave tree preference.
2. **Silvicultural Prescription:**
Uneven-aged, intermediate treatment. Mixed conifer; Target BA: 60 – 80 ft²/acre.
3. **Crown Spacing:** Retain singly or in groups healthy, good form seedlings and saplings growing in a canopy opening or gap in the stand. Stem spacing should be expanded from these trees to an average of 15' X 15' in order to minimize the potential for these trees to function as ladder fuels. Adult-size trees can be located in small groups of 2-5 trees, with openings of at least 20' X 20' created between groupings in order to reduce crown continuity. Otherwise, individual adult-size trees should be spaced to a minimum of 10' X 10' and a maximum of 18' X 18' bole spacing.
4. **Utilization Specifications and Standards:**
Utilization of merchantable material will be carried out whenever quality of material, access, terrain and other factors allow for product or biomass utilization. Specifications and standards outlined below must be followed if utilization is to be carried out.
 - a. X All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from the nearest tree(s).
 - b. All material 4" in diameter or greater and 8 feet in length or greater is to be removed from site for utilization in local markets.
 - i. Decked by CONTRACTOR for later hauling.
 1. Deck locations must be approved by the Contract Administrator.
 2. Material in decks must meet minimum market specifications as outlined in **Appendix D.**
 3. Other decking specifications/requirements include:
 - 1.
 - 2.
 - 3.
 - ii. Removed by CONTRACTOR as part of Project Services Agreement.
 - c. Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.

5. Slash Treatment: All created slash and non-utilized trees will be handled as follows:

- a. ☒ Chipped on-site.
 - Chips will be broadcast to depths no greater than 2".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible.
- b. ☒ Subject to lop-and-scatter.
 - Lop-and-scatter will only be utilized in areas 100 feet away from homes and 50 feet away from roads.
 - Lop-and-scatter slash to depths no greater than 18" in all areas.
 - Material ½ inch to 3 inches in diameter is the target fuel to meet the 18" depth criteria.
 - Keep all slash at least 3' away from all residual trees.
- c. ☐ Piled for future burning.
 - Piles will be built to facilitate efficient burning. Specifications/requirements for pile burning will be explained to CONTRACTOR on-site if this method is used.
- d. ☐ Hauled from site.
- e. ☒ Combination of one or more above. Describe below.

All created slash in accessible areas will be chipped/masticated. Non-accessible areas will be defined as areas of steep terrain, drainages and drainage bottoms, and areas at least 50 feet away from roadways. All existing slash and deadfall will be subject to lop-and-scatter.

6. Cutting Methods:

- Stump height of cut trees shall be no higher than 3 inches above ground as measured on the uphill side.
- Trees shall be completely severed from the stump.
- No trees shall be left suspended in, or leaning against, leave trees within or directly outside of the unit boundary.

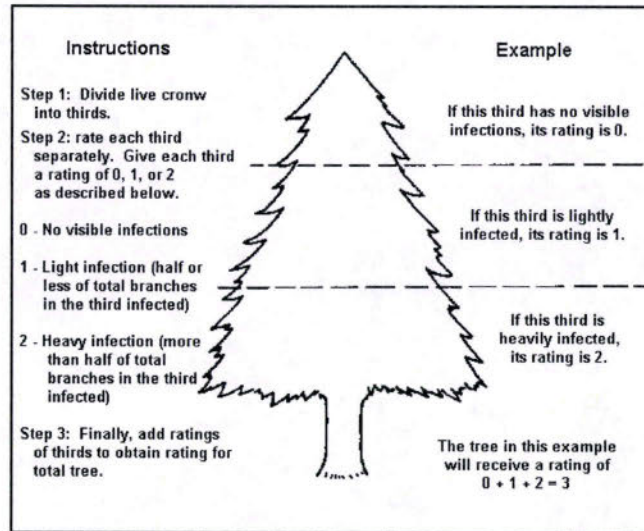
7. Protection of Retained Trees: Contractor shall use low-quality trees or trees scheduled for removal as bumper trees. Contractors shall not fell trees into those that are to be preserved. Contractors shall avoid damage to the roots, trunks, or branches of trees to be preserved. The Contract Administrator shall be notified immediately in the event that preserved trees are damaged and/or removed.

8. Wildlife Trees: Where available, an effort will be made to preserve trees for use by wildlife. Contractors will attempt to leave 1-2 wildlife trees per acre. Certain wildlife trees, such as snags, will require increased thinning around them to a distance of at least 15' X 15'. Characteristics of wildlife leave trees include:

- Snags
- Forked or split-top trees
- Wide spreading trees with excessive limbs
- Den trees – live trees with a cavity already in them

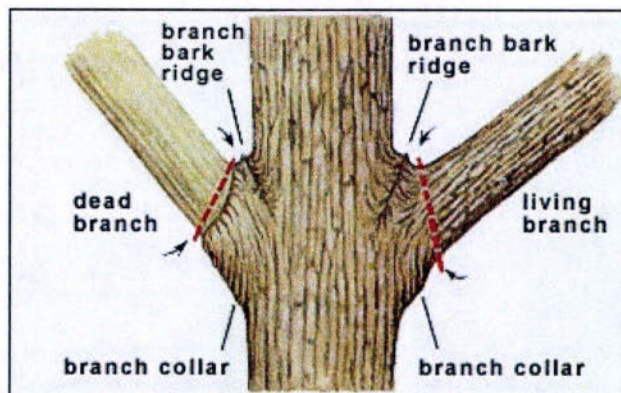
9. Sanitation Removal: Any tree (other than wildlife trees) that meets the following criteria should be cut:

- Mistletoe rating of 4 or greater (see diagram below)
- Infected by the mountain pine beetle
- Crook, sweep or lean >20%
- Dead or broken top
- >30% of the bole is missing bark
- <20% of the bole has live crown



10. Limbing of Trees: Where desired, retained trees greater than 3" DBH will be limbed.

- Limb trees within 25 feet of the roadway.
- Limb lower branches to 1/3 of the height of the tree for small trees, and up to six feet for larger trees, whichever is less.
- Locate the limbing cut beyond the branch bark ridge and branch collar (see diagram).



Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality". Where necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.

Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.
- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.
- Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.
- Fences exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units.

Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, steep slopes, barbed wire fencing, stream crossings, vehicle traffic, blind curves, pedestrians, homes and outbuildings, onlookers, overhead power lines, etc.

Damage Penalty:

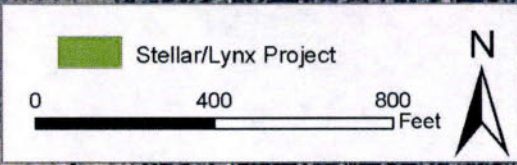
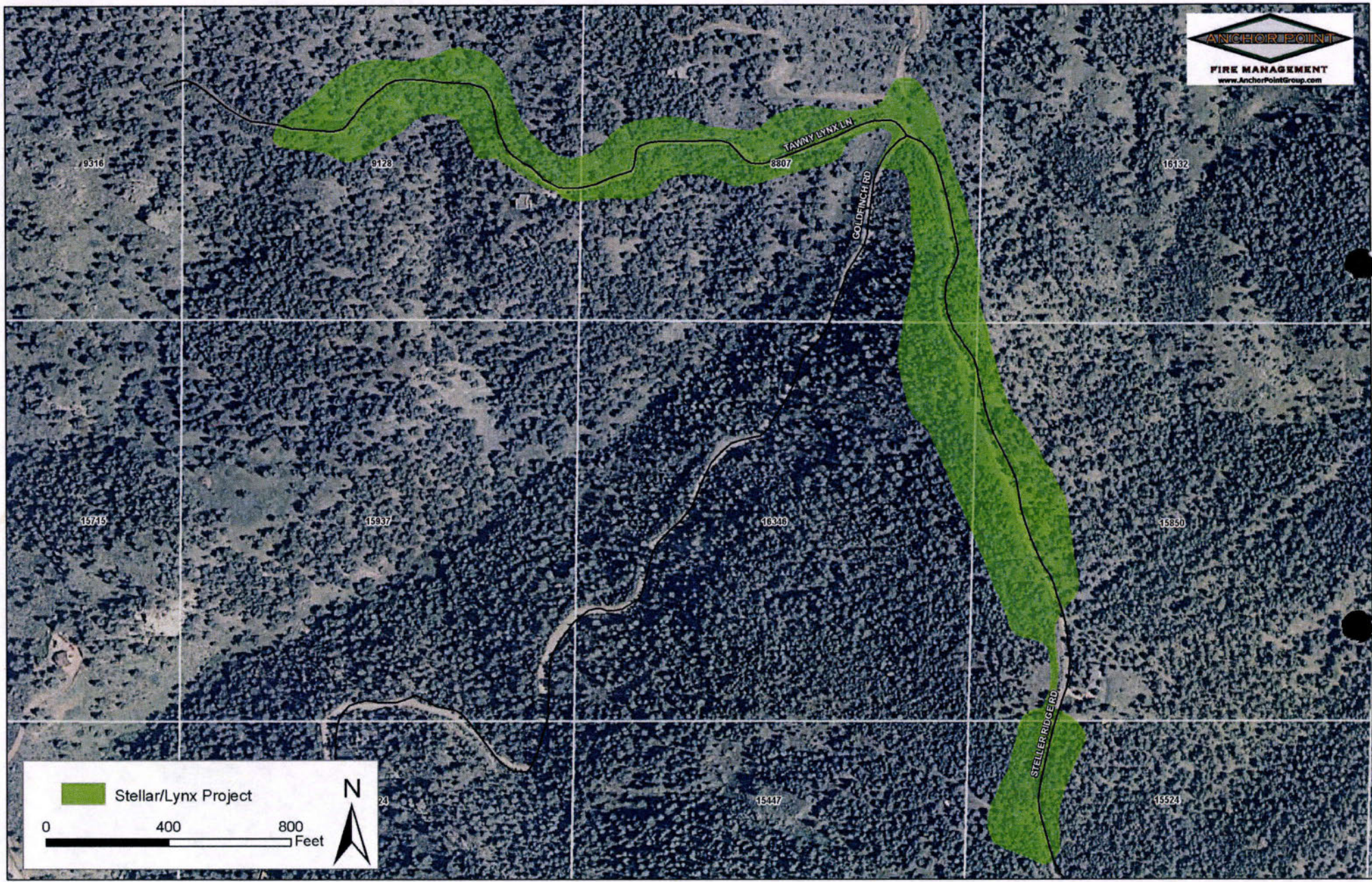
The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.



 Puma Project

0 500 1,000 Feet





4370

Exhibit A

APG PROJECT SERVICES CONTRACT STATEMENT OF WORK

for

Kneale Road Fuels Reduction Project

Purpose

Project objectives are:

- Reduce wildfire hazards within the project area and to adjacent communities.
- Improve ingress and egress for residents and fire apparatus.
- Help provide for a healthy residual stand that will be less susceptible to insects and disease.
- Create or retain local jobs.

General Description of Work

Contract crews will thin the overstory to reduce crown continuity, thin the understory to reduce ladder fuels and reduce overall surface fuel loadings. Crews will base their work off of an initial demonstration marking and then cut-to-prescription. Slash treatment will take place within the treatment unit. See **Section 4** below for specific slash requirements. See **Section 3** for utilization requirements. All work will be monitored and approved by the Contract Administrator.

Unit Description

- **Location and Description:** The Kneale Road fuels reduction project is located at the junction of Kneale Road and the Xcel gas line road in Eldorado Springs, CO. (see attached location map). The Project area is located on private land, divided between two landowners. The project area is flagged in lime-green flagging. The total size of the project area is 20 (20) acres.
- **Legal Description:** All properties are privately owned and Properties include: 1120 Kneale Rd and 567 Kneale Rd. Properties occur within Township 1S, Range 71W, Section 26.
- **Access:** Access for this project is via Four Mile Canyon Drive and from the 2-track within the project area. Where needed, landings (size and location) will be approved by the Contract Administrator. Where applicable, log loading off adjacent roads will be utilized only if approved by the Contract Administrator. All roads are subject to specifications outlined in the **Road Construction/Rehabilitation Standards Section**.

Prescription

1. Harvest Units:

All trees within the harvest unit that are identified by the prescription will be treated on-site. Promoting species diversity will be a consideration for leave tree preference. The cutting unit will be limited to the gas line road bed and 100ft downslope of the road. Where the unit leaves the road the unit will be defined by green flagging along the perimeter.

2. Silvicultural Prescription:

The Kneale Road units consist of an uneven-aged x mix of conifer, approximately 90% Ponderosa pine; 10% Douglas fir and other species mixed in.

All ponderosa pine regen within the road way and understory Douglas fir (latter fuels) within the unit are to be removed through an Improvement cut. Any trees less than 5 inches in diameter which are within the dripline of a larger tree or show serious structural flaws (such as snow-bend) are to be removed. Saplings which are at least 5ft from the dripline of larger trees should be retained to improve age diversity.

Where available, an effort will be made to preserve trees for use by wildlife. Contractors will attempt to leave 1-2 wildlife trees per acre. Certain wildlife trees, such as snags, will require increased thinning around them to a distance of at least 15' X 15'. Snags directly adjacent roads, skid trails, power lines etc., will NOT be left in place. Characteristics of leave trees include:

- Snags
- Forked or split-top trees
- Wide spreading trees with excessive limbs
- Den trees – live trees with a cavity already in them

3. Crown Spacing:

A crown spacing of 15' x 15' feet or 20' x 20' of stem spacing is the target goal between retained dominant canopy trees. To achieve that spacing, dominant canopy trees which are infected with mistletoe or exhibit the structural defects highlighted in the sanitation section should be removed first. The unit will have a demonstrative marking of approximately one acre. This demonstrative marking will exhibit the target density level of the thinning. Preference will also be given to groups of trees which have crown continuity. This is to maintain Abert's squirrel habitat. These groups of trees should be treated as a single tree and 15-20 ft crown spacing should be maintained around the groups.

4. Utilization Specifications and Standards:

Utilization of merchantable material will be carried out whenever quality of material, access, terrain and other factors allow for product or biomass utilization. Specifications and standards outlined below must be followed if utilization is to be carried out.

- a. ____ All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from

the nearest tree.

- b. ☐ All material 4" in diameter or greater and 8 feet in length or greater is to be removed from site for utilization in local markets.
- i. ☐ Decked by CONTRACTOR for later hauling.
1. Deck locations must be approved by the Contract Administrator.
 2. Material in decks must meet minimum market specifications as outlined in **Appendix D**.
 3. Other decking specifications/requirements include:
 - 1.
 - 2.
 - 3.
- ii. ☐ Removed by CONTRACTOR as part of Project Services Agreement.
- c. ☐ Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.

4. Slash Treatment: All created slash and non-utilized trees will be handled as follows:

- a. ☒ Chipped on-site.
- Chips will be broadcast to depths no greater than 2".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible.
- b. ☐ Subject to lop-and-scatter.
- Lop-and-scatter will only be utilized in areas 100 feet away from homes and 15 feet away from roads.
 - Drainages and steep, difficult-to-access sites will be the preferred areas for all lop-and scatter usage.
 - Lop-and-scatter slash to depths no greater than 18" in all areas.
 - Material ½ inch to 3 inches in diameter is the target fuel to meet the 18" depth criteria.
 - Keep all slash at least 3' away from all residual trees.
- c. ☐ Piled for future burning.

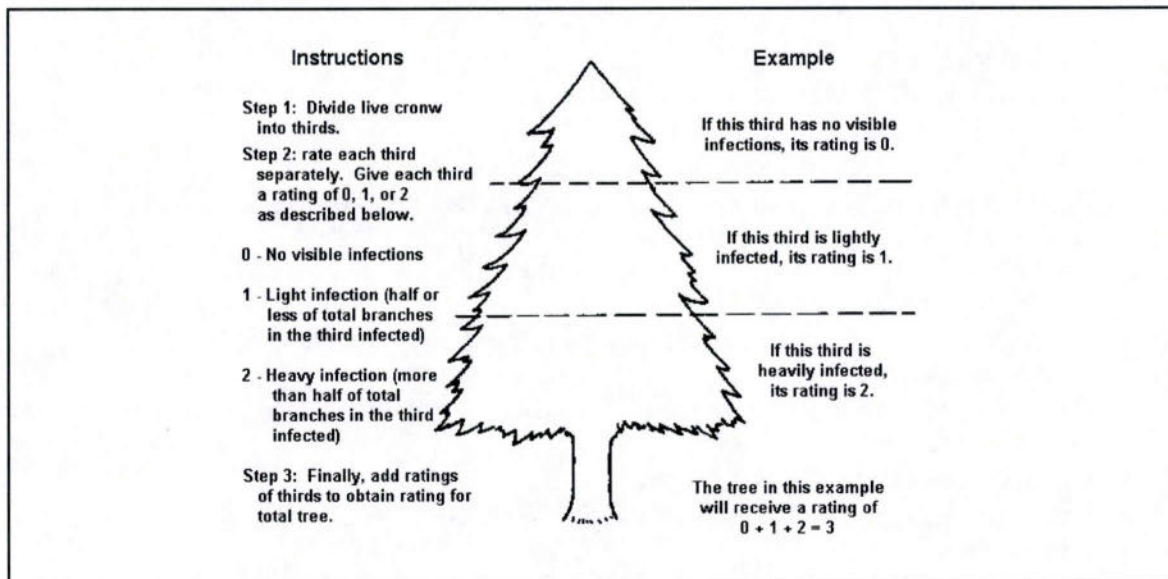
- Piles will be built to facilitate efficient burning. Specifications/requirements for pile burning will be explained to CONTRACTOR on-site if this method is used.
- Pile Size – Tightly packed, locate in existing openings and/or on top of common juniper to promote consumption. Minimum size of 6' x 6' x 6' and a maximum size of 10' x 10' x 8' (L x W x H).

d. ____ Hauled from site.

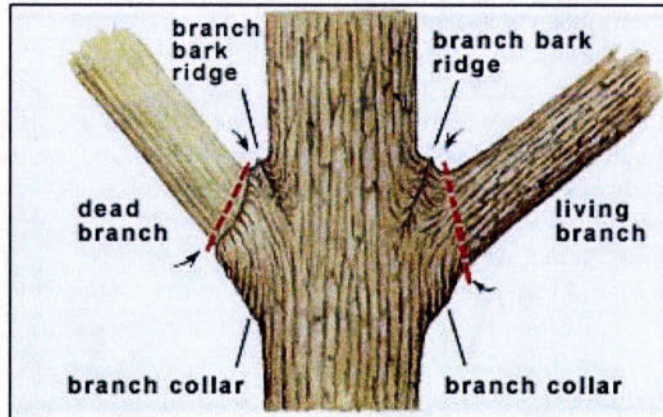
e. ____ Combination of one or more above. Describe below.

5. **Sanitation Removal:** Any tree (excluding wildlife trees) that meets the following criteria should be cut and the spacing regime adapted accordingly.

- Mistletoe rating of 3 or greater (see diagram below)
- Infected by the mountain pine beetle or ips beetle
- Infected with canker
- Dead (unless kept as wildlife snag)
- V-shaped, co-dominant stem in lower 2/3 of tree
- Crook, sweep or lean >20%
- Dead or broken top
- >30% of the bole is missing bark
- <20% of the bole has live crown



7. **Limbing of Trees:** Where desired, retained trees greater than 3" DBH will be limbed.
- Limb trees at least 50 feet from the roadway and 100 feet from homes and other structures.
 - Limb lower branches to 1/3 of the height of the tree for small trees, and up to eight feet for larger trees, whichever is less.
 - Attempt to locate the limbing cut beyond the branch bark ridge and branch root collar (see diagram below).



9. **Cutting Methods:**

- Stump height of cut trees shall be no higher than 3 inches above ground as measured on the uphill side.
- Trees shall be completely severed from the stump.
- No trees shall be left suspended in, or leaning against, leave trees within or directly outside the unit boundary.

10. **Protection of Retained Trees:** Contractor shall use low-quality trees or trees scheduled for removal as bumper trees. Contractors shall not fell trees into those that are to be preserved. Contractors shall avoid damage to the roots, trunks, or branches of trees to be preserved. The Contract Administrator shall be notified immediately in the event that preserved trees are damaged and/or removed.

11. **Wildlife Trees:** Where available, an effort will be made to preserve trees for use by wildlife. Contractors will attempt to leave 1-2 wildlife trees per acre. Certain wildlife trees, such as snags, will require increased thinning around them to a distance of at least 15' X 15'. Characteristics of leave trees include:

- Snags
- Forked or split-top trees
- Wide spreading trees with excessive limbs
- Den trees – live trees with a cavity already in them

Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality". Where necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.

Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must provide and locate signs to inform the general public of logging operations in the area prior to commencement of any work. These signs must meet the DOT requirements and/or be approved by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.
- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.
- Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.
- Fences exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units.

Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, steep slopes, barbed wire fencing, stream crossings, vehicle traffic, blind curves, pedestrians, homes and outbuildings, onlookers, overhead power lines, etc.

Subcontracting:

This agreement or any interest therein, may not be assigned without prior, written consent of the Contract Administrator.

Damage Penalty:

The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.



Exhibit A

APG PROJECT SERVICES CONTRACT STATEMENT OF WORK for Highway 119 Fuels Reduction Project

Purpose

Project objectives are:

- Reduce wildfire hazards within the project area and to adjacent communities.
- Remove trees previously killed by the mountain pine beetle.
- Enhance ingress and egress access for homeowners and fire apparatus.
- Promote regeneration within cut areas of conifer species and aspen.
- Create or retain local jobs.

General Description of Work

Contract crews will conduct thinning and selective patch-cutting of forest stands within project areas. Trees to be cut will include those dead, dying, structurally unsound, pest/disease infected or those necessary to reduce fuel loads. Species diversity is a goal of this project. As such, leave trees should try to include Ponderosa pine, limber pine, aspen, spruce, fir, and healthy, larger lodgepole pine. Extra effort will be made to avoid damage to residual trees. Typically, logs will be either skidded to approved landings to be cut into 4-foot or 8-foot lengths for use by landowner or, removed for utilization. See **Section 3** below for utilization requirements. All non-utilized material will be subject to the slash requirements found in **Section 4**. All work will be monitored and approved by the Contract Administrator.

Unit Description

- **Location and description:** The Highway 119 fuels reduction project is located in Gilpin County (see attached location map) within Rollinsville, Colorado. The project area on Highway 119 lies between the Los Lagos Reservoir to the north and just past North County Road to the south. The project area(s) are located on property owned and managed by private landowners, on both sides of Highway 119. The total size of the project is twenty (20) acres. Project boundaries have been marked in blue flagging.
- **Legal Description:** All property is privately owned and occurs along Highway 119, Shoshoni Camp Road, and Old Stagecoach Trail Road,. Property addresses are: 414, 415, 518, Highway 119, 21 Shoshoni Camp Road in Rollinsville, CO 80474
- Access for this project is via U.S. Highway 119. Landings (size and location) will be approved by the Contract Administrator. All roads are subject to specifications outlined in the Road Construction/Rehabilitation Standards Section.

Prescription

1. **Units:** Within treatment areas, an emphasis will be placed on retaining healthy and structurally sound Ponderosa pine, aspen, specimen lodgepole pine, and other species which improve or retain diversity. Pockets of desirable lodgepole may also be preserved. Patch cuts (removal of small areas of trees) may also be implemented at the direction of the Contract Administrator. Contract crews will design activities to minimize impact to retained trees.



2. **Silvicultural Prescription:** Forested land along Highway 119 tends to consist of Even-aged stands of lodgepole and Ponderosa pine mix, with lodgepole being the primary species. A key silvicultural goal of this project is to reduce the number of lodgepole pine per acre in order to reduce fuel loads and create healthier forests. This will be achieved through an Improvement cutting which aims to remove poorly developed, unhealthy, unsound, diseased/infected dominants and co-dominant trees. Sapling and pole size lodgepole – those which can promote ladder fuels, should also be removed. Wildlife snags, nest trees, and squirrel cache trees should also be retained as found.

3. **Crown Spacing:** A crown spacing of between 10 and 15 feet is the target goal between retained dominant canopy trees. Small groups of canopy trees can be located in small groupings of say 4 - 6 trees, with openings of at least 20' X 20' created around groupings in order to reduce crown continuity.

4. **Utilization Specifications and Standards:**

Utilization of merchantable material will be carried out whenever quality of material, access, terrain and other factors allow for product or biomass utilization. Specifications and standards outlined below must be followed if utilization is to be carried out.

a. ____ All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from the nearest tree.

b. ____ All material 4" in diameter or greater and 8 feet in length or greater is to be removed from site for utilization in local markets.

i. ____ Decked by CONTRACTOR for later hauling.

1. Deck locations must be approved by the Contract Administrator.
2. Material in decks must meet minimum market specifications as outlined in **Appendix D**.
3. Other decking specifications/requirements include:
 - 1.
 - 2.
 - 3.

ii. ____ Removed by CONTRACTOR as part of Project Services Agreement.

c. Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.

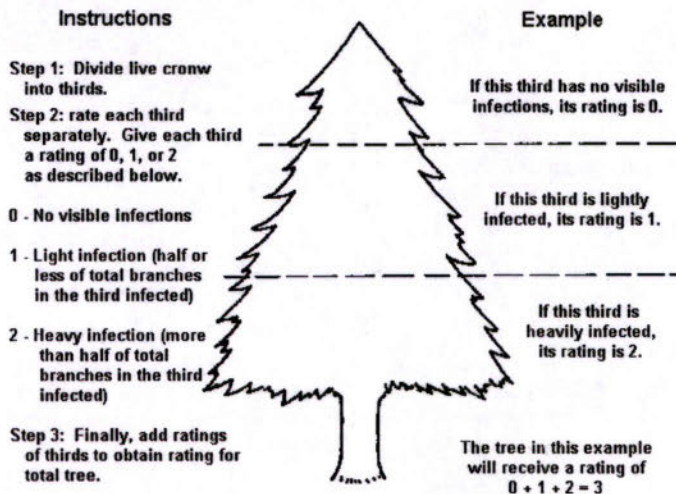


5. **Slash Treatment:** All created slash and non-utilized trees will be handled as follows:

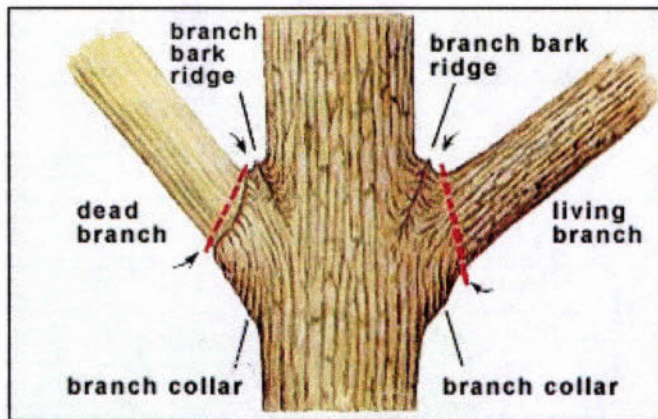
- a. ☐ Chipped on-site.
 - Chips will be broadcast to depths no greater than 3".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible, unless landowner requests chips be blown into designated pile for use.
- b. ☐ Subject to lop-and-scatter.
 - Lop-and-scatter will only be utilized in areas 100 feet away from homes and 15 feet away from roads.
 - Drainages and steep, difficult-to-access sites will be the preferred areas for all lop-and scatter usage.
 - Lop-and-scatter slash to depths no greater than 18-inches in all areas.
 - Material ½ inch to 3-inches in diameter is the target fuel to meet the 18-inch depth criteria.
 - Keep all slash at least 3-feet away from all residual trees.
- c. ☐ Piled for future burning.
 - Piles will be built to facilitate efficient burning. Specifications/requirements for pile burning will be explained to CONTRACTOR on-site if this method is used.
 - Pile Size – Tightly packed, locate in existing openings and/or on top of common juniper to promote consumption. Minimum size of 6' x 6' x 6' and a maximum size of 10' x 10' x 8' (L x W x H).
- d. ☐ Hauled from site.
- e. ☐ Combination of one or more above. Describe below.

6. **Sanitation Removal:** Any tree (excluding wildlife trees) that meets the following criteria should be cut and the spacing regime adapted accordingly:

- Mistletoe rating of 3 or greater (see diagram below)
- Infected by the mountain pine beetle or ips beetle
- Infected with canker
- Dead (unless kept as wildlife snag)
- V-shaped, co-dominant stem in lower 2/3 of tree
- Crook, sweep or lean >20%
- Dead or broken top
- >30% of the bole is missing bark
- <20% of the bole has live crown



7. **Pruning of Trees:** Retained trees within 50-feet of Highway 119 will be elevated.
- Prune trees to a height of 8-feet, or 1/3 of the live crown height.
 - Retained wildlife trees do not require pruning
 - Attempt to locate the limbing cut beyond the branch bark ridge and branch bark collar (see diagram below).



8. **Cutting Methods:**
- Stump height of cut trees shall be no higher than 3- inches above ground as measured on the uphill side.
 - Trees shall be completely severed from the stump.
 - No trees shall be left suspended in, or leaning against, leave trees within or directly outside the unit boundary.



9. **Protection of Retained Trees:** Contractor will use low-quality trees or trees scheduled for removal as bumper trees. Contractors will make every effort not fell trees into those that are to be preserved. Contractors will avoid damage to the roots, trunks, or branches of trees to be preserved.

Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality". Where necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.

Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must provide and locate signs to inform the general public of logging operations in the area prior to commencement of any work. These signs must meet the DOT requirements and/or be approved by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.
- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.
- Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.



- Fences may exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units. Fence removal must first be approved by the Contract Administrator.

Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, steep slopes, barbed wire fencing, stream crossings, vehicle traffic, blind curves, pedestrians, homes and outbuildings, onlookers, overhead power lines, etc.

Subcontracting:

This agreement or any interest therein, may not be assigned without prior, written consent of the Contract Administrator.

Damage Penalty:

The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.



Exhibit A

APG PROJECT SERVICES CONTRACT STATEMENT OF WORK

for

Wild Bear Environmental Education Center (Bo.04) Fuels Reduction Project

Purpose

Project objectives are:

- Reduce wildfire hazards to adjacent communities
- Promote regeneration of aspen stands
- Improve educational opportunities by saving damaged and interesting trees
- Complete the landscape treatment started on the Mud Lake Open Space property

General Description of Work

Contract crews will thin the overstory to reduce crown continuity, thin the understory to reduce ladder fuels and reduce overall surface fuel loadings. A mandatory site inspection is required for this project. Work involves thinning and small scale stand opening of lodgepole pine, in conjunction with removal of ponderosa, lodgepole and Douglas fir regeneration. Slash will be broadcast chipped on site and bolewood will be removed. See Section 3 for utilization requirements. All work will be monitored and approved by the Contract Administrator.

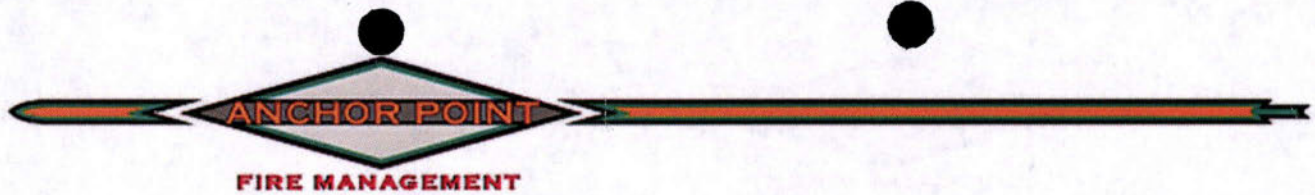
Unit Description

- **Location and description:** The 2010 Wild Bear project is located on private land owned by the Wild Bear Environmental Education Center. It is surrounded by Boulder County Parks and Open Space Mud Lake property. The area totals 4.85 acres.
- **Access:** Access for this project is through the Mud Lake Open Space parking lot, which is accessed off of Boulder County Rd. 126. Wild Bear holds some of the parking spaces in the Mud Lake lot which can be used by contractors for vehicle staging. Where applicable, log loading off adjacent roads will be utilized only if approved by the Contract Administrator. All roads are subject to specifications outlined in the **Road Construction/Rehabilitation Standards Section.**

Prescription

1. Harvest Units:

All trees within the harvest unit that are identified by red paint marking will be treated on-site. Promoting species diversity will be a consideration for leave tree preference. Understory and ladder fuel removal will be a focus throughout the unit. Trees that are not marked should not be cut. Trees flagged in pink flagging are being kept for educational purposes and special care should be taken not to damage these trees. Trees double flagged with pink flagging denote the boundary of the defensible space area which will be leveled and filled. No cutting is to take place within this double flagged area.



2. Silvicultural Prescription:

Uneven-aged, intermediate treatment. Mixed conifer, 50% PiCo, 25% PiPo, 20%, TuMe, 5% PiFI

3. Utilization Specifications and Standards:

Utilization of merchantable material will be carried out whenever quality of material, access, terrain and other factors allow for product or biomass utilization. Specifications and standards outlined below must be followed if utilization is to be carried out.

- a. ____ All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from the nearest tree.
- b. ____ All material 4" in diameter or greater and 8 feet in length or greater is to be removed from site for utilization in local markets.
 - i. ____ Decked by CONTRACTOR for later hauling.
 1. Deck locations must be approved by the Contract Administrator.
 2. Material in decks must meet minimum market specifications as outlined in **Appendix D**.
 3. Other decking specifications/requirements include:
 - 1.
 - 2.
 - 3.
 - ii. ____ Removed by CONTRACTOR as part of Project Services Agreement.
- c. Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.



4. **Slash Treatment:** All created slash and non-utilized trees will be handled as follows:

- a. ☒ Chipped on-site.
- Chips will be broadcast to depths no greater than 2".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible.
- b. ☐ Subject to lop-and-scatter.
- Lop-and-scatter will only be utilized in areas 100 feet away from homes and 15 feet away from roads.
 - Drainages and steep, difficult-to-access sites will be the preferred areas for all lop-and scatter usage.
 - Lop-and-scatter slash to depths no greater than 18" in all areas.
 - Material ½ inch to 3 inches in diameter is the target fuel to meet the 18" depth criteria.
 - Keep all slash at least 3' away from all residual trees.
- c. ☐ Piled for future burning.
- Piles will be built to facilitate efficient burning. Specifications/requirements for pile burning will be explained to CONTRACTOR on-site if this method is used.
 - Pile Size – Tightly packed, locate in existing openings and/or on top of common juniper to promote consumption. Minimum size of 6' x 6' x 6' and a maximum size of 10' x 10' x 8' (L x W x H).
- d. ☐ Hauled from site.
- e. ☐ Combination of one or more above. Describe below.

5. **Crown Spacing:**

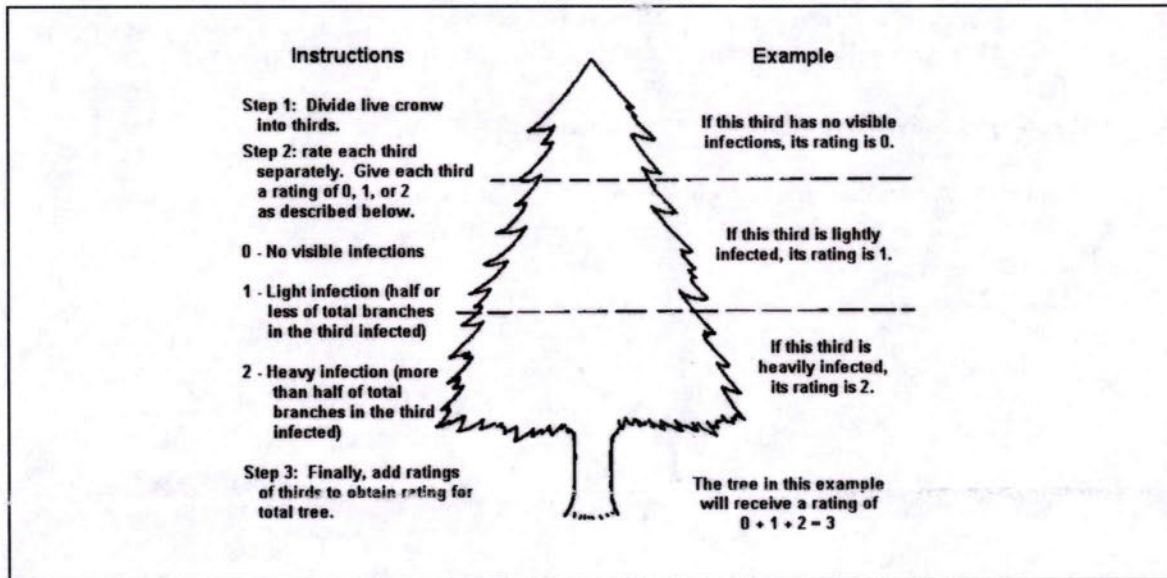
Retain singly or in groups healthy, good form seedlings and saplings growing in a canopy opening or gap in the stand. Stem spacing should be expanded from these trees to an average of 15' X 15' in order to minimize the potential for these trees to function as ladder fuels. Adult-size trees can be located in small groupings of 2-4 trees, with openings of at least 20' X 20' created around groupings in order to reduce crown continuity. Otherwise, individual adult-size trees should be spaced to a minimum of 15' X 15' and a maximum of 20' X 20' bole spacing. Except in the case of adult-size groupings, no tree shall be within 3' of the dripline of another tree.

ANCHOR POINT

FIRE MANAGEMENT

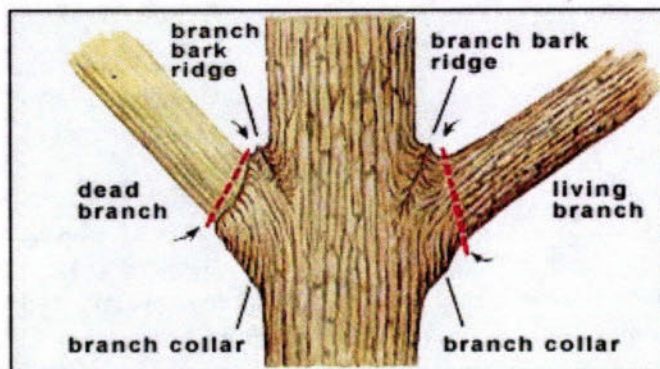
6. Sanitation Removal: Any tree (excluding wildlife trees) that meets the following criteria should be cut and the spacing regime adapted accordingly:

- Mistletoe rating of 3 or greater (see diagram below)
- Infected by the mountain pine beetle
- Crook, sweep or lean >20%
- Dead or broken top
- >30% of the bole is missing bark
- <20% of the bole has live crown



7. Limbing of Trees: Where desired, retained trees greater than 3" DBH will be limbed.

- Limb trees at least 50 feet from the roadway and 100 feet from homes and other structures.
- Limb lower branches to 1/3 of the height of the tree for small trees, and up to eight feet for larger trees, whichever is less.
- Attempt to locate the limbing cut beyond the branch bark ridge and branch root collar (see diagram below).





9. Cutting Methods:

- Stump height of cut trees shall be no higher than 3 inches above ground as measured on the uphill side.
- Trees shall be completely severed from the stump.
- No trees shall be left suspended in, or leaning against, leave trees within or directly outside the unit boundary.

10. Protection of Retained Trees: Contractor shall use low-quality trees or trees scheduled for removal as bumper trees. Contractors shall not fell trees into those that are to be preserved. Contractors shall avoid damage to the roots, trunks, or branches of trees to be preserved. The Contract Administrator shall be notified immediately in the event that preserved trees are damaged and/or removed.

11. Wildlife Trees: Where available, an effort will be made to preserve trees for use by wildlife. Contractors will attempt to leave 1-2 wildlife trees per acre. Certain wildlife trees, such as snags, will require increased thinning around them to a distance of at least 15' X 15'. Characteristics of leave trees include:

- Snags
- Forked or split-top trees
- Wide spreading trees with excessive limbs
- Den trees – live trees with a cavity already in them

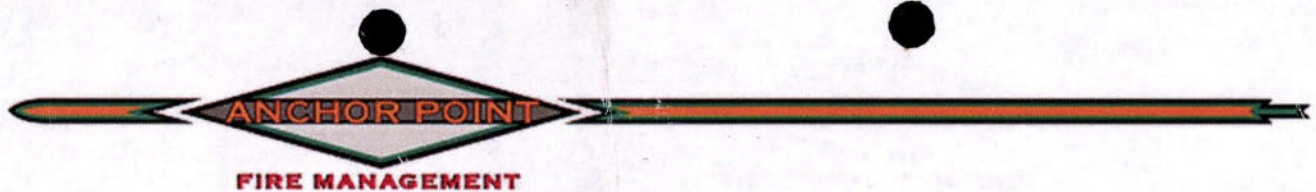
Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality". Where necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.



Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must provide and locate signs to inform the general public of logging operations in the area prior to commencement of any work. These signs must meet the DOT requirements and/or be approved by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.
- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.
- Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.
- Fences exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units.

Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, steep slopes, barbed wire fencing, stream crossings, vehicle traffic, blind curves, pedestrians, outbuildings, onlookers, overhead power lines, etc.

Subcontracting:

This agreement or any interest therein, may not be assigned without prior, written consent of the Contract Administrator.

Damage Penalty:

The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.



Exhibit A

APG PROJECT SERVICES CONTRACT STATEMENT OF WORK for Roosevelt Ridge Subdivision Fuels Reduction Project

Purpose

Project objectives are:

- Reduce wildfire hazards within the project area and to adjacent communities.
- Enhance ingress and egress for homeowners and fire apparatus.
- Promote regeneration within cut areas of conifer species and aspen.
- Create or retain local jobs.

General Description of Work

Contract crews will conduct thinning and selective patch-cutting of forest stands within project areas. Trees to be cut will include those dead, dying, structurally unsound, pest/disease infected or those necessary to reduce fuel loads. Species diversity is a goal of this project. As such, leave trees should try to include Ponderosa pine, limber pine, aspen, spruce, fir, and healthy, larger lodgepole pine. Extra effort will be made to avoid damage to residual trees. Typically, logs will be either skidded to approved landings or cut into 4-foot or 8-foot lengths and piled in the forest for use by landowner.. See **Section 3** below for utilization requirements. All non-utilized material will be subject to the slash requirements found in **Section 4**. All work will be monitored and approved by the Contract Administrator.

Unit Description

- **Location and description:** The Roosevelt Ridge fuels reduction project is located in Gilpin County (see attached location map) within Black Hawk, Colorado. The project area is accessible from Aspen Road, Pyrite Road, and the main Roosevelt Ridge gate on Feldspar Road. The project area is located on property owned and managed by private landowners. The project consists of three (3) units totaling fifteen (15) acres. Project boundaries have been marked in green flagging and white vertical painted stripes on trees.

Legal Description: All property is privately owned and occurs within the Roosevelt Ridge subdivision tract. Property addresses are: 2 Quentin Lane (Lot 12), 1 Quentin Lane (Lot 13), 2 Roosevelt Ridge (Lot 15), and Lot 11 Black Hawk, CO 80422. • **Access for this project** is via Aspen Road, Pyrite Road, and Feldspar Road (main Roosevelt Ridge gate). All roads are subject to specifications outlined in the Road Construction/Rehabilitation Standards Section.

Prescription

1. **Units:** There are three distinct units within the project area totaling fifteen (15) acres. Within treatment areas, an emphasis will be placed on retaining healthy and structurally



sound Ponderosa pine, aspen, specimen lodgepole pine, and other species which improve or retain diversity. Pockets of desirable Lodgepole may also be preserved. Patch cuts (removal of small areas of trees) may also be implemented at the direction of the Contract Administrator. Contract crews will design activities to minimize impact to retained trees.

2. **Silvicultural Prescription:** Roosevelt Ridge forest primarily consists of even-aged lodgepole pine. Other species such as ponderosa pine, limber pine, Douglas fir, Engelmann spruce, and aspen can also be found on site. A key silvicultural goal of this project is to reduce the number of lodgepole pine per acre in order to reduce fuel loads and create healthier forests. This will be achieved through an Improvement cutting which aims to remove poorly developed, unhealthy, unsound, diseased/infected dominants and co-dominant trees. Sapling and pole size lodgepole – those which can promote ladder fuels, should also be removed.

Wildlife snags, nest trees, and squirrel cache are to be retained. Snags should be at least 8-inches in diameter. Three snags per acre are desirable. Note: Snags should not be left in place directly adjacent trails/roads that pose a potential hazard. Existing decaying logs may also be left in place.

3. **Crown Spacing:** A crown spacing of between 10 and 15 feet is the target goal between retained dominant canopy trees. Small groups of canopy trees can be located in small groupings of say 4 - 6 trees, with openings of at least 20' X 20' created around groupings in order to reduce crown continuity.
4. **Utilization Specifications and Standards:**
Utilization of merchantable material will be carried out whenever quality of material, access, terrain and other factors allow for product or biomass utilization. Specifications and standards outlined below must be followed if utilization is to be carried out.

- a. ____ All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from the nearest tree.
- b. X All material 4" in diameter or greater and 8 feet in length or greater is to be removed from site for utilization in local markets.
 - i. ____ Decked by CONTRACTOR for later hauling.
 1. Deck locations must be approved by the Contract Administrator.
 2. Material in decks must meet minimum market specifications as outlined in **Appendix D**.
 3. Other decking specifications/requirements include:
 - 1.



2.

- ii. ☐ Removed by CONTRACTOR as part of Project Services Agreement
- c. ☐ Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.

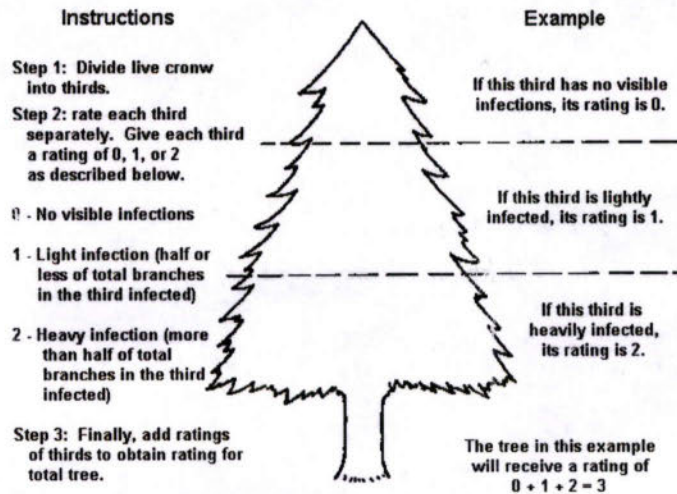
Chip all wood large enough to go through chipper.

5. Slash Treatment: All created slash and non-utilized trees will be handled as follows:

- a. ☒ Chipped on-site.
 - Chips will be broadcast to depths no greater than 3".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible, unless landowner requests chips be blown into designated pile for use.
- b. ☐ Subject to lop-and-scatter.
 - Lop-and-scatter will only be utilized in areas 100 feet away from homes and 15 feet away from roads.
 - Drainages and steep, difficult-to-access sites will be the preferred areas for all lop-and scatter usage.
 - Lop-and-scatter slash to depths no greater than 18-inches in all areas.
 - Material ½ inch to 3-inches in diameter is the target fuel to meet the 18-inch depth criteria.
 - Keep all slash at least 3-feet away from all residual trees.
- c. ☐ Piled for future burning.
 - Piles will be built to facilitate efficient burning. Specifications/requirements for pile burning will be explained to CONTRACTOR on-site if this method is used.
 - Pile Size – Tightly packed, locate in existing openings and/or on top of common juniper to promote consumption. Minimum size of 6' x 6' x 6' and a maximum size of 10' x 10' x 8' (L x W x H).
- d. ☐ Hauled from site.
- e. ☐ Combination of one or more above. Describe below.

6. Sanitation Removal: Any tree (excluding wildlife trees) that meets the following criteria should be cut and the spacing regime adapted accordingly:

- Mistletoe rating of 3 or greater (see diagram below)
- Infected by the mountain pine beetle or Ips beetle
- Infected with canker
- Dead (unless kept as wildlife snag)
- V-shaped, co-dominant stem in lower 2/3 of tree
- Crook, sweep or lean >20%
- Dead or broken top
- >30% of the bole is missing bark
- <20% of the bole has live crown



7. Cutting Methods:

- Stump height of cut trees shall be no higher than 3- inches above ground as measured on the uphill side.
- Trees shall be completely severed from the stump.
- No trees shall be left suspended in, or leaning against, leave trees within or directly outside the unit boundary.

10. Protection of Retained Trees: Contractor will use low-quality trees or trees scheduled for removal as bumper trees. Contractors will make every effort not fell trees into those that are to be preserved. Contractors will avoid damage to the roots, trunks, or branches of trees to be preserved.

Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality." Where



necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.

Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must provide and locate signs to inform the general public of logging operations in the area prior to commencement of any work. These signs must meet the DOT requirements and/or be approved by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.
- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.
- Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.
- Fences may exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units. Fence removal must first be approved by the Contract Administrator.



Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, steep slopes, barbed wire fencing, stream crossings, vehicle traffic, blind curves, pedestrians, homes and outbuildings, onlookers, overhead power lines, etc.

Subcontracting:

This agreement or any interest therein, may not be assigned without prior, written consent of the Contract Administrator.

Damage Penalty:

The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.



Exhibit A

APG PROJECT SERVICES CONTRACT STATEMENT OF WORK

For

North County Road Fuels Reduction Project (Southern Portion)

Purpose

Project objectives are:

- Reduce wildfire hazards within the project area and to adjacent communities.
- Remove trees previously killed by mountain pine beetle and/or Ips beetle.
- Enhance ingress and egress access for homeowners and fire apparatus.
- Promote regeneration within cut areas of conifer species and aspen.
- Create or retain local jobs.

General Description of Work

Contract crews will conduct thinning and selective patch-cutting of forest stands within project areas. Trees to be cut will include those dead, dying, structurally unsound, pest/disease infected or those necessary to reduce fuel loads. Species diversity is a goal of this project. As such, leave trees may include Ponderosa pine, limber pine, aspen, spruce, fir, and healthy, larger lodgepole pine. Extra effort will be made to avoid damage to residual trees. Typically, logs will be either skidded to approved landings to be loaded/hailed to appropriate markets for utilization or cut into 4-foot or 8-foot lengths for use by landowner. See **Section 3** below for utilization requirements. All non-utilized material will be subject to the slash requirements found in **Section 4**. All work will be monitored and approved by the Contract Administrator.

Unit Description

- **Location and description:** The North County Road fuels reduction project is located in Gilpin County (see attached location map) within Rollinsville, Colorado. The project area(s) are located on property owned and managed by private landowners, on North County Road. The total size of the project is twenty (20) acres. Project boundaries have been marked in green flagging.
- **Legal Description:** All property is privately owned and occurs along 0, 42, 80, 122, 224, 428, 438, 480 North County Road, 80, 246 Willies Lane, and 74 Vera Marie Lane in Rollinsville, CO 80474
- Access for these projects will be from North County Road, Vera Marie Lane, and Willies Lane. Landings (size and location) will be approved by the Contract Administrator. All roads are subject to specifications outlined in the Road Construction/Rehabilitation Standards Section.

Prescription

1. **Units:** Within treatment areas, an emphasis will be placed on retaining healthy and structurally sound Ponderosa pine, aspen, specimen lodgepole pine, and other species which improve or retain diversity. Pockets of desirable lodgepole pine (groups of 4- 8) may also be preserved. Patch cuts (removal of small areas of less desirable trees) may also be implemented at the direction of the Contract Administrator. These will be primarily in areas of extreme dwarf mistletoe, pockets of Ips beetle mortality and extremely dense pockets of 2-4 inch diameter lodgepole pine. Contract crews will design activities to minimize impact to retained trees.



2. **Silvicultural Prescription:** Forested land within the project area is predominantly even-aged lodgepole pine. The key silvicultural goal of this project is to reduce the number of lodgepole pine per acre in order to reduce fuel loads and create healthier forests. This will be achieved through a crown thinning. Trees to be removed will come from both the co-dominant class as well as intermediate or understory class. Some healthy, structurally sound lodgepole will be retained in groups of 4 – 8 trees. Aesthetic characteristics will also be taken into consideration when determining leave trees. Efforts will be made to retain all aspen, Ponderosa pine, limber pine, Douglas fir, Engelmann spruce of various sizes. This will include understory trees planted by residents.

Wildlife Trees: Where available, an effort will be made to preserve trees for use by wildlife. Contractors will attempt to leave 2-3 wildlife trees per acre. Certain wildlife trees, such as snags, will require increased thinning around them to a distance of at least 15' X 15'. Snags directly adjacent roads, skid trails, power lines etc., will not be left in place as they are considered a hazard to traffic, pedestrians or other infrastructure. Characteristics of leave trees include:

- Snags
- Forked or split-top trees
- Den/cavity nesting trees

3. **Crown Spacing:** A crown spacing of between 10 and 15 feet is the target goal between retained dominant canopy trees. Small groups of canopy trees can be located in small groupings of say 4 - 8 trees, with openings of at least 20' X 20' created around groupings in order to reduce crown continuity.

4. **Utilization Specifications and Standards:**

Specifications and standards outlined below must be followed if utilization is to be carried out.

- a. ____ All material is to be left on-site for use by landowner. Material will be cut into four foot lengths and piled. Firewood piles should not be located within drainages and at least 10 feet away from main roads and 30 feet away from homes and structures. Piles will be no greater than 10' x 10' x 8' (L x W x H) in size. Attempt to locate piles in clearings, at a minimum distance of 5' x 5' from the nearest tree.
- b. ____ All material 4" in diameter or greater and 8' in length or greater is to be removed from site for utilization in local markets.
 - i. ____ Decked by CONTRACTOR for later hauling.
 1. Deck locations must be approved by the Contract Administrator.
 2. Material in decks must meet minimum market specifications as outlined in **Appendix D.**
 3. Other decking specifications/requirements include:
 1. Material not to exceed 8-foot lengths
 2. No stubs; decked material must be cut flush
 3. Ends of decked material must be cut flush
 - ii. ____ Removed by CONTRACTOR as part of Project Services Agreement.
- c. Combination of a and b above. Details to be discussed between all three parties (LANDOWNER, CONTRACTOR and CONTRACT ADMINISTRATOR) and described below.

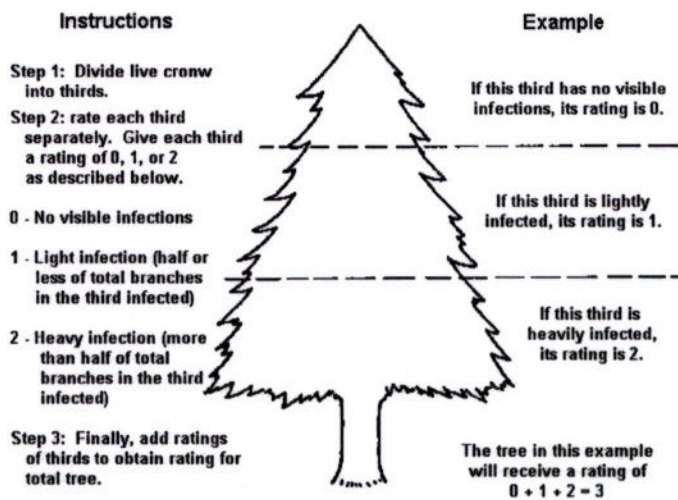


5. Slash Treatment: All created slash and non-utilized trees will be handled as follows:

- a. ☐ Chipped on-site.
- Chips will be broadcast to depths no greater than 3".
 - Chips will be projected away from buildings.
 - No chips will be allowed outside of the treatment area.
 - An effort will be made by the contractor to spread chips out as broadly as possible, unless landowner requests chips be blown into designated pile for use.
- b. ☐ Subject to lop-and-scatter.
- Lop-and-scatter will only be utilized in areas 100 feet away from homes and 15 feet away from roads.
 - Drainages and steep, difficult-to-access sites will be the preferred areas for all lop-and-scatter usage.
 - Lop-and-scatter slash to depths no greater than 18-inches in all areas.
 - Material ½ inch to 3-inches in diameter is the target fuel to meet the 18-inch depth criteria.
 - Keep all slash at least 3-feet away from all residual trees.
- c. ☐ Hauled from site.
- d. ☐ Combination of one or more above. Describe below.

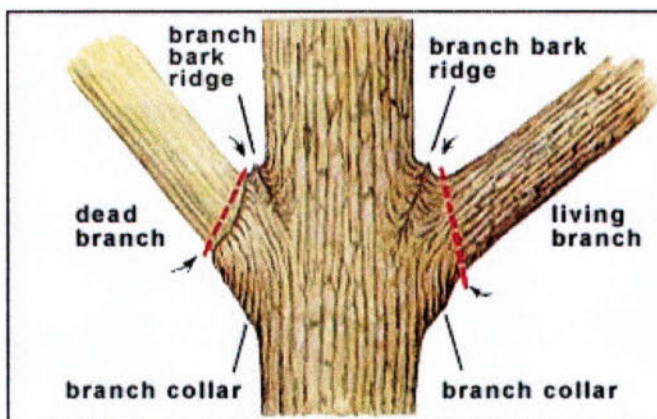
6. Sanitation Removal: Any tree (excluding wildlife trees) that meets the following criteria should be cut and the spacing regime adapted accordingly:

- Mistletoe rating of 3 or greater (see diagram below)
- Infested by mountain pine beetle or Ips beetle
- Infected with canker
- Dead (unless kept as wildlife snag)
- V-shaped, co-dominant stem in lower 2/3 of tree
- Crook, sweep or lean >20%
- Dead or broken top (unless retained for wildlife purposes)
- >30% of the bole is missing bark
- <20% of the bole has live crown



7. Pruning of Trees: Retained trees within 50-feet of roads will be elevated.

- Prune trees to a height of 8-feet, or 1/3 of the live crown height.
- Retained wildlife trees do not require pruning
- Attempt to locate the limbing cut beyond the branch bark ridge and branch bark collar (see diagram below).



8. Cutting Methods:

- Stump height of cut trees shall be no higher than 3- inches above ground as measured on the uphill side.
- Trees shall be completely severed from the stump.
- No trees shall be left suspended in, or leaning against, leave trees within or directly outside the unit boundary.

9. Protection of Retained Trees: Contractor will use low-quality trees or trees scheduled for removal as bumper trees. Contractors will make every effort not fell trees into those that are to be preserved. Contractors will avoid damage to the trunks or branches of trees to be preserved. Soil compaction is to be avoided.



Road Construction/Rehabilitation:

Existing roads will be used whenever possible. Additional roads, skid trails, and landings that are required will be located, constructed, and rehabilitated as determined by the Contract Administrator and will follow the "Best Management Practices to Protect Water Quality". Where necessary, all roads and skid trails will be rehabilitated by the Contractor following the **Road Construction/Rehabilitation Standards** outlined below. Prior to unit closeout all roads and skid trails must be inspected by the Contract Administrator.

Road Construction/Rehabilitation Standards: (Where Applicable)

Reclaim roads and other disturbed sites will use ends to prevent resource damage. Following completion of use, temporary roads and closed roads should be reclaimed by:

1. Pulling culverts and restoring stream crossings to natural grade.
2. Reestablishing natural drainage patterns with permanent rolling dips.
3. Ripping along the entire disturbed length to a depth of at least 4 inches, except where vegetation has already been established.
4. Seeding or planting along the ripped or re-contoured sections with a native vegetation mix approved by the Contract Administrator.
5. Establishing water control measures where deemed necessary by the Contract Administrator.

Additional Performance Standards:

- The Contract Administrator may suspend or limit operations if excess damage is occurring due to mud, snow, extreme fire danger, etc. or due to the following situation(s): failure to meet contract specifications.
- Where road/trail closures are necessary the Contractor must work with the Contract Administrator to ensure all the following steps have been taken. "Road/Trail Closed" signs will be provided and posted by Contractor at both ends of the trail and in any other necessary locations as determined by the Contract Administrator; and any other precautions as determined by the Contract Administrator.
- Contractor must provide and locate signs to inform the general public of logging operations in the area prior to commencement of any work. These signs must meet the DOT requirements and/or be approved by the Contract Administrator.
- Contractor must submit a detailed work plan with the Contract Administrator and complete a detailed site walk through with Contract Administrator before work may commence. Work plan must include dates of when work will start, order in which units will be completed, estimated time to complete each unit, traffic control plan and spill prevention plan.
- All hazardous materials stored on site must be approved by the Contract Administrator. Any hazardous materials must be identified in the spill prevention plan.

Skidding will not be allowed across active or inactive ditches unless approved by Contract Administrator.

- Fences may exist through the contract units; where necessary the fences can be temporary removed, but must be restored prior to close out of units. Fence removal must first be approved by the Contract Administrator.



Inherent Dangers:

The following physical hazards are located on or near the property and may not be obvious: Dead trees, hazardous trees, moderately steep slopes, barbed wire fencing, wet areas, natural springs, vehicle traffic, blind curves, pedestrians, homes and outbuildings, onlookers, overhead power lines, etc.

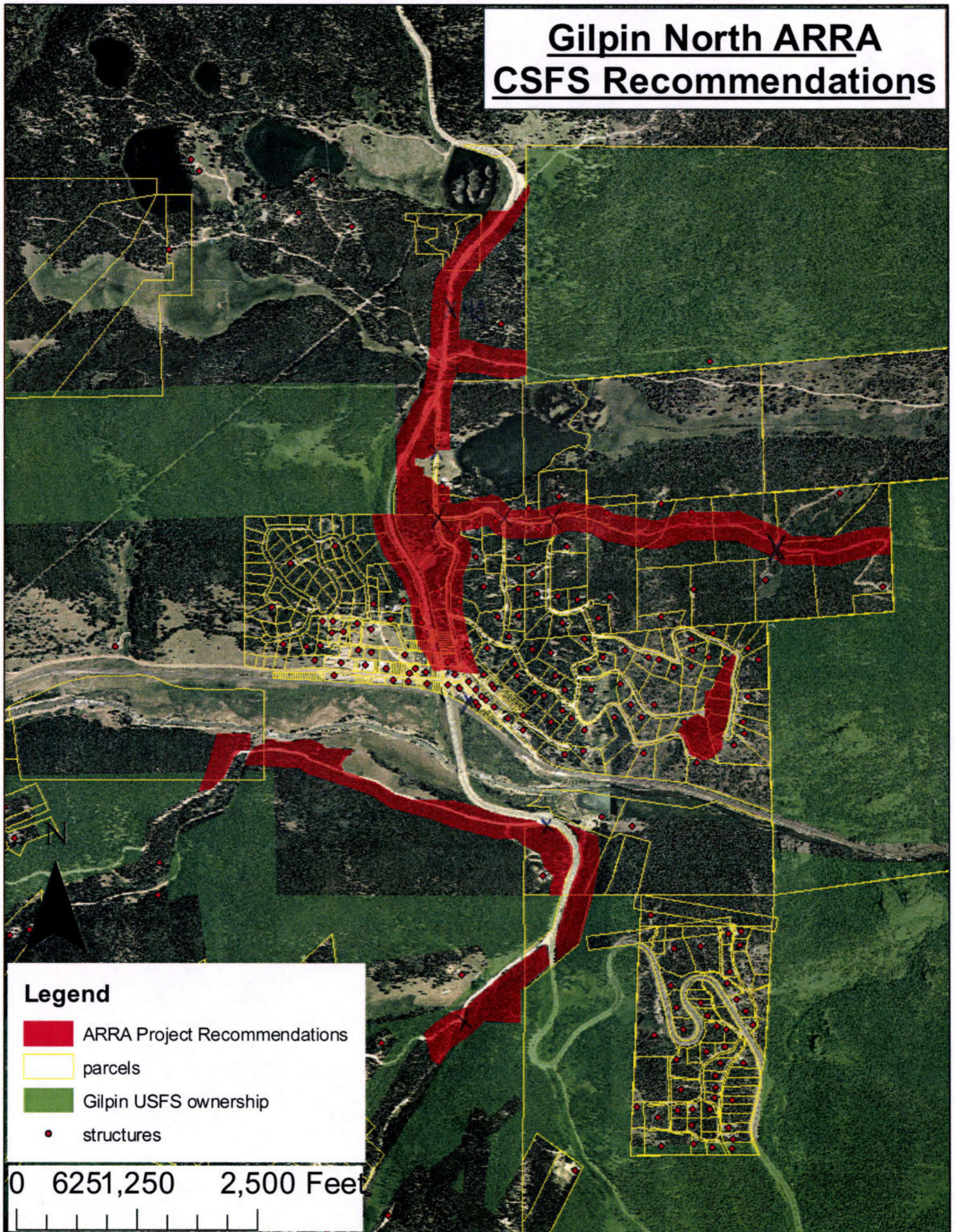
Subcontracting:

This agreement or any interest therein, may not be assigned without prior, written consent of the Contract Administrator.

Damage Penalty:

The **CONTRACTOR** shall conduct all operations in a timely manner and shall take all necessary precautions to protect the remaining forest stand. Excessive damage to the remaining forest stand or the removal of undesignated products will be paid for at the **current market rate**. Damages incurred to the site will be charged at actual repair costs, plus appropriate administrative time.

Gilpin North ARRA CSFS Recommendations



Legend

- ARRA Project Recommendations
- parcels
- Gilpin USFS ownership
- structures

0 625 1,250 2,500 Feet

FAX

To: Bob Bundy **From:** Karl Kumli, Anchor Point Group
Fax: (303) 823-5768 **Pages:** 6
Phone: (303) 823-5774 **Date:** 5.24.2011
Re: Denver Water agreement **CC:**

☐ Urgent ☒ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

Comments:

[Type comments]

5.24.2011



DENVER WATER

1600 West 12th Avenue • Denver, Colorado 80204-3412
Phone 303-628-6000 • Fax No. 303-628-6199 • denverwater.org



November 23, 2010

Rod Moraga
Chief Operations Officer
Anchor Point Group, LLC
3775 Iris Avenue, Suite 2A
Boulder, CO 80301

LETTER OF AUTHORIZATION

Dear Mr. Moraga:

This letter is in response to your written request dated November 5, 2010, requesting permission for access on Denver Water's South Boulder Diversion property, known as 567 Kneale Road. Your request has been reviewed by Denver Water and has been approved subject to the following terms and conditions:

1. The permission is herein granted during the period of November 19, 2010 through May 31, 2011.
2. Denver Water's District Foreman of Source of Supply, Rusty Christensen at 303-278-9605, and Environmental Scientist, Don Kennedy at 303-628-6528, must be notified at least 48-hours in advance of you initially accessing the property. Subsequent visits need to be coordinated as required by Rusty.
3. You will make all necessary accommodations for Denver Water vehicles, leases, recreation users and/or work that may be taking place at or around the project location.
4. This authorization is for use of Denver Water's South Boulder Diversion property for the purpose of fire mitigation measures by cutting timber and removing the downed timber from the property. The approved parcels are identified in the attached maps as Parcel 144 on the Denver Water Parcel map. Any timber removal must be coordinated with the Colorado State Forest Service.
5. Upon the completion of the site visits Anchor Point Group LLC shall restore the area around the site to its pre-existing condition as nearly as possible to the complete satisfaction of Denver Water.
6. Utilization of the South Boulder Diversion property is not permissible outside of the authorized area.

CONSERVE

7. All Board survey monuments damaged and/or destroyed shall be re-installed by a licensed surveyor.
8. All restoration of the property shall be to the satisfaction of the Board's representative.
9. A copy of this letter of authorization must be on site with all vehicles.

ANCHOR POINT GROUP, LLC shall comply with all applicable laws and ordinances and all rules, regulations and requirements of any Governmental Authority promulgated hereunder controlling environmental standards and conditions of the premises. If, as a result of ANCHOR POINT GROUP, LLC's occupancy of the premises and its operation hereunder, any such law, ordinance, rule or regulation is violated, ANCHOR POINT GROUP, LLC shall protect, save harmless, defend and indemnify the **BOARD** from and against any penalties, fines, costs and expenses including legal fees and court costs incurred by the **BOARD**, caused by, resulting from or connected with such violation or violations. In addition, but without limiting the foregoing, ANCHOR POINT GROUP, LLC shall comply with the following:

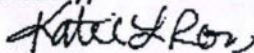
- a. ANCHOR POINT GROUP, LLC shall not cause or permit any Hazardous Material to be brought upon, kept or used in or about the premises by ANCHOR POINT GROUP, LLC, its agents, employees, contractors or invitees without the express written permission of the **BOARD** (which the **BOARD** shall not unreasonably withhold as long as such Hazardous Material is necessary or useful to ANCHOR POINT GROUP, LLC occupation of the premises and will be used, kept and stored in a manner that complies with all laws regulating any such Hazardous Material). If ANCHOR POINT GROUP, LLC breaches the obligations stated in the preceding sentence, or if the presence of Hazardous Material on the premises caused or permitted by ANCHOR POINT GROUP, LLC results in contamination of the premises, or if contamination of the premises by Hazardous Material otherwise occurs for which ANCHOR POINT GROUP, LLC is legally liable to the **BOARD** for damage resulting there from, then ANCHOR POINT GROUP, LLC shall indemnify, defend and hold harmless the **BOARD** from any and all claims, judgments, damages, penalties, fines, costs, liabilities or losses (including limitation, diminution in value of the premises, damages for the loss or restriction on use of rentable or usable space or of any amenity; of the premises, damages, arising from any adverse impact on marketing of space, and sums paid in settlement of claims, attorney fees, consultant fees and expert fees) which arise during or after the easement term as a result of such contamination. This indemnification of the **BOARD** by ANCHOR POINT GROUP, LLC includes, without limitation, costs incurred in connection with any investigation of site conditions or any cleanup, remedial, removal, or restoration work required by any federal, state or local governmental agency or political subdivision because of Hazardous Material present in the soil or ground water on or under the premises. Without limiting the foregoing, if the presence of any Hazardous Material on the premises caused or permitted by ANCHOR POINT GROUP, LLC results in any contamination of the premises, ANCHOR POINT GROUP, LLC shall promptly take all actions, at its sole expense, as are necessary to return the premises to the condition existing prior to the introduction of any such Hazardous Material to the premises; provided that the **BOARD'S** approval of such actions shall first be obtained, which approval shall not be unreasonably withheld so long as such actions would not potentially have any material adverse effect on the premises.

- b. As used herein, the term "Hazardous Material" means any hazardous or toxic substance, material or waste which is or becomes regulated by any local governmental authority, the State of Colorado or the United States Government. The term "Hazardous Material" includes, without limitation, any material or substance that is (i) defined as a "hazardous substance" under appropriate state law provisions; (ii) petroleum; (iii) asbestos; (iv) designated as a "hazardous substance" pursuant to Section 311 of the Federal Water Pollution Control Act (33 U.S.C. §9603); (v) defined as a "hazardous substance" pursuant to Section 101 of the Comprehensive Environmental Response, Compensation and Liability Act (42 U.S.C. §9601); or (vi) defined as a "regulated substance" pursuant to Subchapter IX, Solid Waste Disposal Act (Regulation of Underground Storage Tanks) (42 U.S.C. §6991).

10. ANCHOR POINT GROUP, LLC hereby expressly agrees to defend, indemnify and hold harmless, Denver Water, its officers, agents, employees and insurers against any liability, loss, damage, demand, action, cause of action or expense of whatever nature (including court costs and attorney's fees) which is caused by any loss, injury, death or damage allegedly sustained by any person, firm, corporation or other entity, which is caused by any act or omission of ANCHOR POINT GROUP, LLC, its officers, agents or employees (or anyone it is legally responsible for) in connection with this authorization.

Upon acceptance of the above terms and conditions and execution below, please return the original of this letter to attention Katie Ross. The copy is for your files. A fully executed copy must be on the site with you at all times.

Sincerely,



Katie L. Ross, P.E.
Property Management

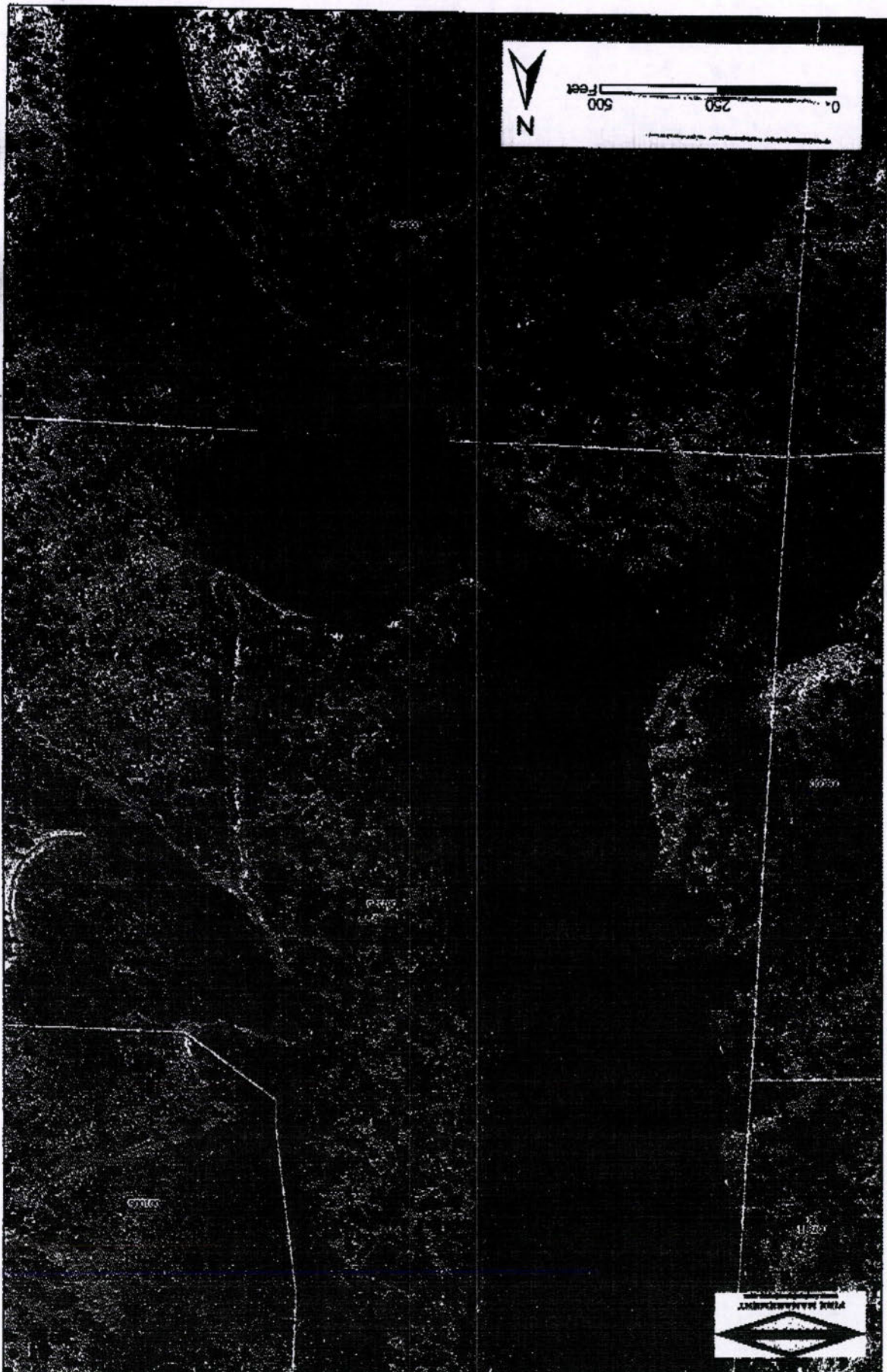
ACCEPTANCE

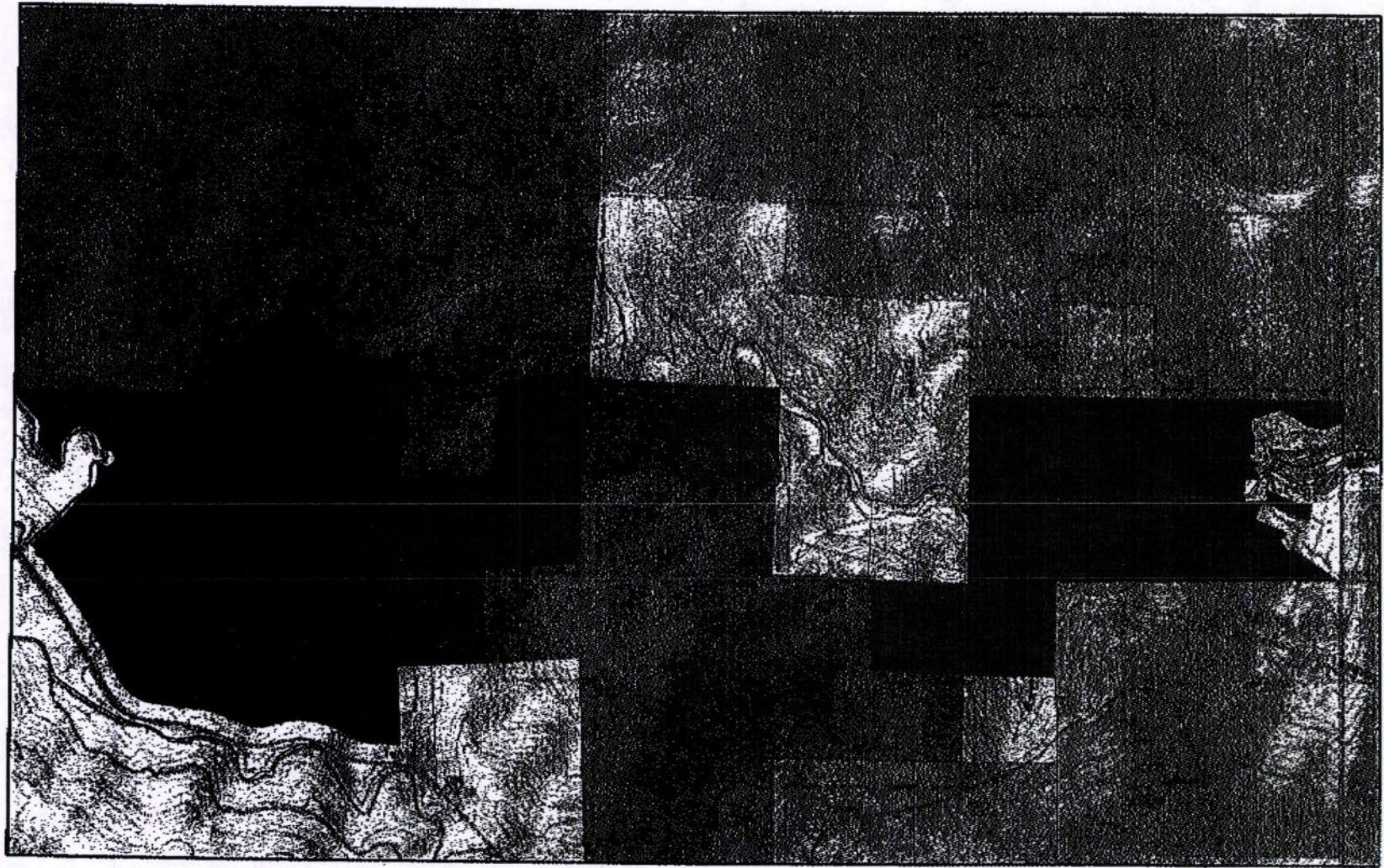
The undersigned officer of ANCHOR POINT GROUP, LLC has read the foregoing and agrees for and in behalf of ANCHOR POINT GROUP, LLC that it accepts and will abide by all of the terms and conditions thereof.

By: _____
Rod Moraga
Chief Operations Officer
ANCHOR POINT GROUP, LLC

Date: _____

\\engfs@procom\WORD\TRAUTH\ANCHOR POINT SOUTH BOULDER DIVERSION KNEALE ROAD.docx





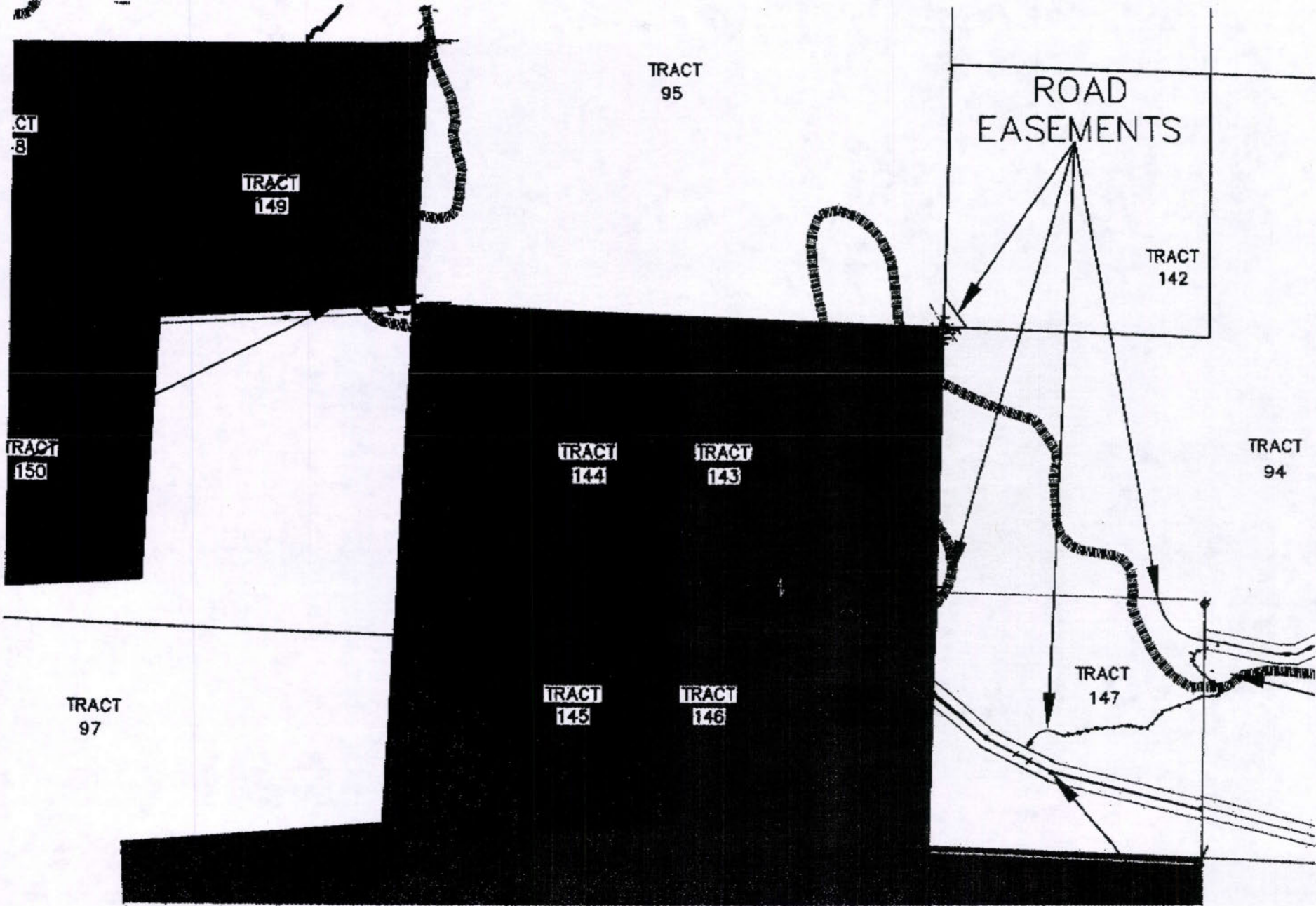
SOUTH BOULDER DIVERSION



0 0.125 0.25 0.5 0.75 1 Miles

This Geographic Information Systems (GIS) map is provided as a public service with no claim by the Denver Water Board or its employees as to the completeness, usefulness, timeliness or accuracy of its content. It is provided "as is" and its use is at your own risk. Any sale, reproduction or distribution of this map or its contents, in any format, is expressly prohibited.





APG MILESTONES PER PROJECT				
Project Name: Hwy 119		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: Gi.01 Acreage: 65				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		5/6/10
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		5/6/10
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided			8/19/10
Landowner Agreements Signed	List of Names			8/19/10
Flag and GPS Boundary	Inspection			8/19/10
Final Project Design / Prescription Approval	Inspection			8/19/10
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved				11/5/10
Comments:				
<p>Robert A. By 5/6/10</p> <p>Robert A. By 8/19/10</p> <p>Robert A. By 11/5/10</p>				

APG MILESTONES PER PROJECT			
Project Name: North County Rd Project Code: GI.02 Acreage: 20	Requirement for approval	APG check-off as completed	CSFS approval
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10
Organizational Chart	Document to CSFS	X	↓
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10
County Stakeholder Meetings	Date Provided	X	↓
Initial Site Visit	Date Provided	X	
Initial Photo Record	Files to CSFS	X	
Map Creation/Acreage Estimation	Files to CSFS	X	
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided		8/19/10
Landowner Agreements Signed	List of Names		8/19/10
Flag and GPS Boundary	Inspection		8/19/10
Final Project Design / Prescription Approval	Inspection		8/19/10
FIELD WORK/CONTRACT EXECUTION			0-100 Completed
Project Fully Executed and Approved			11/5/10
Comments:			

Robert A. By

Robert A. By

Robert A. By

5/6/10

8/19/10

11/5/10

APG MILESTONES PER PROJECT				
Project Name: Colorado Sierra North		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: G1.03 Acreage: 22				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		5/6/10
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		5/6/10
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided			12/1/10
Landowner Agreements Signed	List of Names			12/1/10
Flag and GPS Boundary	Inspection			12/1/10
Final Project Design / Prescription Approval	Inspection			12/1/10
FIELD WORK/CONTRACT EXECUTION				
				0-100 Completed
Project Fully Executed and Approved				12/1/10
Comments:				

Robert A. Bay 5/6/10

Robert A. Bay 12/1/10

Gi.04 Gilpin Schools

APG MILESTONES PER PROJECT			
Project Name: <u>Travis/Moon Gulch</u>	Requirement for approval	APG check-off as completed	CSFS approval
Project Code: <u>Gi.04</u> Acreage: <u>10</u>			
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10 ↓
Organizational Chart	Document to CSFS	X	
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10 ↓
County Stakeholder Meetings	Date Provided	X	
Initial Site Visit	Date Provided	X	
Initial Photo Record	Files to CSFS	X	
Map Creation/Acreage Estimation	Files to CSFS	X	
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided	X	5/12/11 ↓
Landowner Agreements Signed	List of Names	X	
Flag and GPS Boundary	Inspection	X	
Final Project Design / Prescription Approval	Inspection	X	
FIELD WORK/CONTRACT EXECUTION			0-100 Completed
Project Fully Executed and Approved		X	7/31/11
Comments:			

Robert A. Bury
 Robert A. Bury
 Robert A. Bury

5/6/10
 5/12/11
 7/31/11

Roosevelt Ridge

APG MILESTONES PER PROJECT				
Project Name: Colorado Sierra South <i>Roosevelt Ridge</i>		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: Gi.05 Acreage: <i>51 15</i>				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		<i>5/6/10</i>
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		<i>5/6/10</i>
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided	X		<i>10/8/10</i>
Landowner Agreements Signed	List of Names	X		<i>10/8/10</i>
Flag and GPS Boundary	Inspection	X		<i>10/8/10</i>
Final Project Design / Prescription Approval	Inspection	X		<i>10/8/10</i>
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved			X	<i>10/8/10</i>
Comments:				

Robert A. By *5/6/10*
Robert A. By *10/8/10*

BR5

APG MILESTONES PER PROJECT				
Project Name: 7-Hills Anemone Rd		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: Bo.05 Acreage: 30				
PROJECT CONTROLS				
Program Management Plan		Document to CSFS	X	5/6/10
Organizational Chart		Document to CSFS	X	
Contact Information		Document to CSFS	X	
Work Breakdown Structure		Document to CSFS	X	
Milestone Schedule		Document to CSFS	X	
Weekly/Monthly Report Schedule		Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed		Document to CSFS	X	
Landowner Agreements Developed		Document to CSFS	X	
Project Inspection Report		Document to CSFS	X	
Health and Safety Plan		Document to CSFS	X	
Supplemental Forms		Document to CSFS	X	
PROJECT ID & SELECTION				
Stakeholder Primary Contacts		Documentation	X	5/6/10
County Stakeholder Meetings		Date Provided	X	
Initial Site Visit		Date Provided	X	
Initial Photo Record		Files to CSFS	X	
Map Creation/Acreage Estimation		Files to CSFS	X	
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings		Date Provided	X	5/6/10
Landowner Agreements Signed		List of Names	X	8/2/11
Flag and GPS Boundary		Inspection	X	8/2/11
Final Project Design / Prescription Approval		Inspection	X	8/2/11
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved			X	8/2/11
Comments:				

Robert A. Ryz

Robert A. Ryz

5/6/10

8/2/11

APG MILESTONES PER PROJECT				
Project Name: Poorman		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: Bo.02 Acreage: 9				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		5/6/10
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		5/6/10
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided	X		12-3-11
Landowner Agreements Signed	List of Names	X		12-3-11
Flag and GPS Boundary	Inspection	X		12-3-11
Final Project Design / Prescription Approval	Inspection	X		12-3-11
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved		X		6-8-11
Comments:				

Robert A. Buz 5/6/10

Robert A. Buz 12/3/11

Robert A. Buz 6/8/11

APG MILESTONES PER PROJECT			
Project Name: Kniel Rd	Requirement for approval	APG check-off as completed	CSFS approval
Project Code: Bo.03 Acreage: 20			
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10
Organizational Chart	Document to CSFS	X	↓
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10
County Stakeholder Meetings	Date Provided	X	5/6/10
Initial Site Visit	Date Provided	X	10/8/10
Initial Photo Record	Files to CSFS	X	10/8/10
Map Creation/Acreage Estimation	Files to CSFS	X	10/8/10
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided	X	3/7/11
Landowner Agreements Signed	List of Names	X	↓
Flag and GPS Boundary	Inspection	X	
Final Project Design / Prescription Approval	Inspection	X	
FIELD WORK/CONTRACT EXECUTION			0-100 Completed
Project Fully Executed and Approved		X	6-11-11
Comments:			

Robert A. Bundy 5/6/10

Robert A. Bundy 10/8/10

Robert A. Bundy 6/11/11

BR4

APG MILESTONES PER PROJECT				
Project Name: Wild Bear		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: Bo.04 Acreage: 5				
PROJECT CONTROLS				
Program Management Plan		Document to CSFS	X	5/6/10
Organizational Chart		Document to CSFS	X	↓
Contact Information		Document to CSFS	X	
Work Breakdown Structure		Document to CSFS	X	
Milestone Schedule		Document to CSFS	X	
Weekly/Monthly Report Schedule		Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed		Document to CSFS	X	
Landowner Agreements Developed		Document to CSFS	X	
Project Inspection Report		Document to CSFS	X	
Health and Safety Plan		Document to CSFS	X	
Supplemental Forms		Document to CSFS	X	
PROJECT ID & SELECTION				
Stakeholder Primary Contacts		Documentation	X	5/6/10
County Stakeholder Meetings		Date Provided	X	↓
Initial Site Visit		Date Provided	X	
Initial Photo Record		Files to CSFS	X	
Map Creation/Acreage Estimation		Files to CSFS	X	
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings		Date Provided		8/23/10
Landowner Agreements Signed		List of Names		↓
Flag and GPS Boundary		Inspection		
Final Project Design / Prescription Approval		Inspection		
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved				11/12/10
Comments:				

Robert A. Bray 5/6/10

Robert A. Bray 8/23/10

Robert A. Bray 11/12/10

BR1

APG MILESTONES PER PROJECT			
Project Name: 7-Hills Eagles Dr	Requirement for approval	APG check-off as completed	CSFS approval
Project Code: Bo.05 Acreage: 30			
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10
Organizational Chart	Document to CSFS	X	
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10
County Stakeholder Meetings	Date Provided	X	
Initial Site Visit	Date Provided	X	
Initial Photo Record	Files to CSFS	X	
Map Creation/Acreage Estimation	Files to CSFS	X	
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided	X	10/8/10
Landowner Agreements Signed	List of Names	X	10/8/10
Flag and GPS Boundary	Inspection	X	10/8/10
Final Project Design / Prescription Approval	Inspection	X	10/8/10
FIELD WORK/CONTRACT EXECUTION			
			0-100 Completed
			10/27/10
Project Fully Executed and Approved			
Comments:			

Robert A. Ry 5/6/10
 Robert A. Ry 10/8/10
 Robert A. Ry 10/27/10

APG MILESTONES PER PROJECT				
Project Name: Pole Hill 1		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: LM.01 Acreage: 28				
PROJECT CONTROLS				
Program Management Plan		Document to CSFS	X	5/6/10 ↓
Organizational Chart		Document to CSFS	X	
Contact Information		Document to CSFS	X	
Work Breakdown Structure		Document to CSFS	X	
Milestone Schedule		Document to CSFS	X	
Weekly/Monthly Report Schedule		Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed		Document to CSFS	X	
Landowner Agreements Developed		Document to CSFS	X	
Project Inspection Report		Document to CSFS	X	
Health and Safety Plan		Document to CSFS	X	
Supplemental Forms		Document to CSFS	X	
PROJECT ID & SELECTION				
Stakeholder Primary Contacts		Documentation	X	5/6/10 ↓
County Stakeholder Meetings		Date Provided	X	
Initial Site Visit		Date Provided	X	
Initial Photo Record		Files to CSFS	X	
Map Creation/Acreage Estimation		Files to CSFS	X	
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings		Date Provided	X	5/6/10 5/6/10 5/7/10 5/7/10
Landowner Agreements Signed		List of Names	X	
Flag and GPS Boundary		Inspection	X	
Final Project Design / Prescription Approval		Inspection	X	
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved				1/12/11
Comments:				

Robert A. By 5/6/10
 Robert A. By 5/7/10
 Robert A. By 1/12/11

APG MILESTONES PER PROJECT			
Project Name: Horsetooth	Requirement for approval	APG check-off as completed	CSFS approval
Project Code: LM.02 Acreage: 22			
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10 ↓
Organizational Chart	Document to CSFS	X	
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10 ↓
County Stakeholder Meetings	Date Provided	X	
Initial Site Visit	Date Provided	X	
Initial Photo Record	Files to CSFS	X	
Map Creation/Acreage Estimation	Files to CSFS	X	
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided	X	5/6/10 5/6/10 5/7/10 5/7/10
Landowner Agreements Signed	List of Names	X	
Flag and GPS Boundary	Inspection	X	
Final Project Design / Prescription Approval	Inspection	X	
FIELD WORK/CONTRACT EXECUTION			0-100 Completed
Project Fully Executed and Approved			11/4/10
Comments:			

Robert A. By 5/6/10
 Robert A. By 5/7/10
 Robert A. By 11/4/10

APG MILESTONES PER PROJECT				
Project Name: Arcadia Ranch		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: LM.03 Acreage: 11				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		5/6/10
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		5/6/10
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided	X		5/6/10
Landowner Agreements Signed	List of Names	X		
Flag and GPS Boundary	Inspection	X		
Final Project Design / Prescription Approval	Inspection	X		
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved		X		2/23/11
Comments:				

Robert A. Budy

Robert A. Budy


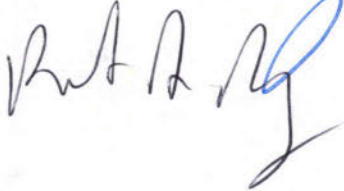
5/6/10

2/23/11

APG MILESTONES PER PROJECT			
Project Name: Redstone Canyon 1 (Lynx)	Requirement for approval	APG check-off as completed	CSFS approval
Project Code: LM.04 Acreage: 22			
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10
Organizational Chart	Document to CSFS	X	
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10
County Stakeholder Meetings	Date Provided	X	
Initial Site Visit	Date Provided	X	
Initial Photo Record	Files to CSFS	X	
Map Creation/Acreage Estimation	Files to CSFS	X	
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided	X	5/6/10
Landowner Agreements Signed	List of Names	X	5/12/11
Flag and GPS Boundary	Inspection	X	5/12/11
Final Project Design / Prescription Approval	Inspection	X	5/12/11
FIELD WORK/CONTRACT EXECUTION			0-100 Completed
Project Fully Executed and Approved		X	5/12/11
Comments:			

 5/6/10
 Robert A. By 5/12/11

APG MILESTONES PER PROJECT				
Project Name: Redstone Canyon 2 (Puma)		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: LM.05 Acreage: 22				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		5/6/10
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		5/6/10
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided	X		5/6/10
Landowner Agreements Signed	List of Names	X		8/25/10
Flag and GPS Boundary	Inspection	X		8/25/10
Final Project Design / Prescription Approval	Inspection	X		8/25/10
FIELD WORK/CONTRACT EXECUTION				
				0-100 Completed
Project Fully Executed and Approved		X		10/8/10
Comments:				


 5/6/10

 10/8/10

APG MILESTONES PER PROJECT				
Project Name: Pole Hill 2		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: LM.06 Acreage: 22				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided			
Landowner Agreements Signed	List of Names			
Flag and GPS Boundary	Inspection			
Final Project Design / Prescription Approval	Inspection			
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved				
Comments:				

Not billing for this
This is an extra project
if \$ is leftover

APG MILESTONES PER PROJECT				
Project Name: Grand County Roads		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: GR.01 Acreage: TBD				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X	5/6/10 ↓	
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X	5/6/10 ↓	
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided	X	5/6/10 ↓	
Landowner Agreements Signed	List of Names	X		
Flag and GPS Boundary	Inspection	X		
Final Project Design / Prescription Approval	Inspection	X		
FIELD WORK/CONTRACT EXECUTION			0-100 Completed	
Project Fully Executed and Approved		X	5/6/10	
Comments:				

Robert A. By 5/6/10

APG MILESTONES PER PROJECT				
Project Name: WP Highlands		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: GR.02 Acreage: 32				
PROJECT CONTROLS				
Program Management Plan		Document to CSFS	X	5/6/10
Organizational Chart		Document to CSFS	X	
Contact Information		Document to CSFS	X	
Work Breakdown Structure		Document to CSFS	X	
Milestone Schedule		Document to CSFS	X	
Weekly/Monthly Report Schedule		Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed		Document to CSFS	X	
Landowner Agreements Developed		Document to CSFS	X	
Project Inspection Report		Document to CSFS	X	
Health and Safety Plan		Document to CSFS	X	
Supplemental Forms		Document to CSFS	X	
PROJECT ID & SELECTION				
Stakeholder Primary Contacts		Documentation	X	5/6/10
County Stakeholder Meetings		Date Provided	X	
Initial Site Visit		Date Provided	X	
Initial Photo Record		Files to CSFS	X	
Map Creation/Acreage Estimation		Files to CSFS	X	
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings		Date Provided	X	5/6/10
Landowner Agreements Signed		List of Names		
Flag and GPS Boundary		Inspection		
Final Project Design / Prescription Approval		Inspection		
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved				11/10/10
Comments:				

Robert A. Bay 5/6/10

Robert A. Bay 11/10/10

APG MILESTONES PER PROJECT			
Project Name: Homestead Hills Project Code: GR.03 Acreage: 22	Requirement for approval	APG check-off as completed	CSFS approval
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10 ↓
Organizational Chart	Document to CSFS	X	
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10 ↓
County Stakeholder Meetings	Date Provided	X	
Initial Site Visit	Date Provided	X	
Initial Photo Record	Files to CSFS	X	
Map Creation/Acreage Estimation	Files to CSFS	X	
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided	X	5/6/10 ↓
Landowner Agreements Signed	List of Names	X	
Flag and GPS Boundary	Inspection		
Final Project Design / Prescription Approval	Inspection		
FIELD WORK/CONTRACT EXECUTION			0-100 Completed
Project Fully Executed and Approved			11/3/10
Comments:			

Robert A. Bay 5/6/10

Robert A. Bay 11/3/10

APG MILESTONES PER PROJECT				
Project Name: Hot Sulphur Springs		Requirement for approval	APG check-off as completed	CSFS approval
Project Code: GR.04 Acreage: 20				
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X		5/6/10
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X		5/6/10
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided			7/18/2011
Landowner Agreements Signed	List of Names			
Flag and GPS Boundary	Inspection			
Final Project Design / Prescription Approval	Inspection			
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved				7/18/2011
Comments:				

Robert By 5/6/10
 Robert By 7/18/2011

APG MILESTONES PER PROJECT				
Project Name: Grand Lake Project Code: GR.05 Acreage: 17		Requirement for approval	APG check-off as completed	CSFS approval
PROJECT CONTROLS				
Program Management Plan	Document to CSFS	X	5/6/10	↓
Organizational Chart	Document to CSFS	X		
Contact Information	Document to CSFS	X		
Work Breakdown Structure	Document to CSFS	X		
Milestone Schedule	Document to CSFS	X		
Weekly/Monthly Report Schedule	Document to CSFS	X		
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X		
Landowner Agreements Developed	Document to CSFS	X		
Project Inspection Report	Document to CSFS	X		
Health and Safety Plan	Document to CSFS	X		
Supplemental Forms	Document to CSFS	X		
PROJECT ID & SELECTION				
Stakeholder Primary Contacts	Documentation	X	5/6/10	↓
County Stakeholder Meetings	Date Provided	X		
Initial Site Visit	Date Provided	X		
Initial Photo Record	Files to CSFS	X		
Map Creation/Acreage Estimation	Files to CSFS	X		
PUBLIC PROCESS				
Walkthroughs/Tours/or Meetings	Date Provided	X	5/6/10	↓
Landowner Agreements Signed	List of Names	X		
Flag and GPS Boundary	Inspection			
Final Project Design / Prescription Approval	Inspection			
FIELD WORK/CONTRACT EXECUTION				0-100 Completed
Project Fully Executed and Approved				11/3/10
Comments:				

Robert A. Buz 5/6/10

Robert A. Buz 11/3/10

APG MILESTONES PER PROJECT			
Project Name: Beaver Village	Requirement for approval	APG check-off as completed	CSFS approval
Project Code: GR.06 Acreage: 30			
PROJECT CONTROLS			
Program Management Plan	Document to CSFS	X	5/6/10
Organizational Chart	Document to CSFS	X	↓
Contact Information	Document to CSFS	X	
Work Breakdown Structure	Document to CSFS	X	
Milestone Schedule	Document to CSFS	X	
Weekly/Monthly Report Schedule	Document to CSFS	X	
Subcontractor (Implementation) Contracts Developed	Document to CSFS	X	
Landowner Agreements Developed	Document to CSFS	X	
Project Inspection Report	Document to CSFS	X	
Health and Safety Plan	Document to CSFS	X	
Supplemental Forms	Document to CSFS	X	
PROJECT ID & SELECTION			
Stakeholder Primary Contacts	Documentation	X	5/6/10
County Stakeholder Meetings	Date Provided	X	↓
Initial Site Visit	Date Provided	X	
Initial Photo Record	Files to CSFS	X	
Map Creation/Acreage Estimation	Files to CSFS	X	↓
PUBLIC PROCESS			
Walkthroughs/Tours/or Meetings	Date Provided	X	7/28/10
Landowner Agreements Signed	List of Names	X	7/28/10
Flag and GPS Boundary	Inspection	X	7/28/10
Final Project Design / Prescription Approval	Inspection	X	
FIELD WORK/CONTRACT EXECUTION			0-100 Completed
Project Fully Executed and Approved		X	2/23/11
Comments:			

Robert A. Bury
 Robert A. Bury
 Robert A. Bury

5/6/10

7/28/10

2/23/11



American Recovery and Reinvestment Act Community Wildfire Protection Plan Project Implementation

September 17, 2010

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www.AnchorPointGroup.com



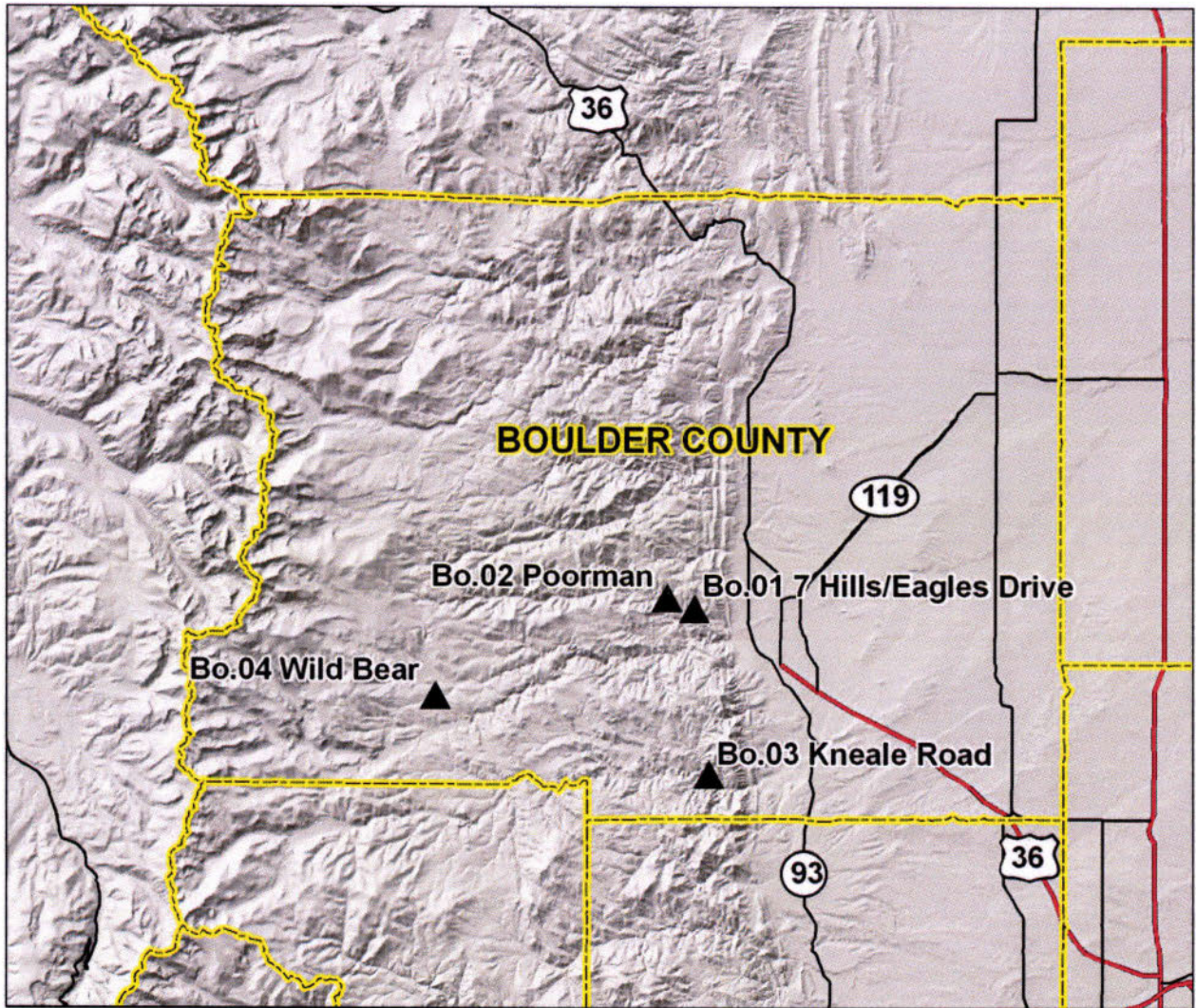
American Recovery and Reinvestment Act Community Wildfire Protection Plan Project Implementation

Boulder County Projects

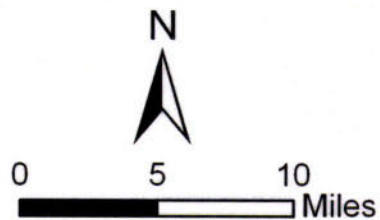


KEY ISSUES

- Mixed landowner response
- Fire department mitigation crews (daily rates)
- Opportunity for public education and fuels project performance
- Multiple jurisdiction issues
- Working with fire department mitigation timelines and needs
- Bids higher than predicted



- ▲ ARRA Projects
- ▭ County Boundaries
- Freeway
- Major Highway



Bo.01 – 7-Hills Eagles Drive

Size: 19 acres

Location: At the junction of Sunshine Canyon Dr and Eagles Dr, along the western side of the 7-Hills subdivision.

Description: This project is a shaded fuel break combined with a restoration thinning for ponderosa pine. The project covers 19 acres of heavily forested land along the downhill side of a half mile long driveway. The driveway is paved and has a cut bank running along the uphill side. The project covers anywhere from 400 to 150 feet off of the driveway and combined with the driveway provides an effective fuel break.

Purpose: This project creates a shaded fuel break on the up-wind side of a subdivision which includes more than 40 homes. It also allows firefighters to use the driveway as a potential control line in the event of a fire.



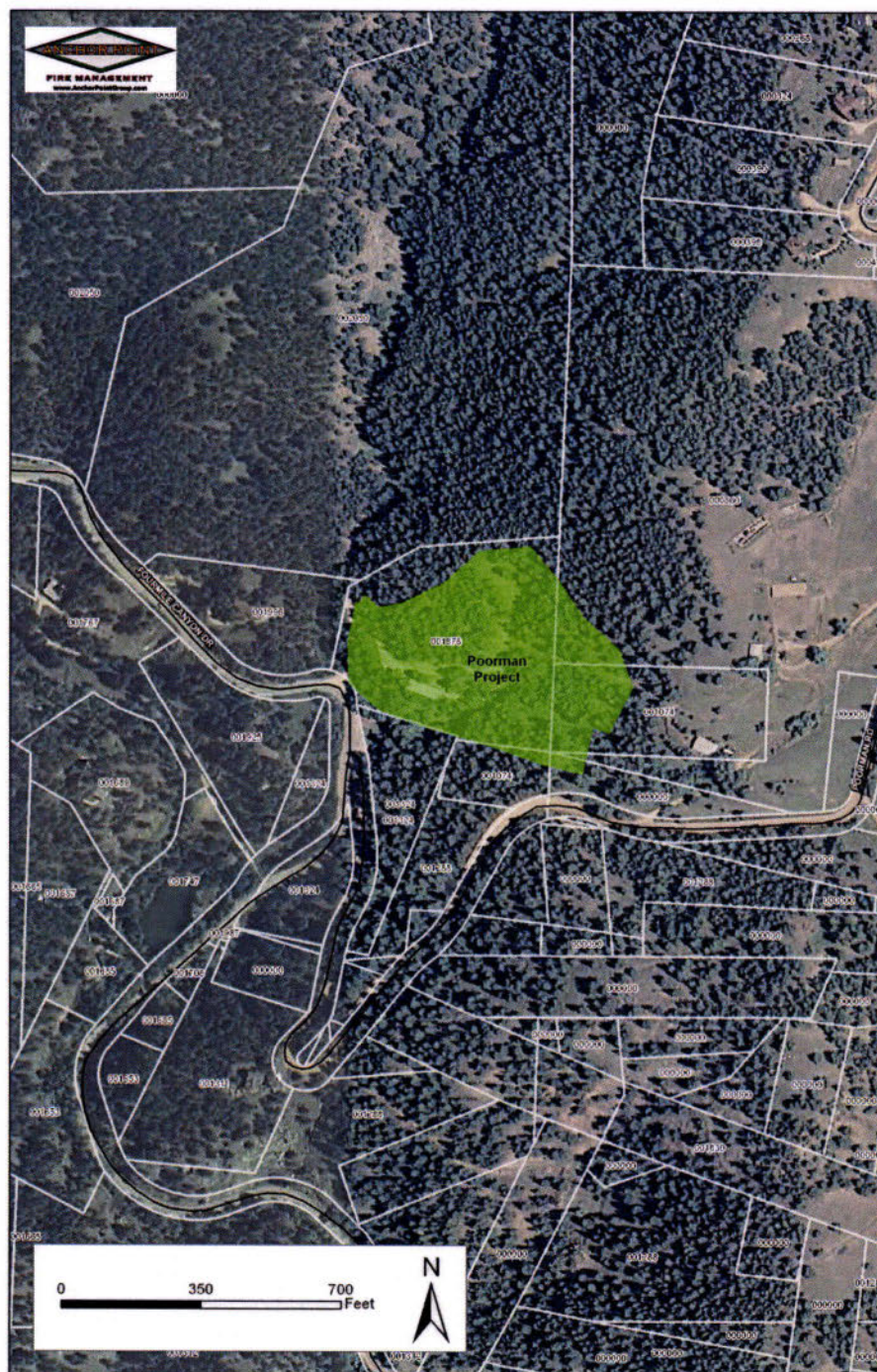
Bo.02 – Poorman

Size: 7 acres

Location: At the Junction of Fourmile Canyon Drive and Poorman Road.

Description: This is a fuels reduction project that spans both sides of the drainage below the Cow Poke Ranch development. The project is an excellent ponderosa restoration thinning which also is a highly effective shaded fuel break to help maintain defensible space around the apartments at Cow Poke Ranch as well as two single family homes at the top of the drainage along Poorman Rd.

Purpose: This thinning project will incorporate 8 acres and protect 12 residences. It will provide defensible space to 4 multiple unit residences and two single family residences.



Bo.03 – Kneale Rd

Size: 30 Acres

Location: Along Kneale Rd and the gas pipeline road that runs between Kneale Rd and Walker Ranch Open Space.

Description: This project runs along a gas pipeline two track which parallels South Boulder Creek and runs up along the west side of the Kneale Rd subdivision. The road is the primary point for the fuel break. The once the roadbed is cleared, the cut bank and the road combined with a shaded fuel break on the downhill side of the road will make a strong mid slope fuel break on the west side of the Kneale Rd subdivision.

Purpose: This fuel break will provide a possible control point in the event of a wind driven fire from the open space and Forest Service land on the west side of the Kneal Rd subdivision.



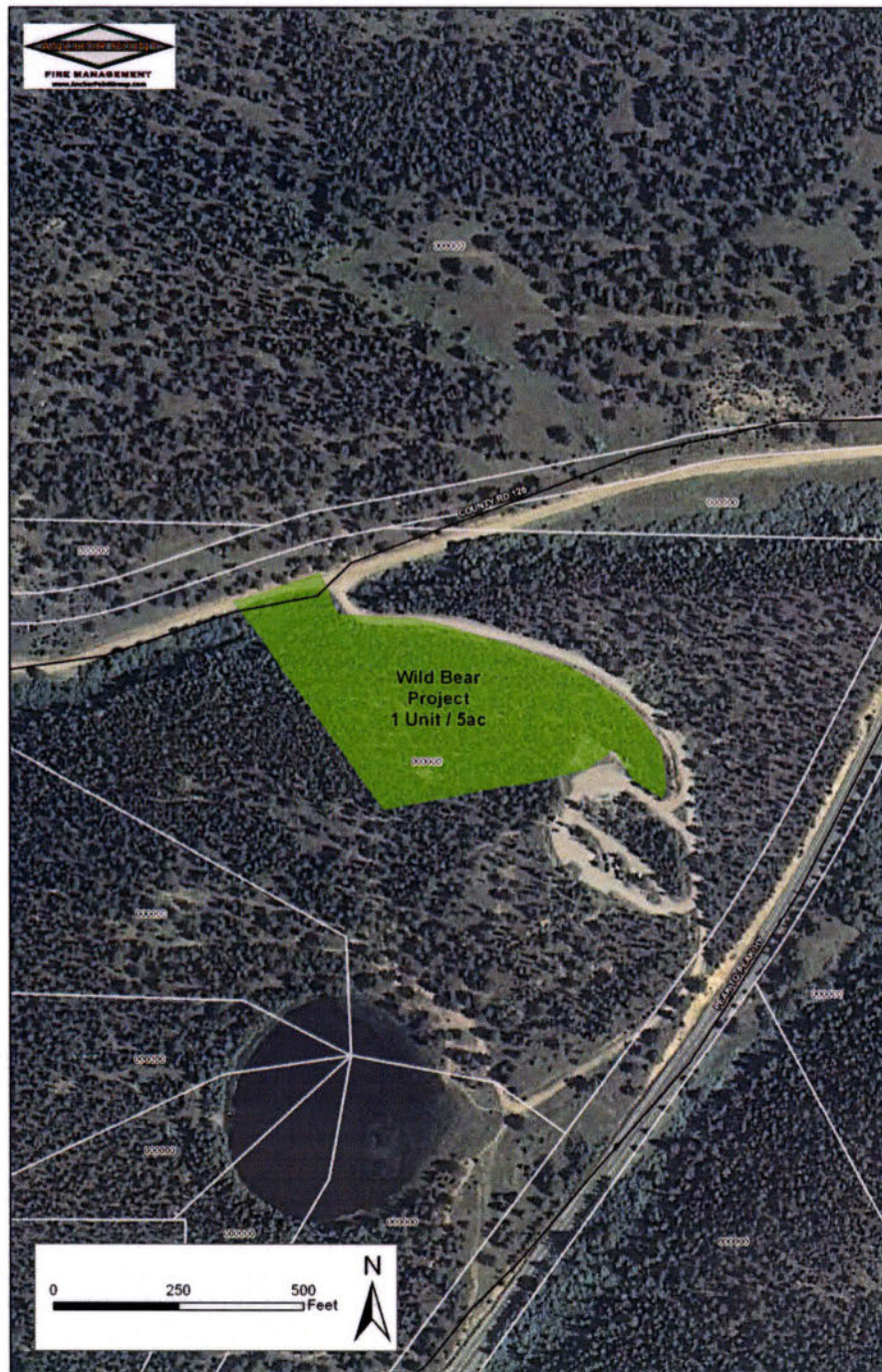
Bo.04 – Wild Bear

Size: 5 Acres

Location: Mud Lake Open Space, 2 miles north of Nederland along highway 119

Description: A five acre project which will reduce the density of the lodgepole on the site, while placing a preference towards ponderosa pine, douglas-fir, and limber pine. The prescription calls for the removal of small groups of lodgepole pine while leaving groups of lodgepole which will support each other against wind throw.

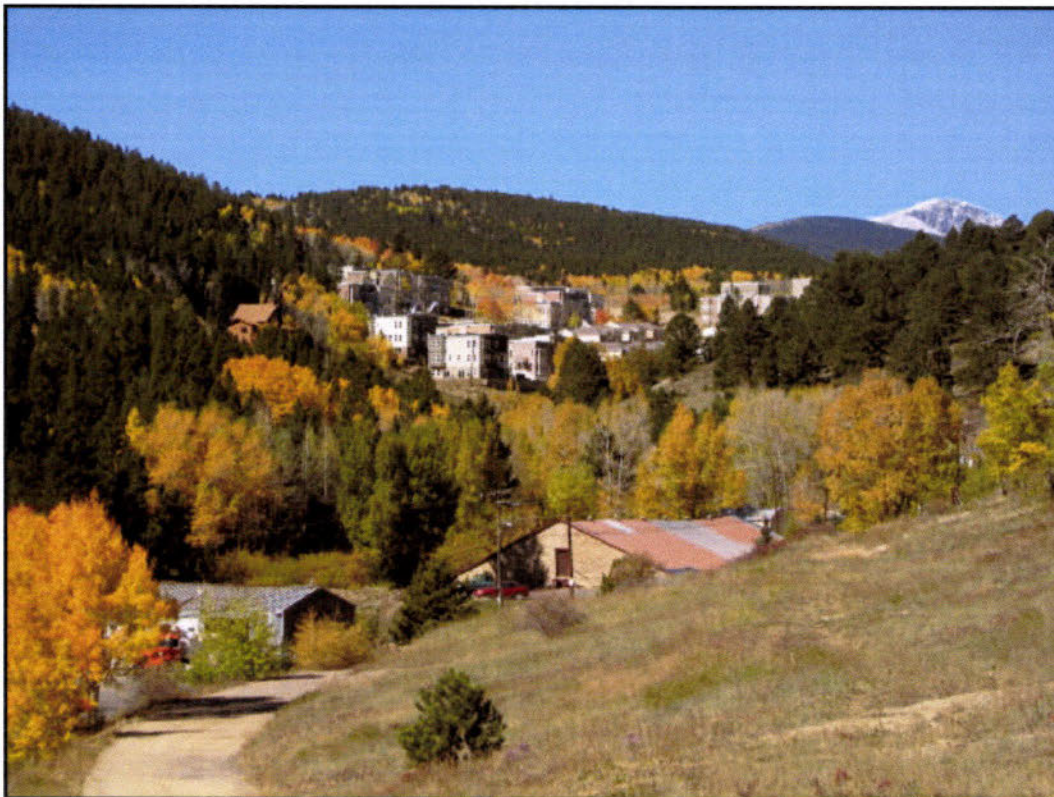
Purpose: This project completes the fuels reduction that was carried out on the Mud Lake property by Boulder County Open Space. The unit falls within the open space area and completing this thinning makes the fuels reduction work throughout the property stronger. This is important because the Mud Lake Open Space borders the northern boundary of Nederland.





American Recovery and Reinvestment Act Community Wildfire Protection Plan Project Implementation

Gilpin County Projects



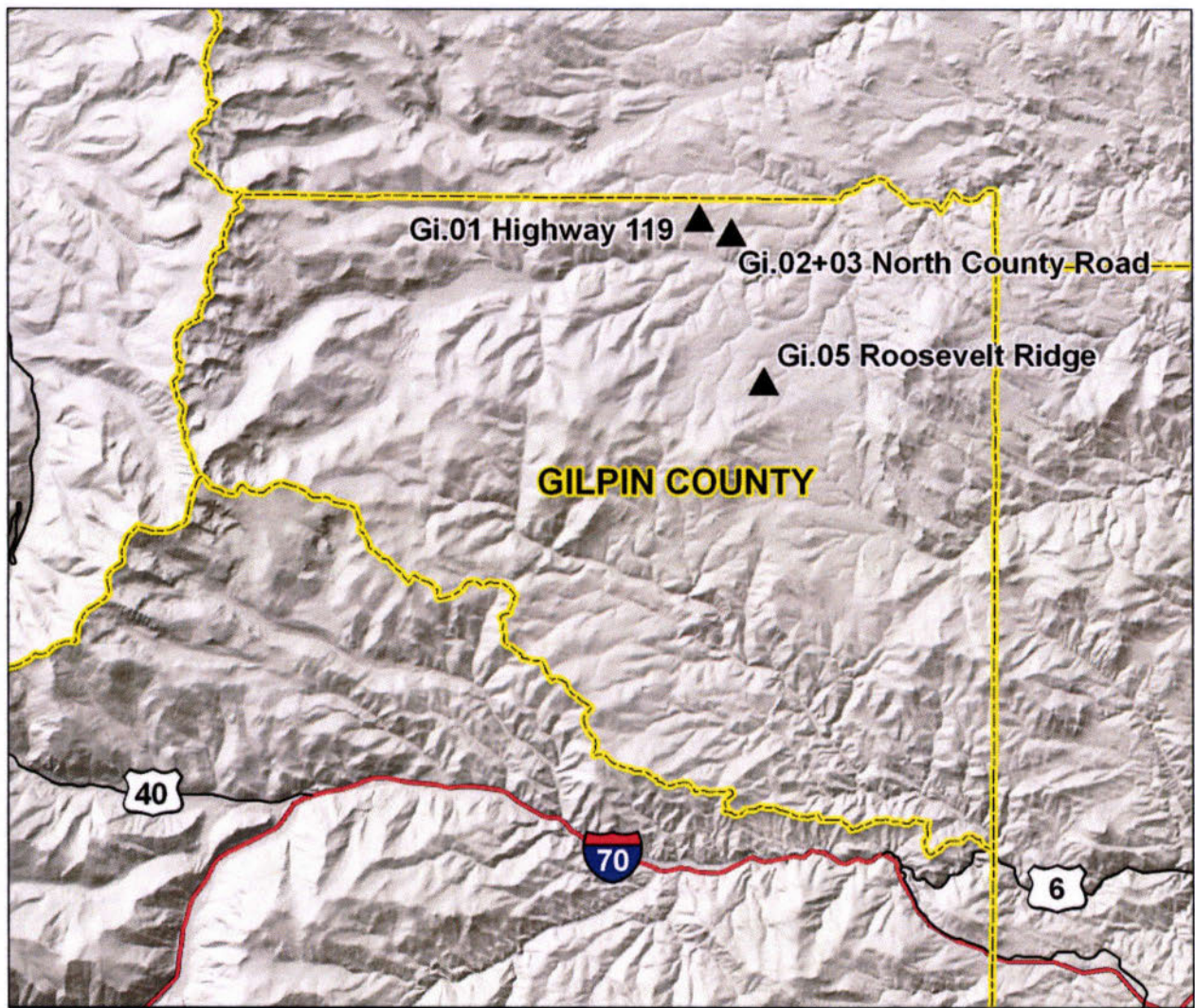
KEY ISSUES

- Absentee homeowners
- Lots of handholding (walkthroughs, custom prescriptions)
- Smaller parcels (larger number of landowners per project)
- Pressure for using local (in-county) contractors
- Reluctance to cut to prescription
- Bids higher (landowners demand for ecological sensitivity)

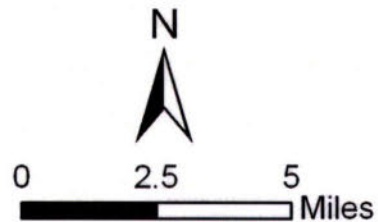
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- ▲ ARRA Projects
- County Boundaries
- Freeway
- Major Highway



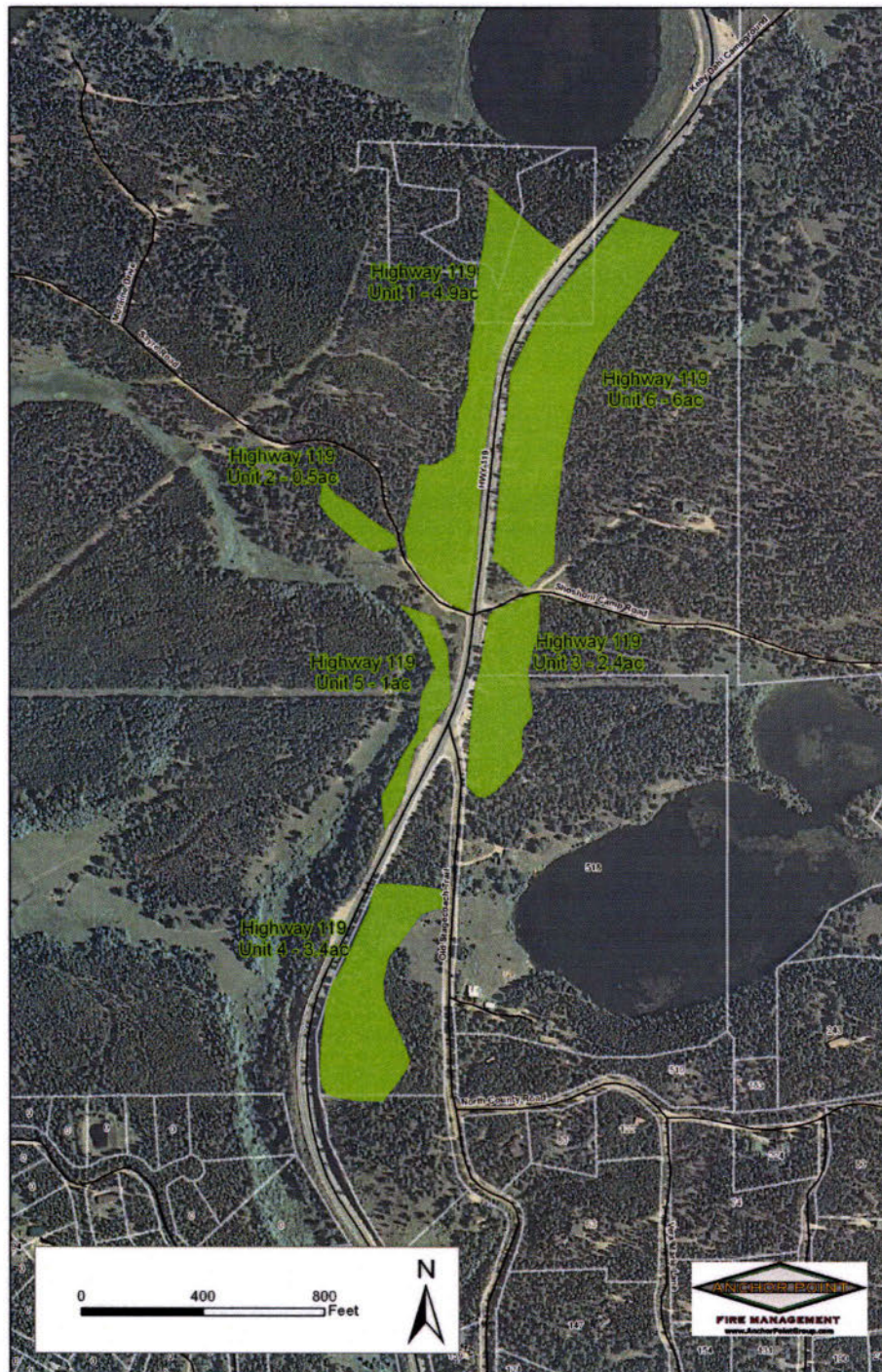
Gi.01 – Highway 119

Size: 15 acres

Location: Along Highway 119 between the Kelly Dahl Campground and Rollinsville.

Description: This is a fuel reduction project that runs the length of Highway 119. The fuel reduction goes 200 ft off of the highway and is divided into six separate units along both sides of the highway. The primary focus is thinning lodgepole pine by cutting groups of trees while leaving healthier groupings which will be more resistant to wind throw.

Purpose: Because Highway 119 is one of the primary evacuation routes from Gilpin county, maintaining a substantial fuel break along the highway to protect ingress and egress is a vital part of the safety for all northern Gilpin County residents.



Gi.02 – North County Rd North

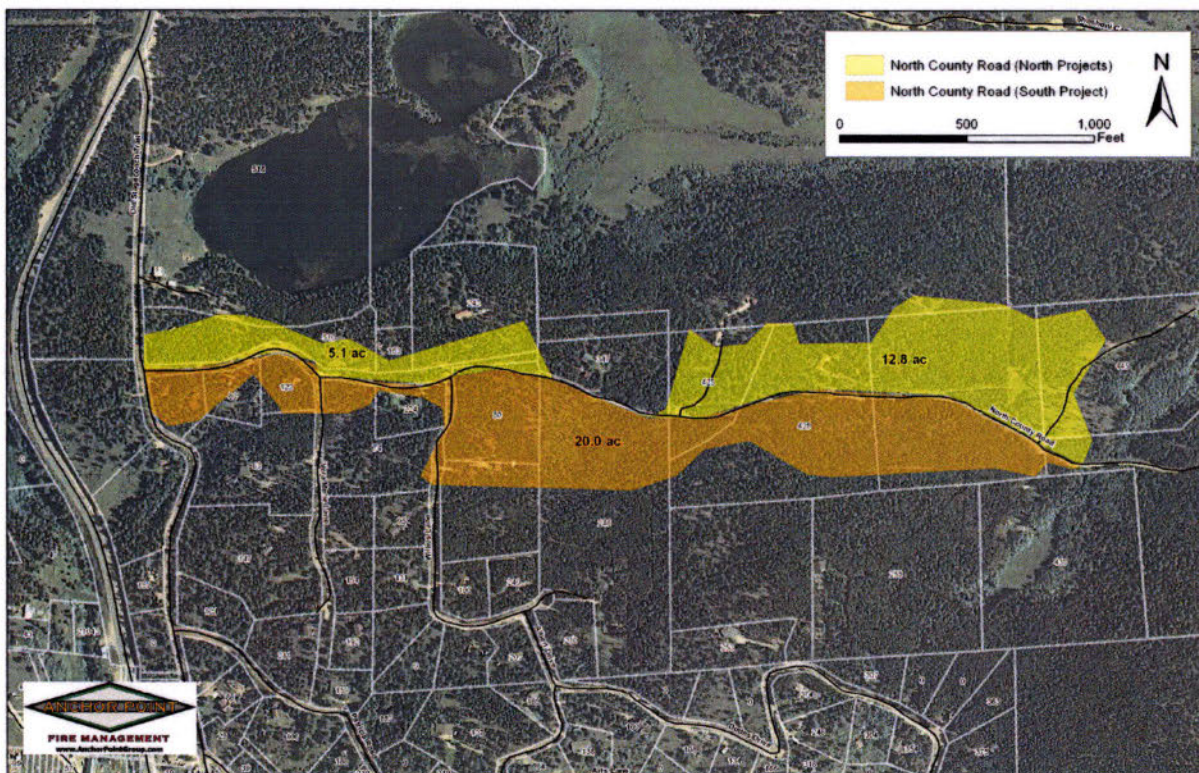
Gi.03 – North County Rd South

Size: Gi.02 – 18 acres Gi.03 – 20 acres

Location: Along the length of North County Road east of the junction with Old Stagecoach Trail.

Description: This is a fuels reduction project that spans both sides of the road along North County road. The road is bordered by heavy fuel loading. The fuel type is predominantly lodgepole pine with some ponderosa, limber pine and Douglas-fir. The thinning ranges from 300+ feet off the road, incorporating heavy thinning and some patch cuts, to being less than 50 feet deep off of the road targeting only very select diseased, infected or damaged trees. The project covers 14 landowners and both units cover approximately 40 acres.

Purpose: North County road is a one way in one way out narrow access to 5 residences and a primary egress route for 9 more. Making sure that it is passable for civilian egress and emergency ingress is of critical importance.



Gi.05 – Roosevelt Ridge

Size: 15 Acres

Location: East of Roosevelt Ridge Rd. and along the two track between Pyrite Rd and Blue Spruce Ln.

Description: There are three units each of which is slightly less than a thousand feet long and approximately 200 ft wide. These units are marked for heavy lodgepole pine removal with a focus on aspen restoration. The combination of aspen and a thinned lodgepole pine canopy will reduce the fire hazard to the Colorado Sierra Subdivision. Also the reintroduction of aspen to the area will increase the biodiversity on the sites.

Purpose: This project completes the northern half of the Yankee Hill Fuel Break. This fuel break was outlined in the Gilpin County CWPP. This fuel break is the primary line of defense for the Colorado Sierra Subdivision, which is the largest subdivision in Gilpin County.





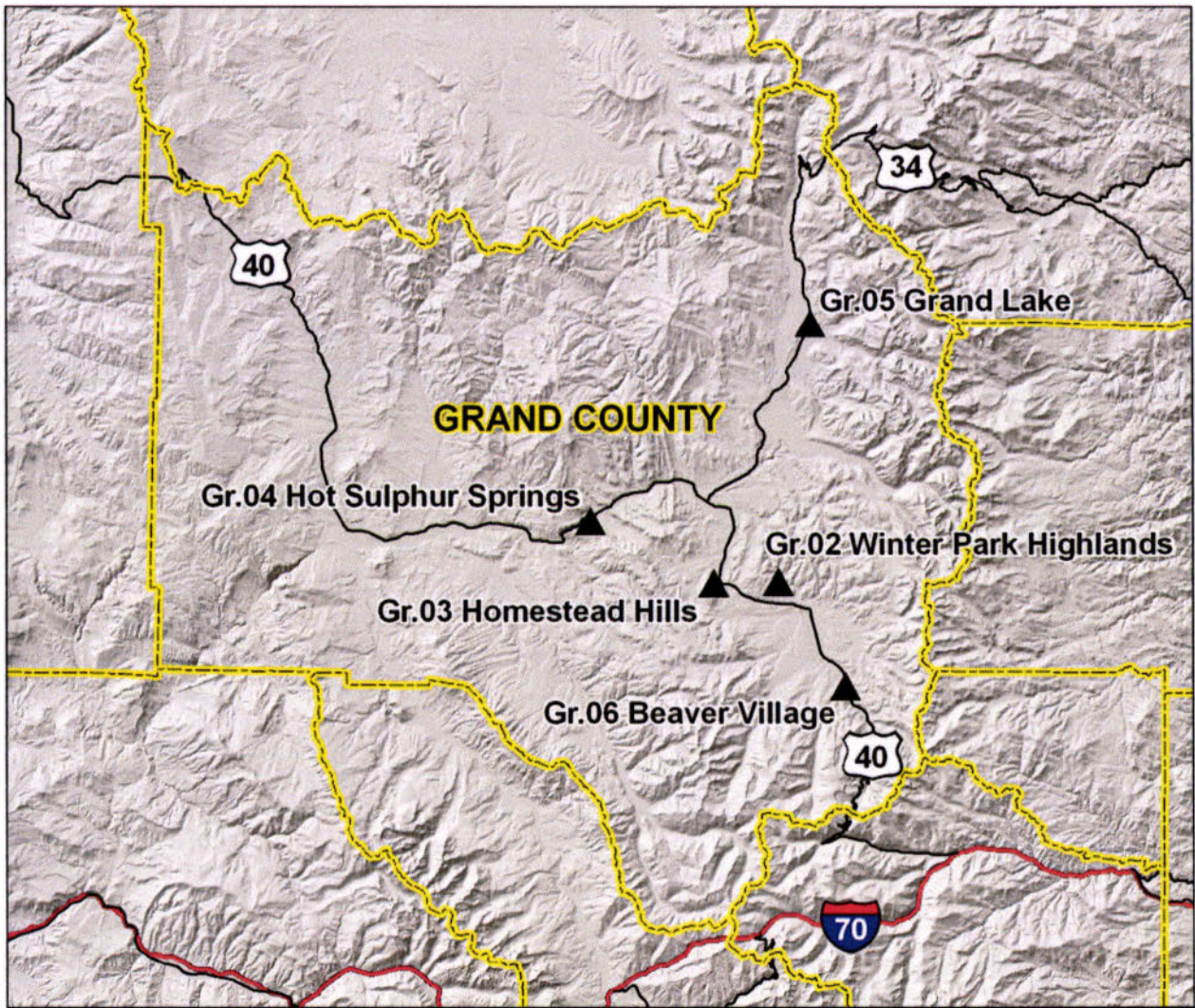
American Recovery and Reinvestment Act Community Wildfire Protection Plan Project Implementation

Grand County Projects

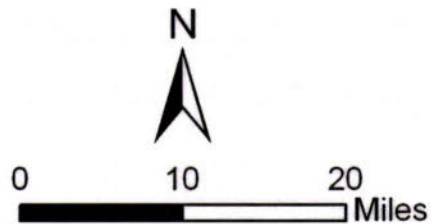


KEY ISSUES

- Beetle-driven Prescriptions and program support
- Bids higher than expected due to current wood markets
- Difficult to locate landowners and coordinate meetings
- Extremely difficult terrain to work in
- Support for fuels reduction (citizen, HOA, FD)
- Continuous changes in fuel breaks, forestry prescription, and access



- ▲ ARRA Projects
- ▭ County Boundaries
- Freeway
- Major Highway



GR.02 – Winter Park Highlands

Size: 19 Acres

Location: Winter Park Highlands subdivision, west of Tabernash

Description: The project area is divided into three units, all three of which are landscape fuelbreaks. Trees will be removed in units to an average width of 200 feet. The steepness of the terrain has been a formidable challenge. The contractor for the project is Willow Creek Logging, and they hope to begin and end work this fall 2010. The project is located on private property divided between six landowners.

Purpose: These three project units tie into work planned and already accomplished by the Winter Park Highlands HOA. Once completed, these projects will enhance the buffer that surrounds the community in the event of a fast-moving wildfire.



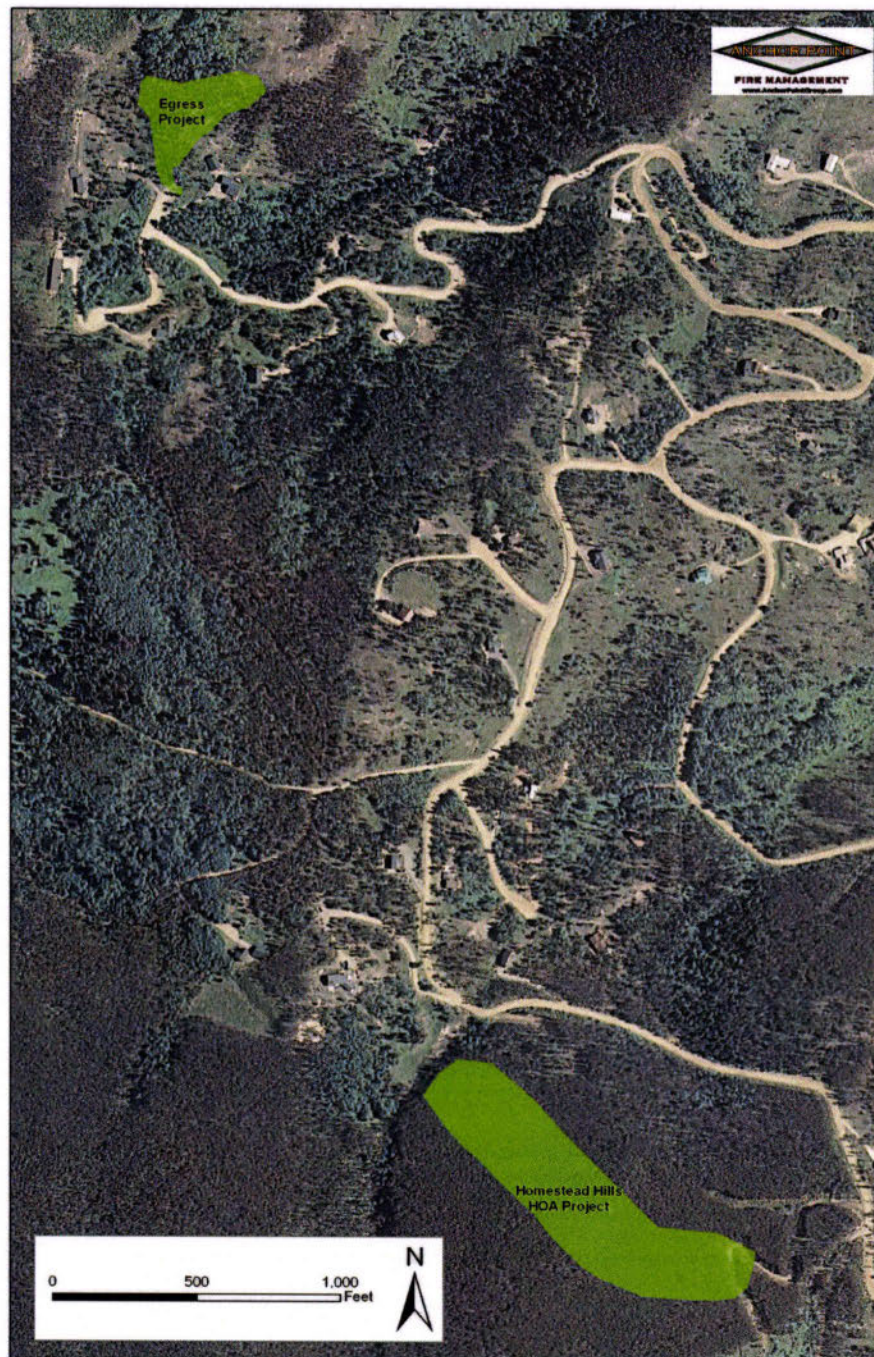
GR.03 – Homestead Hills

Size: 10 Acres

Location: Homestead Hills subdivision, between Granby and Tabernash

Description: The project area is divided into two units, one of which is a landscape fuelbreak and the other is an egress enhancement. Trees will be removed in the landscape fuelbreak to an average width of 200 feet. The contractor for the project is Willow Creek Logging, and they hope to begin and end work this fall 2010. The project is located on private property divided between the HOA and two private landowners.

Purpose: These two project units tie into work already done by the Homestead Hills HOA and private landowners. The egress project will aid in the evacuation of landowners in the event of a wildfire, as well improve access for incoming fire apparatus. The landscape fuelbreak ties into work already done, and will act to slow or stop an advancing wildfire.



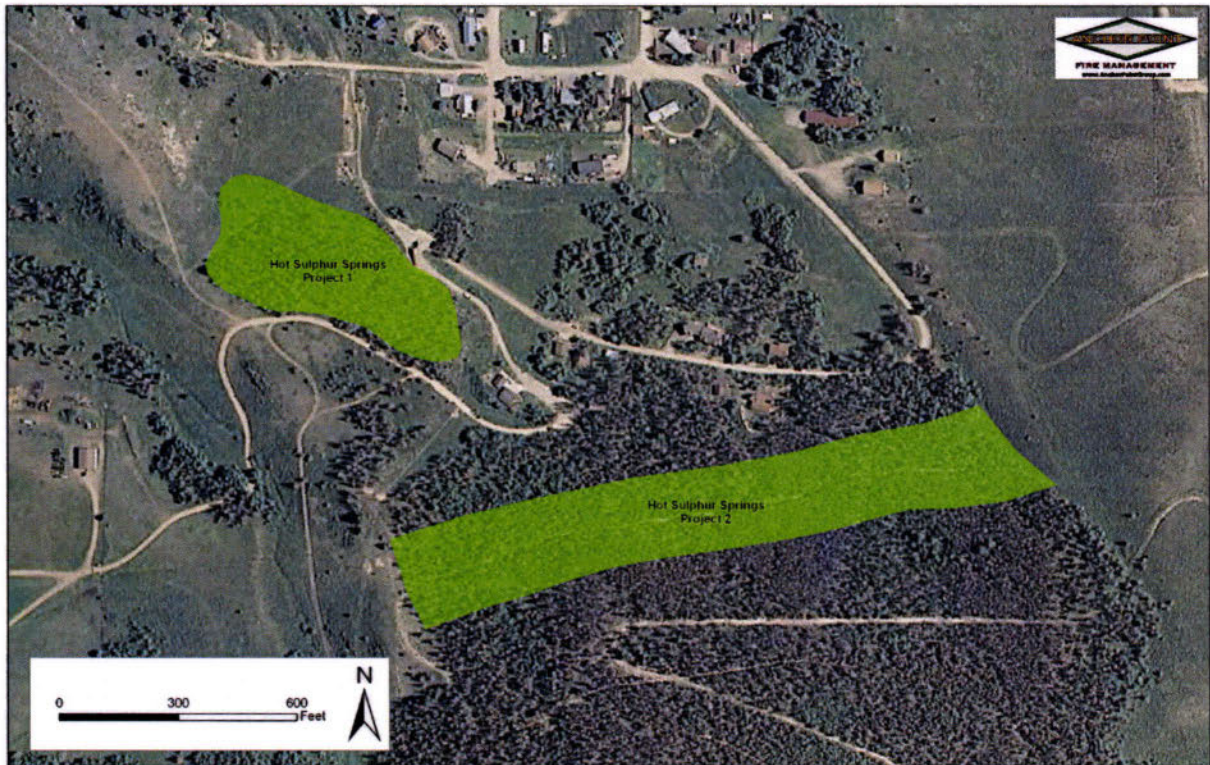
GR.04 – Hot Sulphur Springs

Size: 12 Acres

Location: South of Hot Sulphur Springs

Description: The project area is divided into two units, one of which is a landscape fuelbreak and the other is a roadside fuelbreak. Trees will be removed in the landscape fuelbreak throughout the entirety of the forested area. The roadside fuelbreak is on average 100 feet wide on each side of the road. The contractor for the project is Earl Storm, and he hopes to begin and end work this fall 2010. The project is located on private property divided between the three landowners.

Purpose: These two project units will act to slow or stop an advancing wildfire pushing north towards the Town of Hot Sulphur Springs and outlying homes. The roadside fuelbreak will also improve future ingress and egress for homeowners and fire apparatus once planned development occurs.



GR.05 – Grand Lake

Size: 15 Acres

Location: Within the Town of Grand Lake

Description: The project area is divided into three units, all of which are landscape fuelbreaks. All Trees will be removed within the project area, which occurs on both sides of US Highway 34. The contractor for the project is Earl Storm, and he hopes to begin and end work this fall 2010. The project is located on property divided between the Town of Grand Lake, an HOA and two private landowners.

Purpose: This project ties into work already done by the Shadow Park West HOA and by the Town of Grand Lake. Once completed, it will aid in the evacuation of Town residents in the event of a wildfire. The project also benefits by removing hazardous trees along a popular trail.



GR.06 – Beaver Village

Size: 19 Acres

Location: South of Winter Park

Description: The project area is divided into two units, both of which are landscape fuelbreaks. All Trees will be removed within the project area, which occurs on the railroad. The contractor for the western unit is Morgan Timber products. The contractor for the eastern unit is Willow Creek Logging. The project was divided because of the requirement for railroad access and insurance. Both contractors hope to begin and end work this fall 2010. The project is located on property divided between two private landowners.

Purpose: These two project units tie into work already done by the Town of Winter Park along the Union Pacific Railroad ROW. Once completed, they will act to slow or stop an advancing wildfire pushing north into the Town.





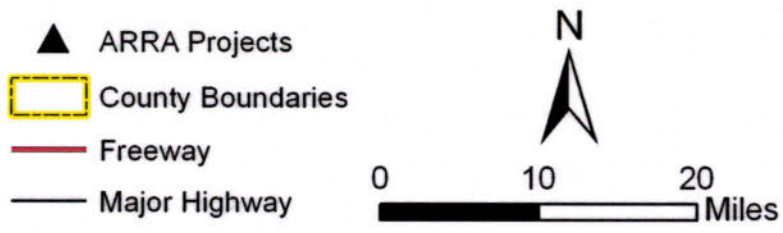
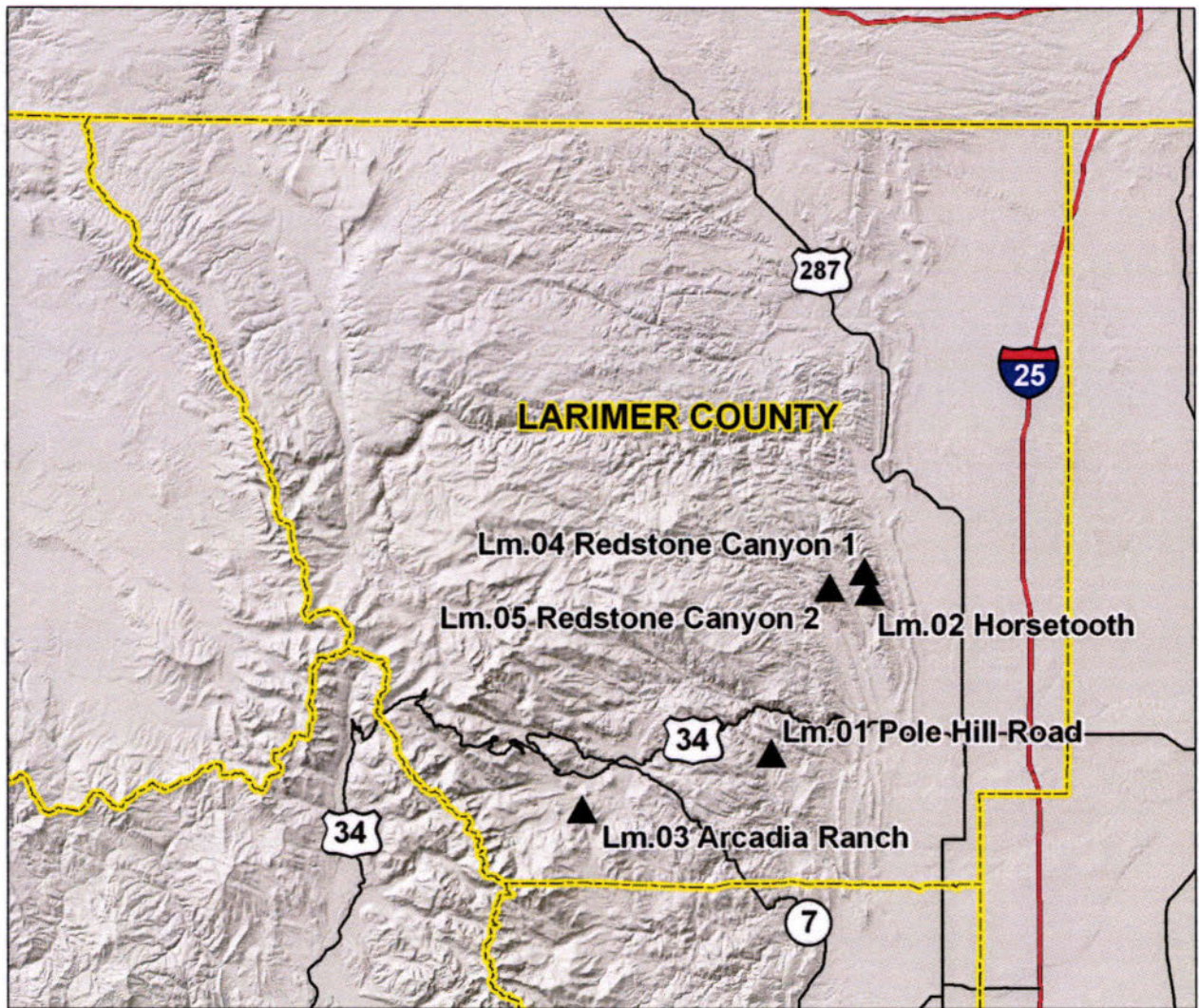
American Recovery and Reinvestment Act Community Wildfire Protection Plan Project Implementation

Larimer County Projects



KEY ISSUES

- Established stakeholder committee (Larimer County Wildland Mitigation Group)
- Larger parcel sizes
- Landowners understanding of fuels reduction
- Good citizen WUI education
- Mix of private and county crew



LM.01 - Pole Hill

Size: 24 Acres

Location: West of Loveland, Pole Hill Subdivision, Sawmill Road

Description: Roadside fuelbreak along approximately one mile of road in the Pole Hill Subdivision. Fuelbreak width is on average 100 feet on each side of the road. The contractor for the project is Summit Forestry, and they hope to begin and end work this fall 2010. The project is located on private property divided between six landowners.

Purpose: This project will aid in the evacuation of landowners, as well as improve ingress for fire apparatus. The project ties into work planned and already accomplished by adjacent landowners. Once completed to the main road, the entirety of the fuelbreak should act to slow or stop an advancing wildfire.



LM.02 - Horsetooth

Size: 22 Acres

Location: West of Fort Collins, adjacent to Horsetooth Mountain Park Open Space

Description: Landscape fuelbreak on top of the ridge, surrounding vital communication infrastructure. The contractor for the project is the Larimer County Emergency Services Mitigation Crew, and they hope to begin and end work this fall/winter 2010. The project is located on state land.

Purpose: This project ties into work already done by the Larimer County Mitigation Crew. Once completed, it will protect vital communication infrastructure as well as act to slow or stop an advancing wildfire.



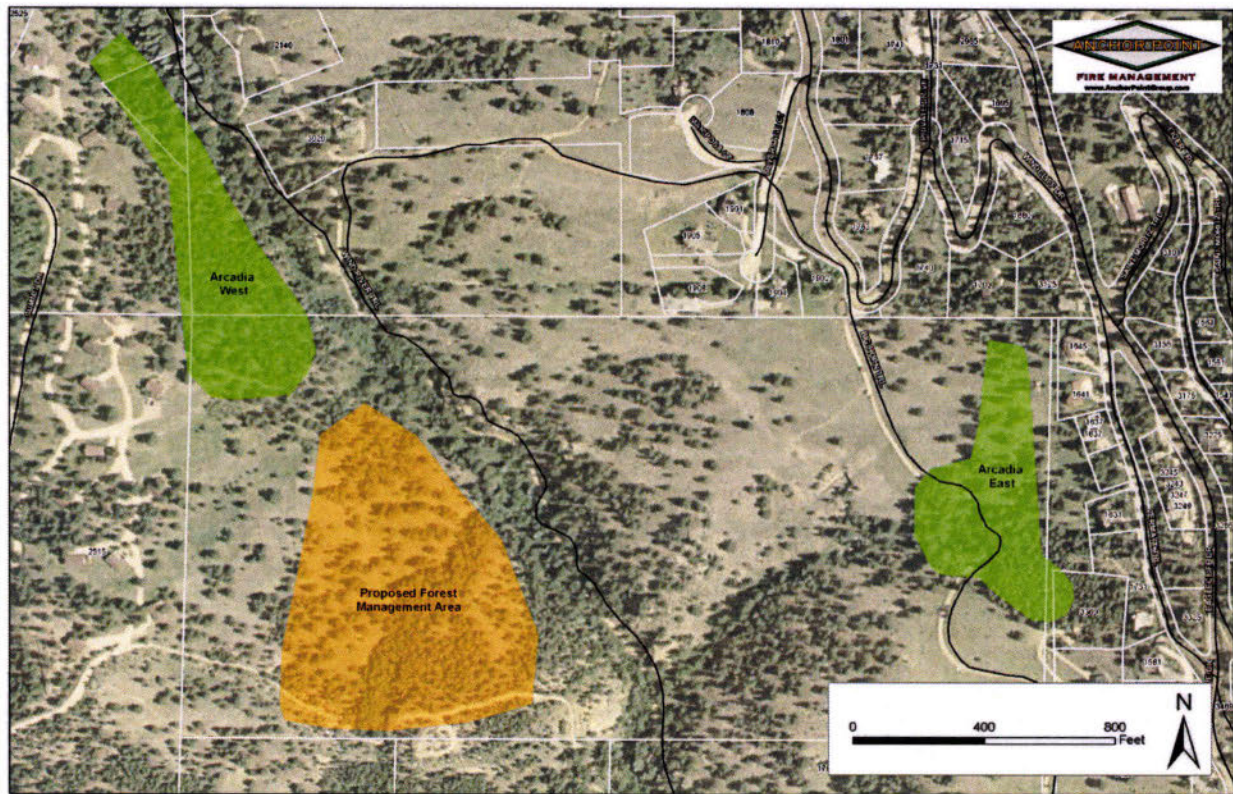
LM.03 – Arcadia Ranch

Size: 11 Acres

Location: Southwest of Estes Park

Description: The project area is divided into two units, both of which are landscape fuelbreaks (shown in green). One borders property owned by the YMCA and the other is below the Windcliff HOA. The contractor for the project is Morgan Timber products, and they hope to begin and end work this fall 2010. The project is located on private property divided between two landowners.

Purpose: The two project units tie into work already done by the YMCA and by the Windcliff HOA. Once completed, these two project units will inhibit fire spread moving up the canyon and aid in the evacuation of homeowners.



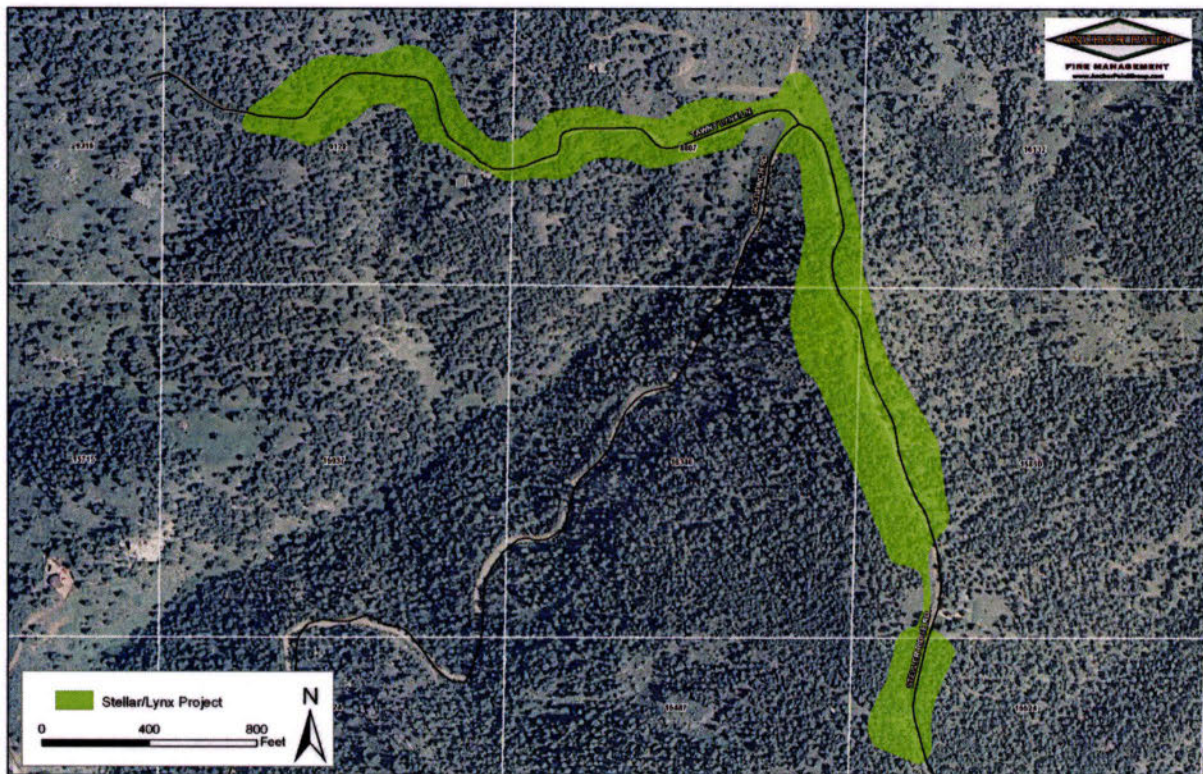
LM.04 – Redstone Canyon 1 (Stellar-Lynx)

Size: 24 Acres

Location: West of Fort Collins, east side of Redstone Canyon

Description: Roadside fuelbreak along approximately one mile of road. Fuelbreak width is on average 100 feet on each side of the road. The contractor for the project is Summit Forestry, and they hope to begin and end work in September 2010. The project is located on private property divided between six landowners.

Purpose: This project will aid in the evacuation of landowners, as well as improve ingress for fire apparatus. Owing to its location on the ridgetop, the fuelbreak will act to slow or stop a wildfire from advancing into the subdivision. The completion of the fuelbreak will also improve access for Poudre Fire Authority volunteers based in Redstone Canyon into the Horsetooth Mountain Park Open Space area.



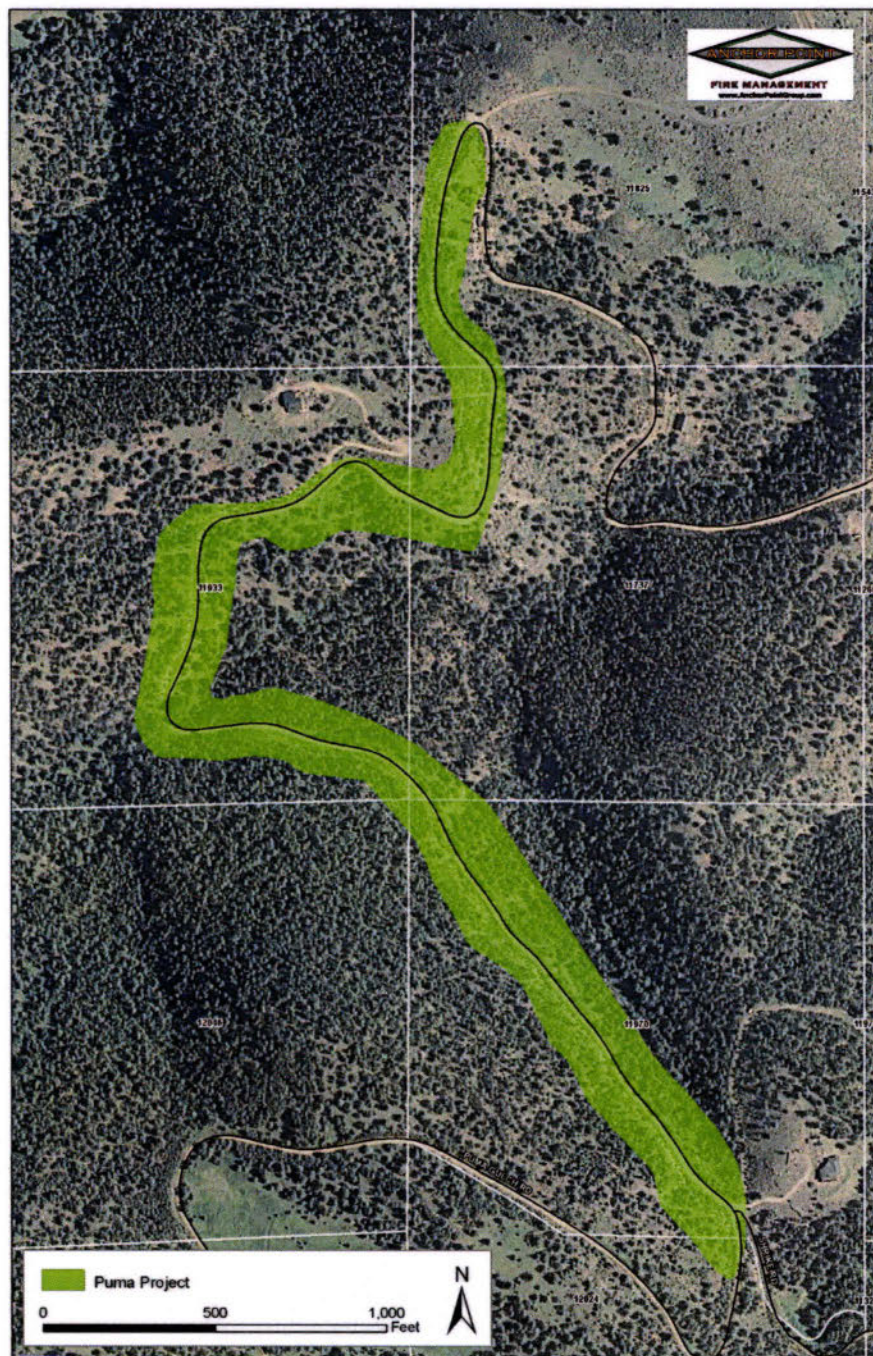
LM.05 – Redstone Canyon 2 (Puma)

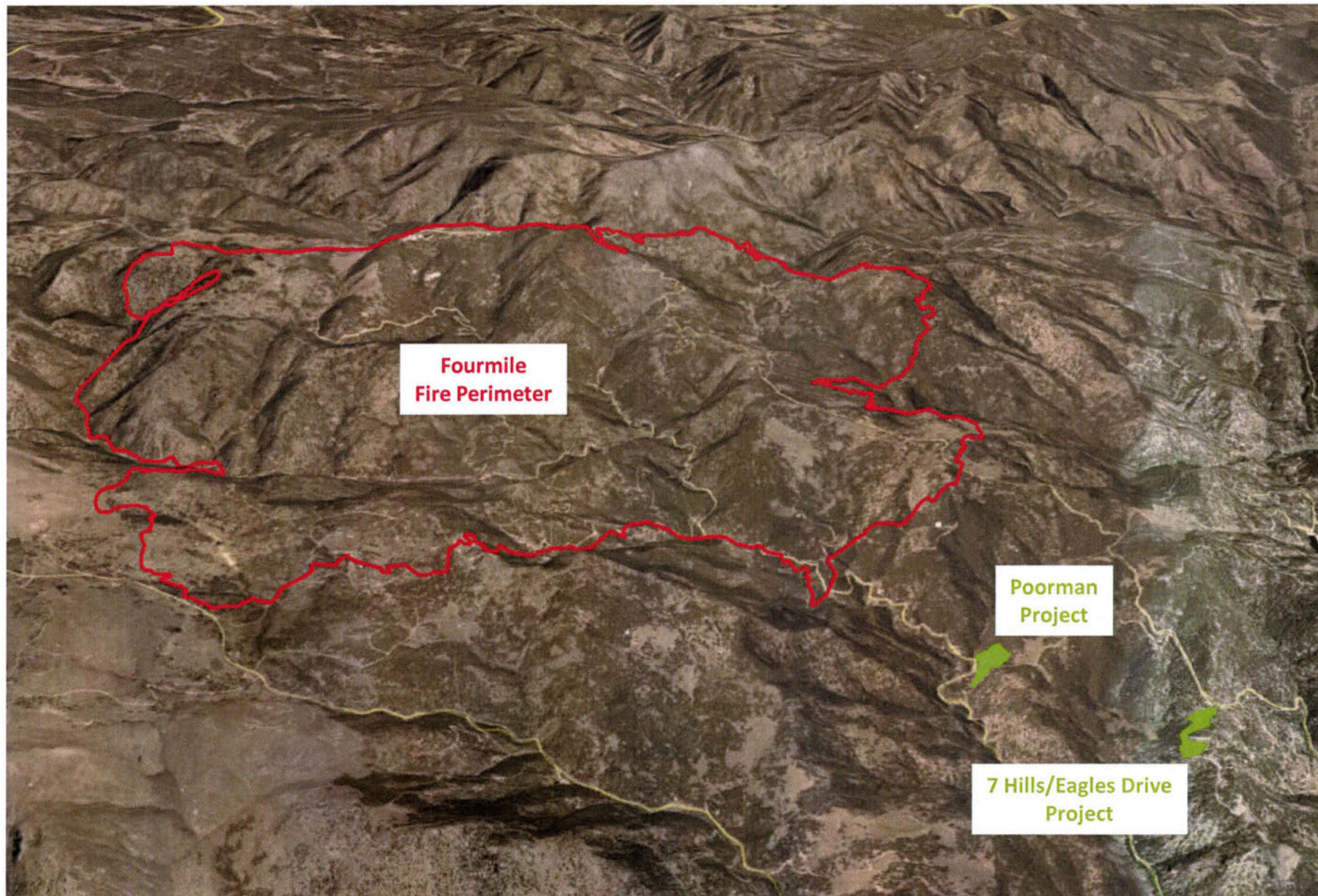
Size: 22 Acres

Location: West of Fort Collins, west side of Redstone Canyon

Description: Roadside fuelbreak along approximately one mile of road. Fuelbreak width is on average 100 feet on each side of the road. The contractor for the project is Summit Forestry, and they completed work at the end of August 2010. The project is located on private property divided between five landowners.

Purpose: This project will aid in the evacuation of landowners, as well as improve ingress for fire apparatus. Owing to its location on the ridgetop, the fuelbreak will act to slow or stop a wildfire from advancing into the subdivision. The completion of the fuelbreak will also improve access for Poudre Fire Authority volunteers based in Redstone Canyon into Anderson Ranch and the adjacent Buckskin Heights subdivision.





Fourmile
Fire Perimeter

Poorman
Project

7 Hills/Eagles Drive
Project





ANCHOR POINT GROUP, LLC

CWPP Implementation Program Management Plan

for

**Colorado State University
Subaward Number G-6701-4**

**Prepared by
Anchor Point Group LLC**



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1.1 APG Management Plan

1.1.1 General Overview

APG will manage and meet all deliverables through effective management of project requirements as defined by the contract and subsequent modifications. The purpose of this plan is to delineate specific areas of management control and accountability to assure the contract deliverables are met, communications are clear, success criteria is pre-defined, and milestone accomplishments of work under the contract and subsequent modifications are assured. The following provides specific aspects of this plan, they are:

- Project Start - Authorization to Proceed (definition and authority that gives the "go" order to proceed on an individual customer project(s))
- Project Success Criteria
- Defined Roles & Responsibilities
 - APG Organization and Authority
 - Contract Authority
 - Customer Communications
 - Electronic Data, location, reference (what NOT to show)
- Project Control & Reporting
- Project Procedures (start to finish)
- On site Project Checklist
- Project Health and Safety Plan
- Site Safety Checklist (Kick Contractors off-site - Rules they must obey, no tolerance)
- Standard Forms

APG success will be directly attributed to excellent personnel, customer orientation, practical experience, proven capabilities, and responsiveness. Success is never a random act. Success is pre-determined through discipline to the details necessary to ensure execution of objectives that meet project requirements and deliverables. APG is committed to make the Community Wildfire Protection Plan Implementation Program a complete success for CSU and the Colorado State Forest Service. This document will serve as a daily reference tool to assist everyone associated with the project. Lines of authority, how projects are selected and authorized, organizational structure, and practical job site checklists with specifically tailored health and safety plan are included in this plan.



1.1.2 Project Start

Authority to Proceed

No work for any county project may begin or be committed without formal mutual agreement and approval of APG Management and the Colorado State Forest Service (CSFS).

Authorization will be conveyed on the "Work Authorization" form. The form must have a minimum of two signatures (electronic authorization is acceptable); one from the owners of APG and the other from the Colorado State Forest Service Representatives. They are:

- a. APG Member Managers, Rod Moraga or Chris White
- b. CSFS Technical Representatives, either Ms. Terrie Craven or Mr. Bob Bundy

End of Contract – Payment Provisions

The APG contract was authorized on November 1, 2009 and continues to September, 2011. All task and activities contemplated under the contract must be completed by September 30, 2011. All billing, commitments, or other obligations incurred after September 30, 2011 are not allowable or allocable to the contract. If billing or invoices are received for work performed within the contract period, they must be submitted for payment no later than October 31, 2011. After this date, no payments will be considered for reimbursement. This provision allows the necessary time for APG to submit all required reimbursement petitions before the contractually defined invoice end date of November 30, 2011.

1.1.3 Project Success Criteria and Milestones

Establish Budget Requirements by County

APG shall submit budget and funding requests for each participating county under this contract in order to understand, plan, and establish budget requirements. Contractors both public and private will be required to submit milestone payment schedules for each project. Milestone schedules will be reviewed and approved by APG and the CSFS Representatives. If a particular county response is delayed or not submitted in enough detail to meet these requirements, then APG will notify the CSFS and unilaterally redirect funding to another county or project who is authorized and ready to perform.

APG may also redirect funding if a county participant threatens to delay APG's ability to submit or receive payment reimbursement consistent the limitations and terms identified in Section 1.1.2 of this Management Plan. In these circumstances APG may, under its own authority (unilaterally), redirect budgeted funding to another county participant with a ready project.

Success criteria for each project will be determined by and between APG and the CSFS. At a minimum, a mathematical calculation shall be utilized to determine percent complete by looking at each task required towards acres completed and assigning a weight or factor to each task/sub-task. These activities are outlined in the Project Check-off List. dividing acres protected or completed by total project acres. When 100% complete is achieved on or before the scheduled project ending date, the project will be deemed a success.

1.1.4 Defined Roles and Responsibilities

Management Team

APG infrastructure support to field operations is of fundamental importance and significance for successful performance of the CSU contract. Many things happen behind the scenes. From the development of employee benefit packages, payroll, 940/941-payroll tax, company liability insurance, accounting, compliance, audits, and health/safety; APG defines these roles and responsibilities below.

The APG organizational structure, shown in **Figure 1-1**, was designed to provide a foundation upon which to establish service excellence to CSU and the State Forest Service.

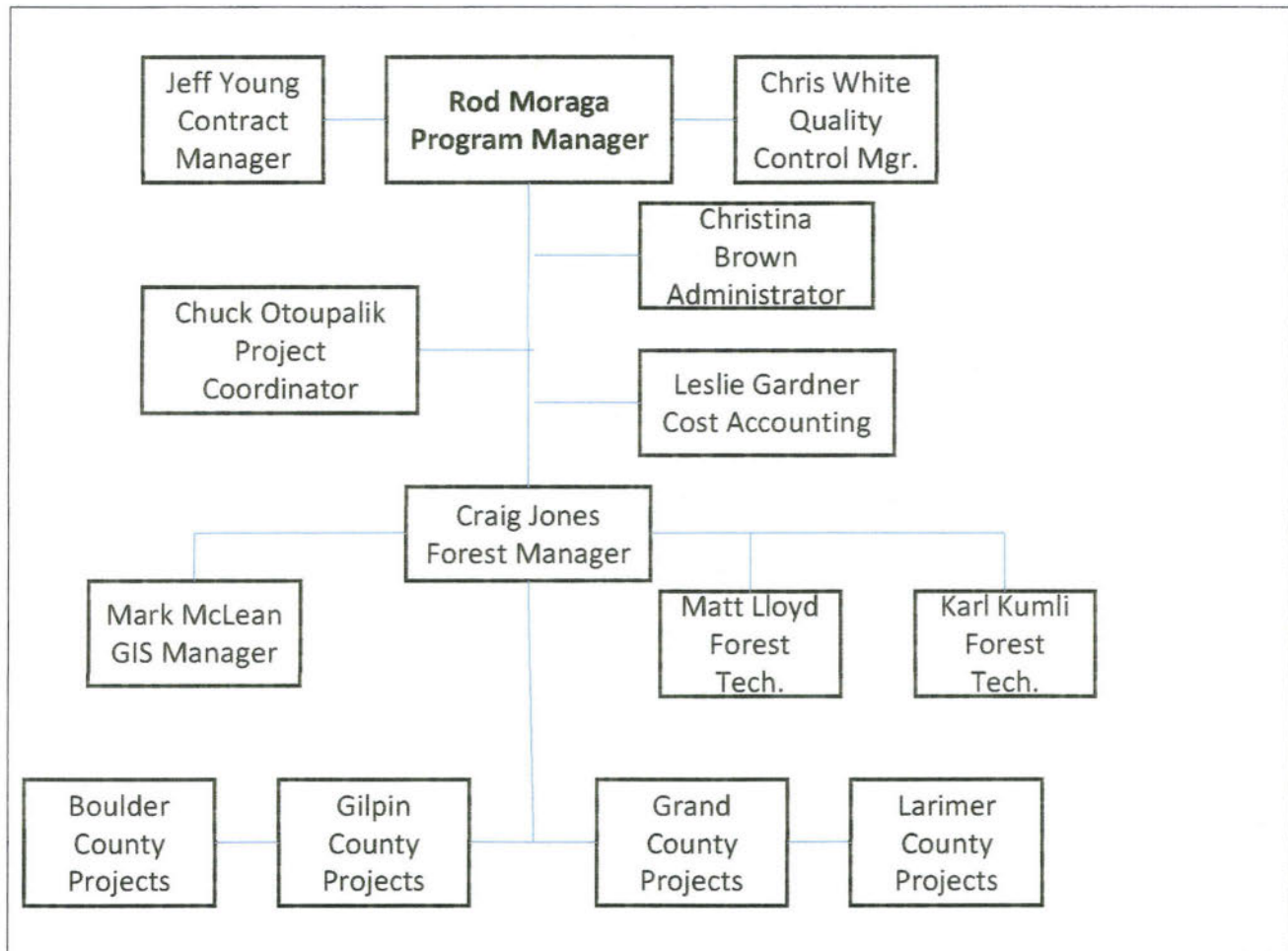


Figure 1-1. APG Organizational Chart. APG provides the following figure to illustrate the project organization..

This organizational chart was constructed to provide independent verification and validation of activities and tasks under the CSU contract. Ms. Leslie Gardener shall support both direct and indirect cost accounting. Overhead, G&A, and direct program expenses will be recorded and allocated to individual projects as defined and authorized by APG and CSFS according to Section 1.1.2 of this Management Plan.



Rod Moraga	Project Manager – Mr. Rod Moraga is responsible for all work under the contract. Mr. Moraga will rely upon Mr. Chris White in an advisory capacity to independently validate operations, provide recommendations, and to assure quality control for the CSU contract and on-going projects.
Program Adm.	The Program Administrator - will report directly to Mr. Moraga assisting communications, record keeping, timekeeping, charts, evaluations, and other direct project administrative activities and tasks. The program administrator will also assist the Project Manager as needed.
Chris White	Quality Control Manager – Mr. Chris White is an advisor to Mr. Rod Moraga to independently validate operations, provide recommendations, and to assure quality control for the contract. The Quality Control Manager will provide independent verification and validation that all project objectives and deliverables.
Jeff Young	Contract Manager – Mr. Young will report to the Program Manager. The Contract Manager will be responsible for Subcontracts issued to vendors performing work under CSU contract.
Chuck Otoupalik	Project Coordinator - Mr. Otoupalik shall provide project coordination, reporting, and assure timely communication of work, progress, schedules, and milestone accomplishments. He shall organize and update BaseCamp as needed and assure communications with APG owners, with county participants (as directed by Mr. Moraga, Mr. White, or Mr. Young) with collaborators, and with project personnel.
Craig Jones	Forest Manager – Mr. Jones is responsible for APG field operations. APG will place no employee or contractor at risk. Mr. Jones is required to perform a site safety check before the start of each project. Mr. Jones shall complete and document periodic safety checks as necessary to assure compliance to 29 CFR. Mr. Jones has authority to remove or restrict any employee or contractor for substandard safety compliance or negligence. Mr. Jones shall assure compliance to the following Sections of this Management Plan, they are: <ul style="list-style-type: none">Section 1.1.6 – Project ProceduresSection 1.1.7 – On-site Project ChecklistSection 1.1.8 – Project Health and Safety PlanSection 1.1.9 – On-site Safety Checklist Other responsibilities include job site authorization to proceed, setup, clean-up, and operational control.
GIS Manager	GIS Manager -Mr. McLean GIS project lead will provide GIS mapping and reporting support for the entire contract. Request for GIS support must be routed through the Forest Manager.



Forestry Technicians **Forest Technician** – Mr. Karl Kumli and Mr. Matt Lloyd will interpret and implement fuels reduction prescriptions and marking guides that designate material to be harvested, such as cruising stands, laying out boundaries and marking trees.

These positions will be responsible for monitoring outstanding contracts to ensure satisfactory progress and to identify problems that threaten contractor performance.

The Forest Technicians will work with the Forest Manager to report on progress of ongoing projects.

1.1.5 Project Reporting

Project reporting will be required by the Program Manager to understand the status and performance of each county project. Reporting shall be performed in accordance with Section 1.1.6 Project Procedures of this Management Plan. The following chart provides a list of required reports, frequency, due dates, and project personnel accountable for generating these reports.

Number	Description	Frequency	Date Due	Responsibility	Data Source
CSFS1	CSFS Project Monthly Report	Monthly	Month End + 4 days	Forest Manager Assisted by: Project Coordinator	Work Authorization Form, Cost Accounting
CSFS2	Milestone Status Report	Monthly	Month End + 4 days	Forest Manager Prepared by: Project Coordinator	Work Authorization Form, Cost Accounting
CSFS3	ARRA FTE Report	Quarterly	QTR End + 4 days	Project Manager Prepared by: Project Coordinator	Timecards-Cost Accounting
CSFS4	Project Cost Report	Bi-weekly	Wed. every 2 weeks	Project Coordinator	Billing, Timecards-Cost Accounting

1.1.6 Project Management

Project Planning

Management of projects performed under the contract will be consistent with guidance presented in this Section. **Figure 1-2** presents the APG management overview of the CSU contract and reflects a general management process flow.




Type	Performed By	Compliance Responsibility	Activities / Tasks	Form/Pkg	Setup Each County Project (15 Days)		
Plan	Participating County	Program Manager Project Manager CSFS	Work Definition/Scope	Work Authorization			
			Establish Budgets				
			Milestone Payment Schedules				
			Location Map				
			Performance Schedule				
			Authority to Proceed				
	APG Field Team	Field Ops Mgr	Determine Subcontractors	APG Subcontract Pkg			
			Statement of Work				
			Site Project Plan				
			Performance Schedule				
Submit Pkg to Project Manager							
Organiza	APG Contracts	Project Manager	Receive APG Subcontractor Pkg from Field Ops. Mgr.	APG Contract			
			Prepare Contract				
			Submit to Program Manager				
		Project Coordinator	Submit to Subcontractor				
Control	APG Management	Field Ops Manager	Project Management Report	CSFS 1	Weekly	Monthly	Quarterly
		Field Ops Manager	Milestone Accomplishment	CSFS 2,3	x		
		Project Coordinator	Timecards (recorded in FTE report)	CSFS 3	x		
		Project Coordinator	FTE	CSFS 3			x
		APG Accounting	Invoices, Payments, Cost Reporting	CSFS 4		x	

Figure 1-2. Management Flow. Project will include the integration of these activities and tasks.

Work Authorization(WA)

No work under the contract may begin without a signed Work Authorization. The following illustrates the Work Authorization (WA) form.



 Work Authorization Form Community Fuels Reduction APG Management Plan					
Assigned WBS Number		(X.X.X.X)			
Project Name					
County					
County Point of Contact					
Contact Cell / Phone					
Contact Email					
Project Description					
Project Type	Acres	County Budget	Start Date	Planned Finish	Funded
Defensible Space					
Evacuation Route					
Fuelbreak					
Roadside Thinning					
Total					
Project Checklist	Completed	Attached	Comments		
Statement of Work Completed / Attached					
Project Funded / Budget Established					
Milestone Payment Schedule Attached					
Map and Location Attached					
Performance Schedule Defined					
Authority to Proceed from CSFS					
APG Authorization and Approval					
					
Name & Title			Date		

The Work Authorization Form shall be completed by the Forest Manager and submitted to either Mr. Rod Moraga or Chris White for authorized APG signature. Copies of this form shall be emailed or sent to the following individuals by the Project Administrator:

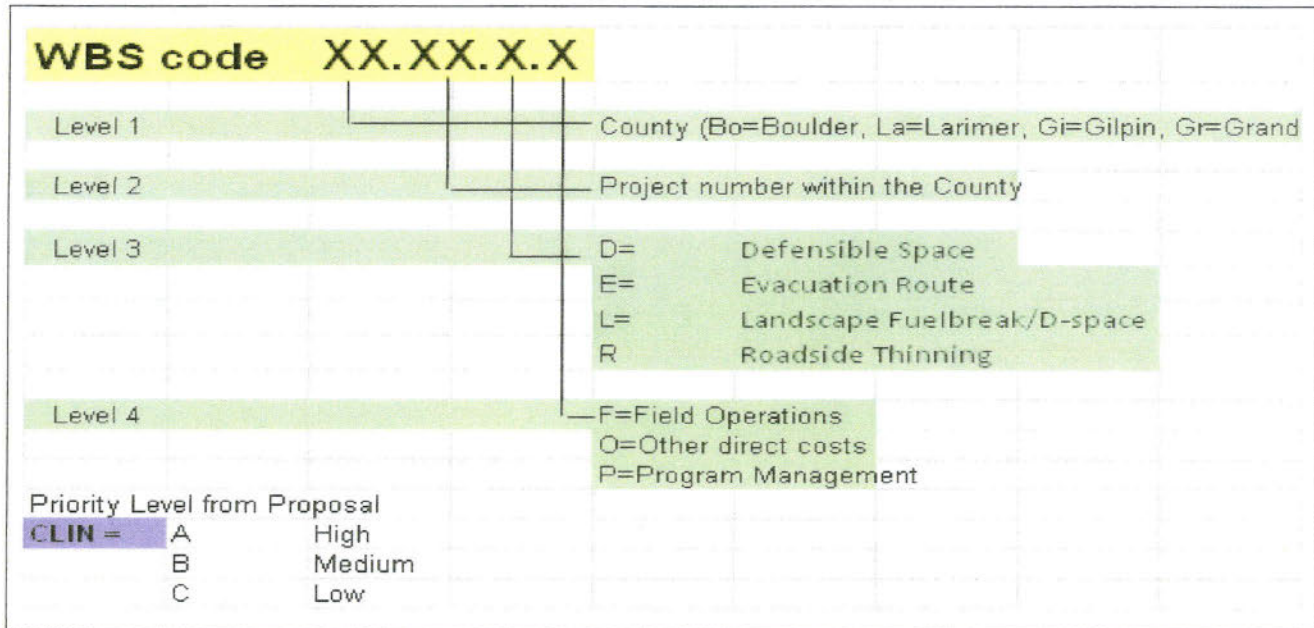
CSFS – Ms. Terrie Craven, Mr. Bob Bundy, Mr. Ralph Cambell

APG Office Personnel – Contract File, Mr. Chuck Otoupalik, MS. Leslie Gardner

Electronic Copy – Posted to Basecamp

Work Breakdown Structure (WBS)

The WBS is the method by which specific work under the contract can be estimated, planned, resource loaded, cost recorded, and performance evaluated. Each character represents a code that may be utilized for specific purposes. All timecards both APG and subcontractors will utilize a WBS code for each project. Each project will be uniquely identified as depicted below.



APG Timecard Collection System

Every APG employee or contractor shall complete a weekly timecard detailing projects work hours charged by WBS number. Project Work Authorizations will contain WBS numbers for employee reference. Each employee or contractor who will be charging the contract shall be told the correct WBS for charging by the Forest Manager or the Project Coordinator. An example APG timecard is depicted below.

<h2 style="margin: 0;">APG Weekly Timecard</h2>											
Name:											
Week Ending:											
				Date	Date	Date	Date	Date	Date	Date	
Line	Purchase Order / Code	Work Order No.	Description / Tasks	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total
1	TBD#1	AP.01.X.P	Fuels Reduction Program		4.0	4.0	4.0	4.0	4.0		20.0
Total Hours											20.0

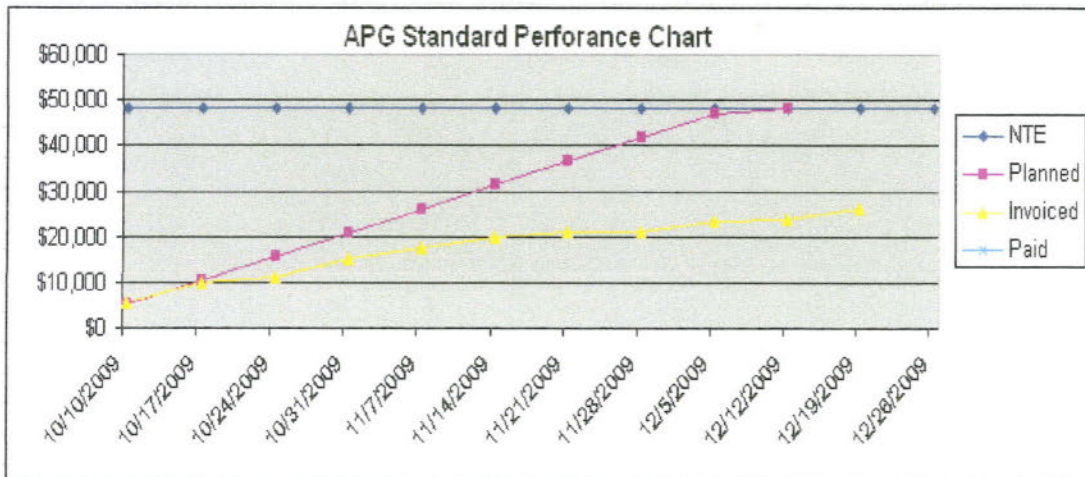


Cost/Performance Reporting

The Forest Manager and the Project Coordinator shall coordinate and be responsible to create, update, and submit bi-weekly cost reports to the Program Manager, Quality Control Manager, and Project Manager. Additionally, a copy shall be provided to the Project Administrator for the project file. Reports shall include a brief project status briefing and graph that illustrates the following attributes, they are:

- Total Project Budget (NTE)
- Cumulative Expenditures (Planned)
- Cumulative Invoices (Invoiced)
- Cumulative Amount Paid (Paid)

The following chart provides an example that may be considered acceptable.



W/E	10/10/2009	10/17/2009	10/24/2009	10/31/2009	11/07/2009	11/14/2009	11/21/2009	11/28/2009	12/05/2009	12/12/2009	12/19/2009	12/26/2009
NTE	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
Planned	\$5,200	\$10,400	\$15,600	\$20,800	\$26,000	\$31,200	\$36,400	\$41,600	\$46,800	\$48,000		
Invoiced	\$5,590	\$10,010	\$11,310	\$15,080	\$17,290	\$19,786	\$20,891	\$20,891	\$23,426	\$23,686	\$26,221	
Paid												
% Spent	12%	21%	24%	31%	36%	41%	44%	44%	49%			



1.1.7 On-site Project Checklist

Rod and Chris, this is a placeholder for your specific requirements. This is for your Forest Manager to keep him on top of things.

All contract specs. are being met

Stump height/slash/product removal or decking

All safety specs. are being followed as per H & S Plan

Hard hat/Personal Protective Equipment (PPE), spark arrestors/equipment requirements, proper signage/road closures/etc.

Other contract requirements

Working in designated progression (work units/blocks), on schedule, as per wildfire danger level (Red Flag specifics)



1.1.8 Project Health and Safety Plan

The Project Health and Safety Plan has been formally reviewed for this contract by a Health and Safety Expert. APG has instilled a culture of safety for all projects. All on-site personnel and contractors must adhere to provisions of this plan to ensure their safety, the safety of fellow workers, and overall contractor operations. The safety plan is located in Appendix A, B, C of this project management plan. Titles for reference are located below.

Appendix A – APG Health and Safety Plan

Appendix B - Emergency Contact Information: Radio Frequencies; Forest Resources & Forest Agency Personnel Phone List; Emergency Responders Phone List.

Appendix C - Blank Reporting Forms: Wildfire Observation Reporting Form; Medical Emergency Reporting Form; Accidental Spill Information Form; Incident Investigation Report Form.

Appendix D - Common Material Safety Data Sheets (MSDS): Diesel Fuel; Gasoline (Regular Unleaded); Motor Oil; Chainsaw Oil; Hydraulic Fluid; other Machinery Oils; Windshield Washer Fluid; Tree Marking Paint(s).

APG must have an MSDS for each and every hazardous material stored or used at each job site. The MSDS should be kept in a 8 x 11 notebook (placed in plastic sheeting for protection from the weather, dust and damage). By law, an MSDS must be on the job site and available for review by workers. MSDS use and availability must also be included in project safety training for field workers.



1.1.9 Site Safety Checklist

OHSA Combined Checklists for Field Use

Personal Equipment Checklist

Hard hat [1910.266(d)(1)(vi)] Eye/Face protection [1910.266(d)(1)(vii)] Hearing protection [1910.95] Foot protection [1910.266(d)(1)(v)]	Tools (wedges, axes, etc.) recommended Hand protection if handling wire rope [1910.266(d)(1)(iii)] Leg protection [1910.266(d)(1)(iv)] First Aid Kit [1910.266(d)(2)(i)]
---	---

Chain Saw Checklist -- 29 CFR 1910.266(e)(1) and (e)(2)

Chain brake [1910.266(e)(2)(i) and (e)(1)(ii)(E)] Throttle interlock [1910.266(e)(1)(ii)(H)] Chain catcher [1910.266(e)(1)(ii)(H)] Chain tension [1910.266(e)(1)(ii)(C)] Muffler [1910.266(e)(1)(ii)(D)]	Chain saw kickback [1910.266(e)(2)(i)] Chain sharpness, cutter shape, depth usage setting, lubrication [1910.266(e)(1)(ii)(G)] Handles + Guards - On Tight [1910.266(e)(1)(ii)(A)] No chain movement when engine is idling [1910.266(e)(2)(iii)]
--	---

Required Work Practices -- 29 CFR 1910.266(e)(2)

ii - Continuous Pressure Throttle iii - Operated and adjusted in accordance with the manufacturer's instructions iv - Fueled 20 feet from sources of ignition [Standard says "10"] v - Started 10 feet from fueling area vi - Starting Methods vii - Chain brake engaged when starting viii - Thumb and finger position on handles	ix - Footing/body position x - Clear area prior to felling xi - No cutting above head xii - Carrying the saw xiii - Retreating with the saw xiv - Moving with a running chain saw
--	--

Considerations Prior to Felling Checklist

What hazards are present in the area where the logger will be working. [1910.266(h)(2)(i-iv)]	Provide a retreat path so the logger can reach safety while the tree is falling. [1910.266(h)(2)(i)]
---	--



Determine the felling direction and how to deal with forward lean, back lean, and/or side lean. [\[1910.266\(h\)\(2\)\(ii\)\]](#)

Determine the proper hinge size to safely guide the tree in its fall. [\[1910.266\(h\)\(2\)\(vi\)\]](#)
Proper felling methods allow the logger to safely fell the tree. [\[1910.266\(h\)\(2\)\(v-vii\)\]](#)



1.2 APPENDIX A – APG Health and Safety Plan

ANCHOR POINT GROUP

DRAFT

COMMUNITY WILDFIRE PROTECTION PLAN IMPLEMENTATION PROJECT

HEALTH AND SAFETY/ EMERGENCY PREPAREDNESS AND RESPONSE PLAN

JANUARY 2010



Approval:

APG Colorado Manager

Date



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APPENDICES

Appendix A - Emergency Contact Information: Radio Frequencies; Forest Resources & Forest Agency Personnel Phone List; Emergency Responders Phone List.

Appendix B - Blank Reporting Forms: Wildfire Observation Reporting Form; Medical Emergency Reporting Form; Accidental Spill Information Form; Incident Investigation Report Form.

Appendix C - Common Material Safety Data Sheets (MSDS): Diesel Fuel; Gasoline (Regular Unleaded); Motor Oil; Chainsaw Oil; Hydraulic Fluid; other Machinery Oils; Windshield Washer Fluid; Tree Marking Paint(s); and any other hazardous materials used/stored on any job site.

Appendix D – Safety checklists for field use at job sites.



1.0 Purpose

The purpose of this document is to establish an Health and Safety/Emergency Preparedness and Response Plan (the "Plan") for the Anchor Point Group, LLC (APG) Community Wildfire Protection Plan Implementation Project (the "Project"). The Plan governs health and safety requirements for all activities and work of APG personnel in compliance with Section 5(a)(1) of the Occupational Safety and Health Act (OSHA) of 1970, which requires that every working person be provided with a safe and healthful workplace. This Plan assigns individual health and safety responsibilities and describes the basic information that is necessary for APG and contractor personnel to conduct their activities in a safe and healthful manner. The Plan is intended to provide the necessary direction to ensure that APG personnel fully comply with requirements of the company Health and Safety Program, respond to potential emergency situations during the project field work and requires that all contractors performing work on APG-managed projects also draft and implement project-specific Health and Safety Plans that fully comply with OSHA requirements (29 CFR 1903, 1904 and 1910).

2.0 Scope and Intent

The Health and Safety Program (the "Program") requirements apply to all APG staff, including any personnel under subcontract to APG, during all phases of their work activities. This Plan shall be maintained as an active document to ensure the comprehensive scope of the Program and all applicable OSHA regulations and APG health and safety policies are fully complied with throughout the duration of the project.

This document is intended to compliment APG overall health and safety policies and is intended to be a supplement to their overall program. The focus of this document is primarily 'field' orientated for the fuels reduction project that encompasses forest treatments.

Contractors working for APG are required to adhere to all APG health and safety policies, guidelines and Plan requirements as well as comply with all applicable OSHA standards and regulations and as such, are required to develop their own Health and



Safety Plan (the "Plan") for this project. Contractors shall submit their project specific Plan via electronic submittal to the APG Colorado Manager at least 30-days prior to commencement of project work, for his written approval. All required health, safety and emergency preparedness and response training for this project for all employees of APG and the project contractors shall be completed no later than seven calendar days prior to commencement of any project work out in the field (forestry job sites).

3.0 Health and Safety Policy

For this Project, the safe, cost-effective and environmentally responsible harvesting of forest projects to accomplish forest fuel reduction is our primary goal. In order to achieve that goal, it is APG policy to ensure the health and safety of all personnel and to protect property from damage due to accidents. To accomplish this goal, the APG health and safety policy shall:

- Ensure personnel are provided with working conditions that, as far as possible, are free from recognized hazards that are likely to cause physical injuries or illness;
- Provide all personnel with the opportunity to participate in health and safety efforts;
- Comply with health and safety programs and procedures that provide the necessary guidance to personnel that is consistent with the minimum requirements of 29 CFR 1903, 1904, 1910, and 1926; as well as applicable U.S. Forest Service and/or Colorado State Forest Service directives and requirements;
- Ensure that no personnel are subject to restraint, coercion, harassment, discrimination, or reprisal for reporting unsafe or unhealthful practices or conditions;
- Provide the necessary instruction to personnel to ensure that employees are knowledgeable of their rights, responsibilities and authorities with regard to health and safety; and
- Ensure that all personnel comply with the requirements that have been established in this Plan.



4.0 General Discussions

4.1 Objectives for Emergency Communication

To have adequate and accessible communication systems in place to permit notification of the closest emergency services when an incident occurs.

Medical Injury

- To provide a safe and healthy work environment for employees and contractors,
- To ensure that key staff and an adequate number of company and contract personnel are properly trained in First Aid and Work Place Hazardous Materials Information System (WHMIS),
- To ensure APG and contractor key personnel as well as field crews are trained on whom to contact in the event of a medical injury or illness; have operable communications equipment to make such a contact; and have a way to identify the location of the injured or ill employee and are capable of directing emergency responders to that location to implement a timely response to the medical emergency, and
- Promote an attitude of safety awareness.

Fire

- To prevent fires during project work or in the event of fire, report fire to the proper authority and evacuate the project site if necessary, to ensure personnel safety,
- To ensure the company and contract personnel are properly trained to report fires and have the necessary operable communication tools to do so,
- To ensure company and contractor personnel are trained in the safe and efficient use of all equipment, machinery and hazardous materials (including re-fueling operations) in order to prevent fires from sparks or vapors, and
- To ensure the safety of all APG and contractor employees in the area affected by a fire and to comply with all emergency response personnel; U.S. and/or Colorado State Forest Service directives, and/or law enforcement authority(s) directives in the event of a fire.

Overdue and/or Lost Person

- To ensure that a system is in place to track the whereabouts of APG and contractor employees at each work site,
- To ensure individuals that have not reported in as outlined in the check-in procedures are located as soon as possible, and
- To ensure all employees are aware of procedures to report a missing or overdue person and have the appropriate radio frequencies and/or phone numbers to call



for help at each work site location. Such contact information varies by county and APG shall ensure all field employees have the most current emergency response phone numbers and information.

Accidental Spill

- To comply with or surpass all applicable federal, state and local environmental regulations for spill prevention, reporting and response (containment and cleanup) for spills of hazardous materials, fuels, contaminated water or any other unpermitted discharge into the environment,
- To ensure that key APG and contractor personnel are properly trained in spill prevention, response and reporting procedures as required by law, and
- To prevent or mitigate environmental impacts during such an event.

4.2 Roles and Responsibilities

In order for this Plan to be effective, the Plan is a living document with revisions being made as circumstances change and revised as needed after an occurrence of an emergency situation. Roles and responsibilities outlined in the Plan are established to minimize personal injuries by proper implementation of the company Health and Safety Program and emergency response.

4.2.1 The APG Colorado Manager, or his assignee (the "Manager"), shall act as the Project Emergency Preparedness and Response Plan Coordinator and as such, shall provide overall direction and coordination of all aspects of the Plan as follows:

- Ensure that this Plan is consistent with all applicable federal, state and local regulations and updated as needed to fully address potential project specific hazards in order to maintain a safe work environment for personnel for the project duration;
- Ensure that adequate resources are allocated to the health and safety and emergency response efforts;
- Establish health and safety goals and responsibilities for personnel;
- Provide for health and safety oversight of personnel activities for the project as necessary;



- Actively participates in assessing personnel health and safety effort through work site inspections throughout the project duration;
- Ensure that all personnel receive the health and safety training and any medical evaluations required by OSHA and/or the Client Agency(s);
- Ensure that reports of accidents, illnesses, injuries, and property damage are completed and routed to the appropriate staff and regulatory agency(s) in a timely manner; and
- Recordkeeping and reporting requirements (29 CFR 1904). Since forestry is considered by OSHA to be a high hazard industry (SIC code 07-09), the Manager shall keep OSHA occupational injury and illness records on the OSHA 300 series recordkeeping forms. Furthermore, the Manager shall report any workplace incident during project work that results in fatality or the hospitalization of three or more employees to OSHA. OSHA recordkeeping forms include:
 - OSHA 300 - Log of work-related injuries and illnesses;
 - OSHA 301 - Injury and illness incident report; and
 - OSHA 300A - Summary of work-related Injuries and illnesses.

Manager shall comply with OSHA deadlines for all reporting requirements. OSHA requires that each recordable injury or illness be recorded on the 300 Log and 301 Incident Report within seven calendar days of receiving information that a recordable injury or illness has occurred. All required OSHA reporting shall be sent to OSHA Region VIII, 1999 Broadway, Suite 1690 Denver, CO 80202. Phone: 720-264-6550. Fax: 720-264-6585.

4.2.2 APG and Contractor Personnel are to conduct their activities in a healthy and safe manner. Specifically, they shall:

- Read and comply with the requirements of this Plan;
- Immediately report to the Manager all occupational illnesses, injuries, accidents, near-miss incidents, or any condition or practice they believe to be unhealthy or unsafe;
- Attend all health and safety training as directed;
- Obtain required medical evaluations;



- Comply with all health and safety requirements of the appropriate land management agency(s) when working at a job site that lies within their jurisdiction, as well as requirements of emergency responders in the event of an emergency and/or fire incident;
- Acquire and maintain protective safety personal protective equipment and other appropriate safety equipment or devices necessary to protect individual health and safety;
- Provide APG management with periodic reports regarding Plan performance; and
- Provide necessary support and coordination to assist the Manager with investigations of occupational illness or injury, and assist the Manager, when required, to gather and/or maintain all necessary records related to these incidents, including OSHA 300 logs and investigation narratives.

5.0 Occupational Health and Safety

Occupational health and safety hazards in forestry projects primarily include physical hazards, noise and vibrations, fire, and chemical (hazardous material) hazards.

5.1 Job Hazard Analysis

The Manager shall assign a qualified Project Safety Manager to conduct a job hazards analysis for each job type involved in the project. The Project Safety Manager shall document the results of each analysis and train workers that will be performing those jobs with the proper safe operation and use of tools, equipment, machinery and hazardous materials to promote worker safety and help ensure a safe and healthy work environment. Job hazard analysis shall include (but is not limited to) the following components:

- Employee involvement;
- Review of accident history on current or past similar projects;
- Conduct a preliminary job review;
- List, rank and set priorities for hazardous jobs;
- Break down the job into job tasks or steps in order to describe each job action in order to identify potential job hazards;



- Evaluate and document environmental hazards at each forestry treatment work site;
- Analyze any other applicable contributing factors to job or work site hazards; and
- Implement appropriate job and work site hazard controls and ensure those controls comply with all applicable OSHA regulations (29 CFR 1910 and 1926).

5.2 Physical Hazards

Forest treatment operations involve a number of activities that may result in physical injury to workers. Injury may result from improper use of chainsaws and axes during felling, crosscutting and de-branching activities, use of a wood chipper, and/or working around the operation of heavy equipment on a work site. Use of cables to extract logs may expose workers to injury from cable breakage under tension or the sudden release of loads. Falling trees, especially dead trees resulting from beetle kill or past fires and loose branches are a significant cause of injury.

5.2.1 Cutting Equipment

Safety procedures to prevent and control injuries from cutting equipment include the following:

- Personnel shall be properly trained in the safe use of cutting equipment, including work crew coordination and safety measures;
- Equipment shall be properly maintained and include all necessary safety devices (e.g., blade guards on saws, etc.);
- Personnel should be provided with, and required to use, all necessary personal protective equipment (e.g., hard hats, gloves, chain saw chaps, steel-toed boots, safety glasses, safety goggles for re-loading paint mark guns or re-fueling equipment or vehicles, protective clothing, hearing protection, fall protection, etc.); and
- On-site first aid equipment and trained first aid personnel shall be available for every work site.

5.2.2 Falling Trees and Cable Use for Log Extraction

Safety procedures to control and prevent injury related to falling trees and cable use include the following:

- No worker other than the chainsaw operator and his assistant, if applicable, shall be within two tree lengths when trees are felled;



- Workers shall be trained in clearance of windthrow and standing dead timber before entering an affected area;
- Hard hats shall be worn at all times by workers when working under a forest canopy with a risk of falling branches; and
- Where cables under tension are used for tree extraction, no worker shall be within two cable lengths of the closest secured point.

5.2.3 Machinery and Vehicles

Accidents may occur in connection with the use of machinery and vehicles, including tractors and harvesting machinery, and during the transport of workers to work sites which sometimes occurs along poorly maintained roads. For safe operation of machinery and vehicles for project activities the following health and safety measures shall be utilized by all personnel:

- Drivers and passengers of worker transport vehicles shall observe and comply with all Colorado Department of Motor Vehicle regulations and drive at safe speeds taking into account road and weather conditions;
- The Manager shall ensure that training is conducted and licensing (if applicable) is obtained for all operators of heavy equipment;
- The Manager shall ensure moving equipment with restricted rear visibility is outfitted with audible back-up alarms and said alarms are used during the operation of heavy equipment; and
- The Manager shall establish rights-of-way, site speed limits, vehicle inspection requirements, operating rules and procedures; control of site traffic patterns or directions; and restrict the circulation of delivery and private vehicles to defined routes and areas, giving preference to one-way traffic patterns.

5.2.4 Lone and Isolated Workers

Project operations may necessitate that workers are isolated and out of verbal and line of sight communication with a supervisor, other workers, or other persons capable of providing aid and assistance, for continuous periods of time for more than one hour. That worker is therefore at increased risk should an accident or injury occur. To facilitate safe working conditions for the lone and isolated worker, the Manager shall:

- Ensure that lone/isolated workers dislodge felled trees according to safe methods specified in forest logging industry standards;
- Ensure that lone/isolated workers receive adequate training in safe work procedures and document such training;



- Designate a Project Safety Manager to conduct regular safety inspections;
- Designate a person(s) to check on the safety of loan/isolated workers at regular intervals; and
- Ensure that worker safety has been fully addressed in the planning process for forestry treatment operations.

5.2.5 Noise and Vibrations

Chainsaws, vehicles, and other mechanical forestry equipment emit noise at excessive levels. Some logging machinery can subject workers to unsafe levels of vibration leading to work-related injury to internal organs or hands.

- The Manager shall ensure the use of vibration limitation devices on chainsaws and in seating designs on harvesting machinery;
- Rest and stretch breaks shall be incorporated into work processes;
- Job rotations shall occur to prevent over exposure to noise or vibration; and
- The Manager shall implement quality control and maintenance programs that reduce unnecessary forces and exertions and take into consideration additional special conditions (e.g., left handed persons) for worker safety.

Since most noise sources in forestry operations can not be prevented, control measures shall include the use of personal hearing protection by exposed personnel and implementation of work rotation programs to reduce cumulative exposures to vibration. The Manager shall:

- Implement a worker hearing conservation program to ensure that no worker is exposed to a noise level greater than 85 dB(A) for a duration of more than eight (8) hours per day without hearing protection; and that appropriate hearing protection shall be worn at all times when noise levels exceed 85dB(A). Said hearing conservation program shall fully comply with OSHA regulations found in 29 CFR 1910.95.

5.3 Chemical Hazards

5.3.1 Hazardous Materials Management – Use of Fuels, Lubricants and Paint

Forestry operations involve the use of machinery, vehicles, and related fuels and lubricants; tree marking devices that utilize paint; and other hazardous materials.

The Manager shall:



- Ensure that current versions of Material Safety Data Sheets (MSDS) are available to personnel at every work site for each hazardous material stored or used during all hours that workers are at a job site;
- Instruct workers to always wear eye goggles during equipment and vehicle re-fueling operations or while re-filling tree marking devices with paint;
- Ensure that a portable eye wash is available at every job site, is kept full of eye wash solution and is regularly inspected to ensure it is in good working order;
- Ensure that all hazardous material containers are properly labeled (i.e., chemical name, hazard warning and first aid for worker exposure, etc.) in compliance with the OSHA Hazard Communication Standard (29 CFR 1910.1200);
- Provide training to personnel regarding the safe use, handling and storage of hazardous materials that communicates the potential degree and type of hazard posed by the hazardous materials used on project work sites, the appropriate PPE to wear while using or storing hazardous materials and appropriate first aid for exposure in compliance with 29 CFR 1910.1200; and
- Ensure the appropriate spill response kit and supplies are on hand at every job site that uses or stores hazardous materials especially where equipment and vehicles are re-fueled.

5.4 Health and Safety Requirements, Practices and Procedures

5.4.1 Orientation and Training

Employees are responsible for attending the required Plan orientation and training so that they remain qualified to perform their assigned tasks.

5.4.2 General Employee Training

All APG and contractor personnel who require security/site access badges shall receive General Employee Training (GET) that is provided by APG or a project contractor.

5.4.3 Safety Meetings and Information

The Manager shall schedule meetings and periodically arrange for health and safety subject matter experts to meet with personnel to inform them of the status of the project health and safety efforts. These meetings may also be used for training



or for discussing specific health and safety and/or emergency preparedness and response issues.

To limit the audience size, encourage interaction and allow the meeting to focus on matters pertinent to the group, it is recommended, that the audience for these meetings be limited to the members of a functional unit, such as a field crew.

Health and safety meetings should be held no less than once per calendar month and more often if project situations necessitate an increased meeting frequency.

Vital health and safety information, which must be communicated rapidly, will be delivered in a memorandum to all APG personnel, including project contractor personnel.

5.4.4 Training Records and Certifications

The Manager will establish and maintain records of health and safety and emergency preparedness and response training received by the Colorado State Forest Service (the "Client") and/or other regulatory agency staff. The APG Office Administrative Assistant shall maintain all health and safety and emergency preparedness and response training records.

Records of training provided by the Client training organizations are maintained by those organizations. APG personnel who receive training from the Client or from an outside provider are responsible for providing a copy of the training certificate or other documentation to the Manager.

A record of all training given to APG and contractor personnel will be maintained in the APG headquarters office master files for a minimum of five years.

5.5 Health and Safety Requirements for Project Field Activities

5.5.1 Pre-task Evolution Briefing Review



Whenever tasks are to be performed under field conditions at various work sites, personnel that could be exposed to health and safety risks that are not expressly covered by this program, the Manager is responsible for determining whether additional instruction, training, personal protective equipment, equipment resources, or monitoring is necessary.

5.5.2 Fire Safety

The following measures are provided to prevent equipment or vapor caused fires and to minimize the potential losses that could occur in the event of a structure fire:

- Smoking is not permitted on any job site within the forest, during any equipment or vehicle re-fueling operation, or during operation of any hand-held or large piece of equipment;
- Do not store combustibles near sources of ignition;
- Report any odors of smoke to the Client and the Project Safety Manager;
- All APG and contractor personnel shall be familiar with and receive training for the use of this Plan as well as any Client required fire prevention, emergency preparedness and response or project safety plan;
- All APG and contractor personnel shall be familiar with their work site locations and be able to describe said location at all times;
- The Project Safety Manager shall devise and document a work site evacuation plan for each work site in the event of a fire that makes evacuation necessary and train APG and contractor personnel on the use of such plans at the project safety training. The work site evacuation plan will include a requirement for a safe personnel muster site, that is, a site for personnel to evacuate to away from the fire danger and a requirement for crew chiefs to conduct a roll call once they believe all personnel have reached the muster site. Note: every time that workers show up on site (e.g., start of the work day, after meal breaks or errands, etc.) the crew chief shall conduct and document a roll call of all workers at the job site, so that, in the event of an emergency evacuation order, the crew chief knows exactly which personnel were supposed to evacuate from that site for the roll call at the evacuation muster site. In the event that any personnel are missing from the muster site, the crew chief shall notify the



Project Safety Manager immediately so that Client and/or County emergency responder search procedures can be enacted immediately for the missing personnel. If the crew chief can not reach the Project Safety Manager immediately, the crew chief shall call the emergency responders and/or Client to notify them of the missing worker(s); and

- All APG and contractor personnel shall remain at their vehicles or equipment throughout re-fueling operations. Absolutely NO unattended re-fueling of vehicles or equipment shall be permitted at any time.

5.6 Off-site Health and Safety

5.6.1 Motor Vehicle Safety

APG personnel on official project business are required to comply with all traffic safety regulations whether they are operating a Client motor pool vehicle, rental vehicle, or privately owned vehicle.

5.6.2 Accidents/Injuries/Illnesses While Off-Site on Official Client Business

Any job-related accident, injury or illness experienced by APG personnel while off-site on official Client business must be reported to the affected person's Project Safety Manager, or if unreachable, then the Manager as soon as practical, but in no case more than 8 hours after the event.

The Manager is responsible for any additional notifications or reporting that may be required for initiating any necessary documentation, and for initiating an investigation, if necessary.

5.7 Nondiscrimination and Allegations of Reprisal

No APG Staff employee shall be discharged or in any way discriminated against for filing a complaint or a safety concern.

6.0 Standard Emergency Response

6.1 Six Important Steps to Emergency Response.



A standard emergency response procedure has been developed and should be followed by all persons initiating an emergency response to an incident. This standard emergency response procedure should be followed regardless of the type of emergency that occurs (i.e., personal injury or illness, fire, spill, etc.). Whether the field crew member(s) find themselves in an emergency situation or come upon an operational situation in the field, they will need support and direction. The following six steps should be followed.

- Step 1 – Recognize the Problem. It is important to remain alert to situations that may require immediate attention. These could be environmental situations, fires, personal injury or operational problems. An emergency situation is straightforward, but what is an operational situation requiring a response? Personnel should be trained in situational classifications to ensure swift recognition of the problem and the appropriate operational response.
- Step 2 – Evaluate the Hazard. Evaluate the magnitude of the hazard or emergency. Gather information so the proper resources can be marshaled in response.
- Step 3 – Take Control. Whatever the situation, someone needs to take control. This may mean halting operations, stopping the flow of a fuel spill, notifying co-workers or identifying hazardous exposures. Take the action necessary to immediately control the situation.
- Step 4 – Call for Help. Call '911' or if in a remote location, the appropriate radio frequency (to be supplied by the Manager during personnel training in the use of this Plan) if medical aid is required or to report a fire or other emergency. Notify the Project Safety Manager of any emergency situations immediately upon discovery and after calling '911' or radioing for help.

If a hazardous materials or fuel spill may reach or does reach state waters (i.e., surface water, wetlands or a wet meadow) the crew will inform the APG Colorado Manager who will in turn immediately call the Colorado Department of Public Health and Environment's Environmental Release and Incident Reporting phone line at 1-877-518-5608, to report the spill (unpermitted discharge to state waters).

- Step 5 – Take Action. Take whatever action possible to safely lessen the impact of the situation, based on instructions given to the crew member when you called for help. Their training and equipment on hand will also determine



what actions they take. In certain situations, all the crew member(s) will be able to do is warn, evacuate and protect any people in the area.

- Step 6 – Follow up. Problem situations should not be repeated. The APG Colorado Manager shall document as much information as possible so an effective accident/incident investigation may be done. Such documentation may be a legal requirement, depending on the situation.

6.2 APG and Contractor Personnel Emergency Preparedness and Response

6.2.1 Orientation and Training

Employees are responsible for attending the required Plan orientation and training so that they remain qualified to perform their assigned tasks.

6.2.2 General Employee Training

All APG and contractor personnel, if applicable, who require security/site access badges shall receive General Employee Training (GET) that is provided by APG or a project contractor.

6.2.3 APG Personnel Emergency Preparedness and Response Plan Orientation

All APG personnel shall receive a Plan orientation. The Manager shall ensure that existing and newly hired personnel are made aware of the contents of this Plan, have access to a copy of the Plan during all work hours and at each work site location and receive training on the use of the Plan. Particular attention is to be given to the employee's responsibility under the Plan and for the means of reporting unsafe or unhealthy acts or work conditions and emergencies. Attendance shall be documented via a dated training roster that all personnel attending the training shall be required to legibly sign.

6.2.4 Project- or Task-Specific Emergency Response Access Requirements

Project- or task-specific orientation is given by APG training staff that acquaints the project crew members with the location of exit trails and/or roadways at work site



locations, assembly points and any unique requirements for safe emergency response access and/or crew member evacuations from the work site/area.

Activities that are not explicitly addressed by this Plan may expose APG personnel to health and safety risks. In such cases, the Manager or supervisor of the personnel who will perform the work should consult with a Colorado State Forest Service responsible representative to review the proposed activity and to determine whether any additional controls, personal protective equipment (PPE), training or procedures are necessary for safety on the work site and/or emergency preparedness and response.

6.2.4.1 Escorted Access

The following training is required for escorted access into forest treatment areas, and wildland or prescribed fire areas:

- Fire Shelter Deployment; and
- Full Personal Protective Equipment.

The escort must be knowledgeable of the safety requirements of the fire environment as well as task requirements.

6.2.4.2 Unescorted Access

The following training is required for unescorted access into Wildland or prescribed fire areas:

- Current Red Cross card; and
- Classroom Training - National Wildfire Training Group 130/190.

6.3 Fire Emergency Training and Response

- All APG and contractor personnel shall receive fire emergency preparedness and response training from a qualified professional as designated by the Manager and/or the Client agency. Note: Fire fighting training is not intended to prepare employees for action against large forest fires, but is intended to prepare employees for fighting initial brush fires and equipment fires,



to the extent such actions can be safely performed until such time as said fires are extinguished or, in the event of growing fire situation, the command is given by the appropriate crew leader and/or Manager to evacuate the area; and

- The Manager shall ensure that field personnel have all the necessary PPE and fire fighting equipment and media to fight initial brush fires or equipment/vapor-caused fires.
- In the event of a fire, take the following actions:
 - Call '911' or the appropriate radio frequency;
 - Attempt to extinguish the fire only if you have been trained in the proper use of a fire extinguisher or other fire response equipment and can do this safely; and
 - Evacuate the affected area immediately if the fire cannot be controlled.

6.3.1 APG and Contractor Vehicles – Fire Response Equipment.

While conducting project tasks and activities, all APG and contractor pickup trucks shall be equipped (at a minimum) with the following fire/safety equipment: ABC fire extinguisher; single bit axe; long or 'D'-handle, round pointed shovel; five-gallon backpack water container with hand pump; canvas pail or suitable container for filling backpack water container; first aid kit; two-way radio with company/project operations-specific frequencies; and cellular telephone (recommended).

7.0 Personal Protective Equipment

Personal Protective Equipment (PPE) is necessary when there is a potential for hazardous exposures that are impractical or impossible to eliminate which could cause an accident. The employer is required to pay for any PPE used by personnel to comply with PPE requirements throughout the OSHA standards [29 CFR 1910.132(h)(1)]. The employer is not required to pay for non-speciality safety-toe protective footwear (including steel-toe shoes/boots) and non-specialty prescription safety eyewear, provide that the employer permits these items to be worn off the work site. The employer is not required to pay for the logging boots required by 29 CFR 1910.266(d)(1)(v).



7.1 Hazard Assessment and Selection of PPE [29 CFR 1910.132(d), (e), (f)]

Selection of the proper PPE will usually be identified by APG or by the working document that is associated with the specific work or task. APG personnel who require PPE to perform their jobs shall be provided that equipment by APG. To inquire about specific PPE, personnel may contact the APG HQ Office Manager.

7.1.2 Eye and Face Protection (29 CFR 1910.133)

Protective eye and face devices shall be worn at all appropriate times. Workers who wear contact lenses must wear eye protection over the lenses. All protective eye wear must include side shields and meet the American National Standards Institute (ANSI) 87.1-1989, or be demonstrated to be equally effective. For liquid hazardous material handling (e.g., refueling or use of paints) or working in dusty conditions, eye goggles are the required PPE.

7.1.3 Hearing Protection (29 CFR 1910.95)

Working areas may require hearing protection. This protection will also be provided by either APG/Client Agency or the crew leader.

7.1.4 Protective Footwear and Legwear (29 CFR 1910.136)

APG provides protective footwear for personnel who are required to enter hazardous areas where protective footwear is required. To obtain a pair of safety shoe or boots, a series of steps and approvals must occur so consult with the Project Safety Manager in advance of field work. An example of protective leg wear is chainsaw chaps.

7.1.5 Head Protection (29 CFR 1910.135)

APG also provides head protection for personnel who are required to enter areas where there is the potential for falling of flying objects, bump hazards. The general areas that require head protection are Prescribed Fire Environments.



7.1.6 Hand Protection (29 CFR 1910.138)

Workers shall use appropriate hand protection when their hands are exposed to hazards such as: skin absorption of harmful substances; severe cuts or lacerations; severe abrasions; punctures; chemical or thermal burns; and harmful temperature extremes. Gloves are often relied on for hand protection however, there is no one glove that provides protection against all hand hazards. Therefore, it is important to select the most appropriate glove for a particular task, determine how long it can be worn and whether it can be re-used. Other types of hand protection include: finger cots; mitts; hand pads; and sleeves or forearm cuffs.

7.1.7 Protective Clothing

Many areas may site require special protective clothing to prevent. This clothing will be provided by either APG/Client Agency. Selection of the proper clothing will be identified by APG/Client or by the working document that is associated with the specific work or task.

8.0 Accident/Incident Reporting and Record Keeping

8.1 Reporting of Unsafe or Unhealthy Working Conditions

APG personnel have the right to be provided a safe and healthy place of employment. In order to provide this, employees must assist in identifying unsafe or unhealthy situations. APG personnel shall immediately contact the APG headquarters office should an unsafe or unhealthy situation arise. Employees also have the right to file a concern with the local office.

8.2 Reporting Personal Injury or Illness

8.2.1 Management Responsibilities

A prompt and thorough investigation of all accidents resulting in injury, illness, property loss, or near misses shall be conducted by the Manager. An



immediate notification must be made to the Manager. This is extremely important in assuring compliance with regulatory agencies and establishing claims information for insurance purposes.

8.2.2 Personnel Responsibilities

Any injury received by APG personnel, no matter how slight, must be reported to the Crew Leader. The Crew Leader will then immediately notify the Project Safety Manager.

8.2.3 Individual Accident/Incident Report

When one of the above-mentioned events occurs, the Manager shall complete an Individual Accident/Incident Report, within 24 hours.

8.2.4 Maintenance of the OSHA 300 Log

APG must maintain a record of the injuries and illnesses sustained by their employees. This log, known as the OSHA 300 Log, shall be kept with the APG Office Administrative Staff.

8.2.5 Motor Vehicle Accidents/Property Damage

Report forms will be used for motor vehicle accidents. Motor vehicle accidents on plant site should be treated in the same manner as those on the public highways.

8.3 Worker's Compensation Claims

When an employee is injured on the job and unable to work, he or she is eligible to receive worker's compensation benefits for time loss and to have medical expenses paid. In order to ensure payment of compensation and medical expenses, a First Report of Injury must be filed with the employer's worker's compensation insurance carrier. The form must be completed within 10 days; therefore, notification of the injury/illness and completion of the Individual Accident/Incident Report are important to establishing a viable claim.



8.4 Medical and First Aid Services

8.4.1 On-The-Job Injuries or Illnesses

In order to ensure the best care possible, the individual employers may have selected a designated clinic or doctor to provide the treatment. This information must be passed on to the medical staff as referral information.

8.5 Ergonomic Considerations

Safe use and operation of hand tools, chain saws, heavy equipment, and the performance of forestry treatment work relies in part, on proper consideration of ergonomics. Strains due to repetitive stress, awkward positions, repetitive motions, lifting, and other job factors are a potential source of occupational injury to personnel. The following actions aid in preventing ergonomic related illnesses:

- The Manager will gather and analyze data to define the scope and characteristics of ergonomics concerns raised during the jobs hazard analysis that will be conducted by the Project Safety Manager; and
- Ergonomic evaluations and prescribed corrective actions will be documented and provided to the affected individuals.

9.0 References

National Fire Protection Association (NFPA) 101, Life Safety Code.

Occupational Safety and Health Administration (OSHA) 29 CFR 1904, Recording and Reporting Occupational Injuries and Illnesses.

OSHA 29CFR 1910.38, Employee Emergency Plans and Fire Prevention Plans.

OSHA 29 CFR 1910.120, Hazardous Waste Operations and Emergency Response.

OSHA 29 CFR 1910.333, Selection and Use of Work Practices.

OSHA 29 CFR 1910.1200, Hazard Communication Standard.



CWPP Fuels Reduction

APG Management Plan
APG-PM-Rev-1_CW_CJ

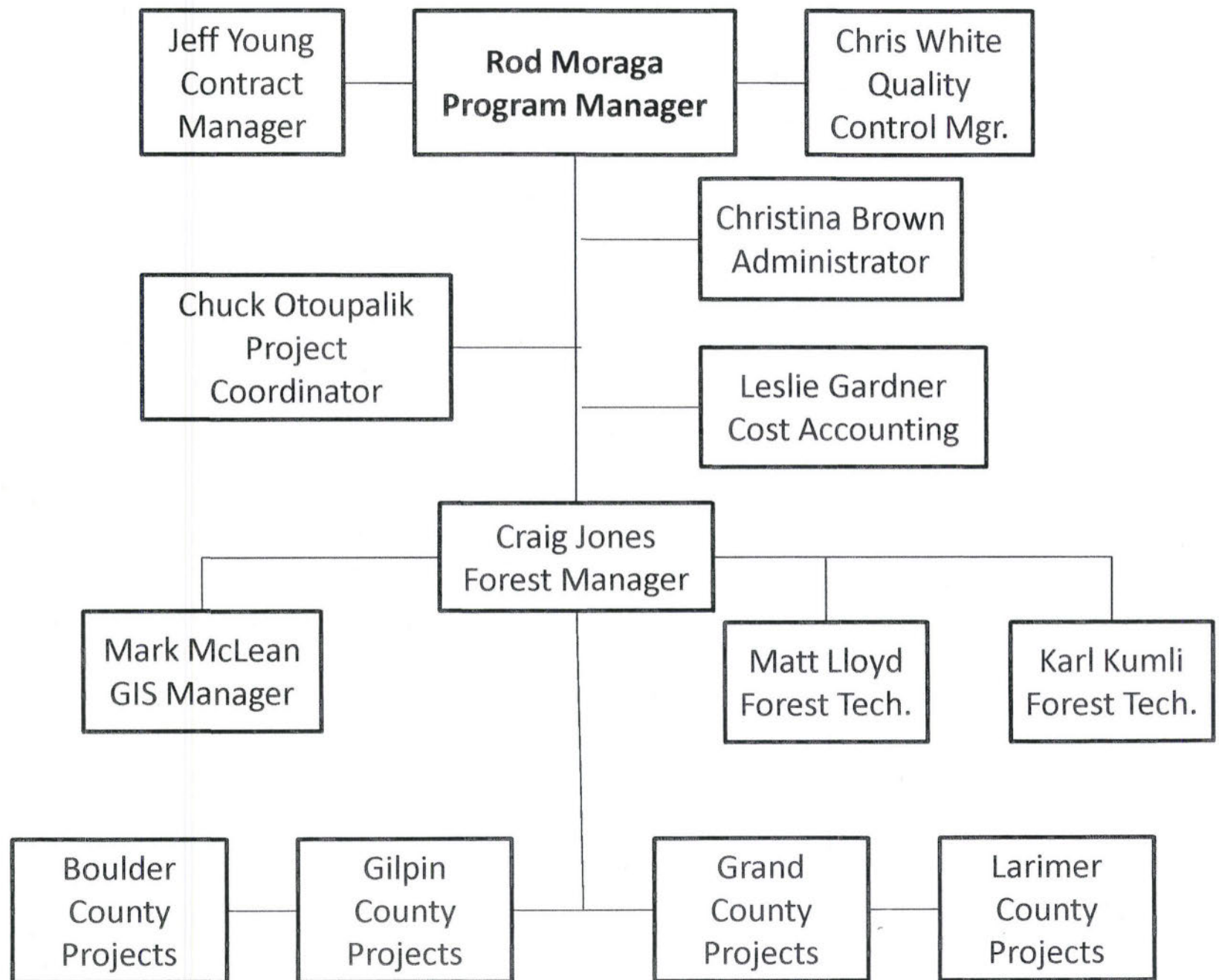
OSHA Compliance Manual, J.J.Keller & Associates, Inc., December 2008.



1.3 APPENDIX E – Standard Forms

The following forms are to be utilized as necessary by all APG and contract project personnel. Examples are provided as attachments to this appendix and referenced in the following table.

Number	Description	Applicability / User
CSFS1	CSFS Project Mgmt Report	Project Coordinator, CSFS
CSFS2	Milestone Status Report	Project Coordinator, CSFS
CSFS3	ARRA FTE Report	Project Coordinator, CSFS
CSFS4	Project Cost Report	Project Coordinator, Cost Accounting
APG-1	Timecard	All Project Personnel and Subcontractors
APG-2	Standard Subcontract	All Subcontractors, APG



ORGANIZATION: Anchor Point Group

NAME	Christina Brown	Title	Administrator
Phone-O	303-665-3473	E-Mail	cbrown@anchorpointgroup.com
Phone-M			
NAME	Craig Jones	Title	Field Operations Manager
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NAME	Karl Kumli	Title	Forest Tech
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Phone-M	303-775-0881		
NAME	Matt Lloyd	Title	Forest Tech
Phone-O	303-665-3473	E-Mail	mlloyd@anchorpointgroup.com
Phone-M			
NAME	Mark McLean	Title	GIS Project Manager
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Phone-M			
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Phone-M	303-819-2231		
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Phone-M	303-550-4505		
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			

ORGANIZATION: CSFS

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Phone-O	303-823-5774 x3	E-Mail	bob.bundy@colostate.edu
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Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
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NAME		Title	
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Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			

ORGANIZATION: CSU

NAME	Betty Eckert	Title	Assoc. Director of Contracting
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Phone-M			
NAME	Doug Leavell	Title	Director Sponsored Programs
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NAME	Carol Wood	Title	Subcontract Administrator
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Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
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NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			

ORGANIZATION: C3 Summit

NAME	Jaimy Beecher	Title	VP Business Ops.
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Phone-M			
NAME	Chuck Otoupalik	Title	Project Coordinator
Phone-O		E-Mail	cotoupalik@anchorpointgroup.com
Phone-M	720-253-6412		
Phone-H	303-678-8414		
NAME	Jeff Young	Title	Contract Manager
Phone-O	303.517.4774	E-Mail	jeff@c3summit.com
Phone-M			
Phone-F	800.893.2709		
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			
NAME		Title	
Phone-O		E-Mail	
Phone-M			

WBS code XX.XX.X.X

Level 1 _____ County (Bo=Boulder, La=Larimer, Gi=Gilpin, Gr=Grand

Level 2 _____ Project number within the County

Level 3 _____
D= Defensible Space
E= Evacuation Route
L= Landscape Fuelbreak/D-space
R Roadside Thinning

Level 4 _____
F=Field Operations
O=Other direct costs
P=Program Management

Priority Level from Proposal

CLIN = A High
B Medium
C Low



Colorado State Forest Service: Community Assistance Information for CSFS/NFPORS Reporting



Please answer the following questions and submit to your Project Manager monthly.

Subrecipient Name: Anchor Point

Month: January 2010

1. List all prevention/education programs conducted or implemented in the last month (e.g., schools, civic, open houses, mass mailings, teacher packets, CWPP community meetings, etc.).

Meeting/Program/Mailer/ Packet Title	Amount Spent	# of Attendees/ Mails/Packets	List Communities Represented	Number of Hours
Rollinsville Community		15	GRCA, USFS, CSFS, Rollinsville Fuels Commity, APG	4
Pole Hill		4	Pole Hill HOA, APG	4
Larimer County Advance		2	CSFS, APG	1
Gilpin Assesment		4	CSFS, APG	3

2. List ALL hazardous fuels reduction or mitigation projects conducted on nonfederal lands.

Project/Unit Name	Amount Spent	Communities <u>Directly</u> Affected	Communities <u>Indirectly</u> Affected and How

3. List acres treated to reduce hazardous fuels. Include only those project/acres directly related to ARRA funding.

Project/Unit Name	Number of Acres	Type of Treatment**	Slash Processing Method (pile/burn, chip, lop/scatter)	Project Start Date	Project End Date

4. List acres treated to reduce hazardous fuels that were leveraged through ARRA funding.

Project/Unit Name	Number of Acres	Type of Treatment**	Slash Processing Method (pile/burn, chip, lop/scatter)	Describe How Project is Related to ARRA	Organization Performing Treatment

5. List acres treated by mechanical means with by-products utilized.

Project/Unit Name	Number of Acres Treated	Mechanical (M)* or Hand (H) Treatment	Type of Treatment**	How By-Products Utilized (firewood, post/pole, mulch, lumber, Christmas trees, etc.)	Estimated Volume Utilized (cords, tons, cubic yards, board feet, # trees, etc.)

6. List communities assisted with ARRA funding not previously accounted for.

Community Name	How Assisted by ARRA Funding

7. List all media contacts in the last month, and attach articles/photos/stories/web sites.

Media Name	Media Type (newspaper, newsletter, radio, TV, etc.)	Date of Contact	Initiated By
CSFS Outreach	CSFS	1/27/2010	CSFS



Colorado State Forest Service: Community Assistance Information for CSFS/NFPORS Reporting



Please answer the following questions and submit to your Project Manager monthly.

Subrecipient Name: Anchor Point

Month: December 2009

1. List all prevention/education programs conducted or implemented in the last month (e.g., schools, civic, open houses, mass mailings, teacher packets, CWPP community meetings, etc.).

Meeting/Program/Mailer/ Packet Title	Amount Spent	# of Attendees/ Mailers/Packets	List Communities Represented	Number of Hours
Rocky Mountain Fire planning		3	Eldorado Springs, Flagstaff	2
Gilpin County Stakeholder mtg		16	Gilpin county communities	2
Larimer County Stakeholder mtg		10	Larimer county communities	1.5
Grand County Stakeholder mtg		12	Grand county communities	2

2. List ALL hazardous fuels reduction or mitigation projects conducted on nonfederal lands.

Project/Unit Name	Amount Spent	Communities <u>Directly</u> Affected	Communities <u>Indirectly</u> Affected and How

3. List acres treated to reduce hazardous fuels. Include only those project/acres directly related to ARRA funding.

Project/Unit Name	Number of Acres	Type of Treatment**	Slash Processing Method (pile/burn, chip, lop/scatter)	Project Start Date	Project End Date

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5. List acres treated by mechanical means with by-products utilized.

Project/Unit Name	Number of Acres Treated	Mechanical (M)* or Hand (H) Treatment	Type of Treatment**	How By-Products Utilized (firewood, post/pole, mulch, lumber, Christmas trees, etc.)	Estimated Volume Utilized (cords, tons, cubic yards, board feet, # trees, etc.)

6. List communities assisted with ARRA funding not previously accounted for.

Community Name	How Assisted by ARRA Funding

7. List all media contacts in the last month, and attach articles/photos/stories/web sites.

Media Name	Media Type (newspaper, newsletter, radio, TV, etc.)	Date of Contact	Initiated By



Colorado State Forest Service: Community Assistance Information for CSFS/NFPORS Reporting



Please answer the following questions and submit to your Project Manager monthly.

Subrecipient Name: Bob Bundy

Month: November 2009

1. List all prevention/education programs conducted or implemented in the last month (e.g., schools, civic, open houses, mass mailings, teacher packets, CWPP community meetings, etc.).

Meeting/Program/Mailer/ Packet Title	Amount Spent	# of Attendees/ Mailers/Packets	List Communities Represented	Number of Hours
Boulder County Stakeholders Meeting		7	Boulder County Stakeholders	2
Larimer County Stakeholders Meeting		8	Larimer County Stakeholders	2
Gilpin County Stakeholders Meeting		16	Gilpin County Stakeholders	3
Grand County Stakeholders Meeting		11	Grand County Stakeholders	2

2. List ALL hazardous fuels reduction or mitigation projects conducted on nonfederal lands.

Project/Unit Name	Amount Spent	Communities <u>Directly</u> Affected	Communities <u>Indirectly</u> Affected and How

3. List acres treated to reduce hazardous fuels. Include only those project/acres directly related to ARRA funding.

Project/Unit Name	Number of Acres	Type of Treatment**	Slash Processing Method (pile/burn, chip, lop/scatter)	Project Start Date	Project End Date

4. List acres treated to reduce hazardous fuels that were leveraged through ARRA funding.

Project/Unit Name	Number of Acres	Type of Treatment**	Slash Processing Method (pile/burn, chip, lop/scatter)	Describe How Project is Related to ARRA	Organization Performing Treatment

5. List acres treated by mechanical means with by-products utilized.

Project/Unit Name	Number of Acres Treated	Mechanical (M)* or Hand (H) Treatment	Type of Treatment**	How By-Products Utilized (firewood, post/pole, mulch, lumber, Christmas trees, etc.)	Estimated Volume Utilized (cords, tons, cubic yards, board feet, # trees, etc.)

6. List communities assisted with ARRA funding not previously accounted for.

Community Name	How Assisted by ARRA Funding

7. List all media contacts in the last month, and attach articles/photos/stories/web sites.

Media Name	Media Type (newspaper, newsletter, radio, TV, etc.)	Date of Contact	Initiated By

ROD MORAGA



FIRE MANAGEMENT

3775 IRIS AVENUE, SUITE 2A • BOULDER, CO 80301

PHONE 303-665-FIRE (3473) • FAX 303-665-3478

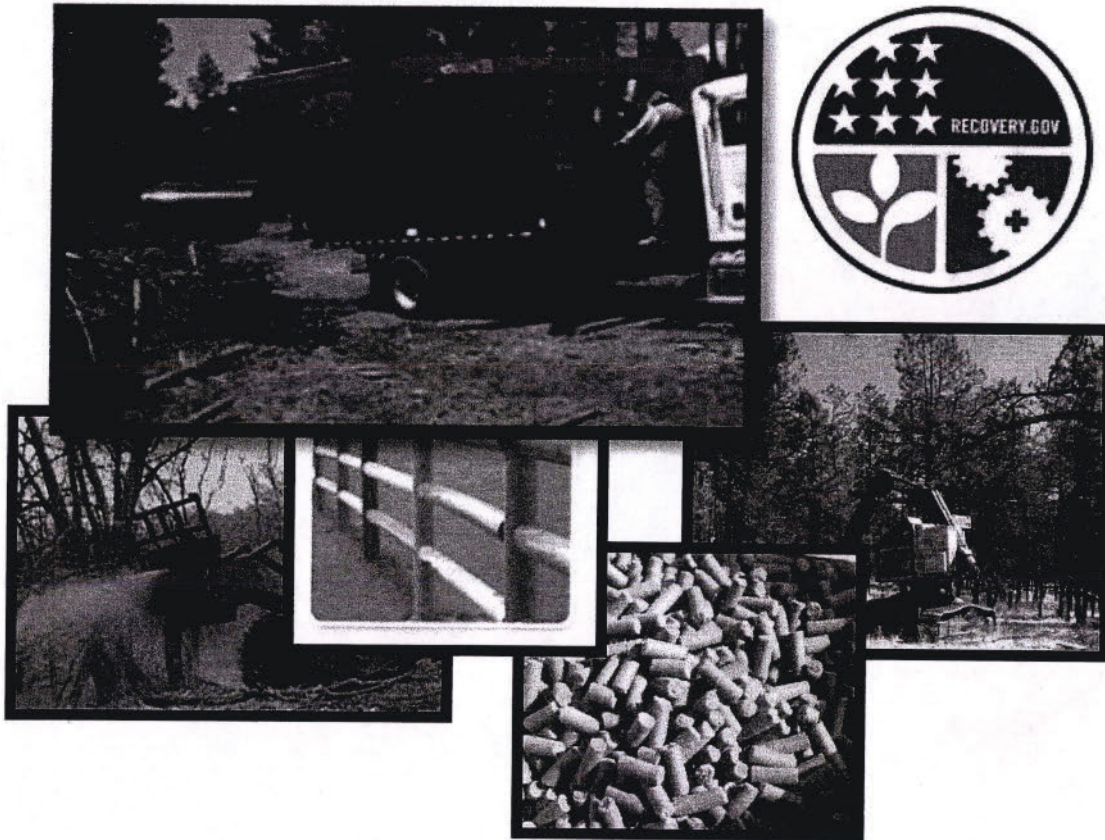
www.AnchorPointGroup.com 442-0246

EMAIL: Rod@AnchorPointGroup.com

cell:
303
819-2231

PROPOSAL FOR COMMUNITY WILDFIRE PROTECTION PLAN IMPLEMENTATION PROJECT

Revised October 15, 2009



Anchor Point Group, LLC Chris White

3775 Iris Ave, Suite 2A

Boulder, CO 80301

303-665-3473

DUNS#: 074281846

Amount Requested: \$1,745,583

Prepared For:

Colorado State Forest Service

5060 Campus Delivery

Fort Collins, CO 80523-5060



Community Wildfire Protection Plan
Implementation Project revised RFP

1.0 EXECUTIVE SUMMARY

Jeff Jahnke
Colorado State Forest Service
5060 Campus Delivery
Fort Collins, Co 80523-5060

RE: Proposal for Community Wildfire Protection Plan Implementation Project

Dear Mr. Jahnke,

Please accept the accompanying proposal in response to the ARRA funded Community Wildfire Protection Plan Implementation Project. Our proposal outlines our team's services and approach that will enable Gilpin, Boulder, Larimer and Grand counties in Colorado to implement high priority fuels reduction projects as detailed in their respective Community Wildfire Protection Plans.

We believe that the Anchor Point Team provides the State of Colorado and the selected counties with the best overall value for this project for the following reasons:

- **Awarding this grant to APG will create 25 new jobs (FTE) and retain 29 jobs (FTE).** The total job creation under this grant will result in 8 new and retained jobs within Anchor Point. Additional job creation and retention will be realized by contract wood cutting, utilization, and contract support companies.
- **These jobs are sustainable and will continue after the two year performance period of this grant.** Unlike short-term jobs that might be created by awarding this grant to other entities, jobs created through award to APG will be long-term positions. Work generated by this grant will help APG and our collaborating companies to bridge the current work shortage caused by the current economic downturn while providing time to focus on business development for year three and beyond.
- **APG understands Colorado's fire management needs.** As a long term leader in Colorado's and the Nations wildfire industry, APG knows Colorado's fire management situation and where priority projects are needed. From this knowledge, APG can focus on areas where fuels reduction projects can build off of existing efforts, satisfy the greatest need and provide the maximum synergy and value.
- **APG understands the challenges of fuels reduction projects in the interface and can deliver high quality projects.** APG is widely recognized in the industry for its strong technical capabilities and project management skills. For the last decade, Anchor Point has managed fuels reduction projects from planning, layout and marking, to contractor selection, quality control and utilization. Currently, Anchor Point is overseeing management of 6,000+ acres in



2.0 WORK PLAN

2.0 A- JOBS CREATED OR RETAINED

Awarding the total requested amount to APG will create 25 new jobs (FTE) and retain 29 jobs (FTE). The total job creation under this grant will be **54 new and retained FTE positions**. This will result in **8 new and retained jobs within Anchor Point**.

Completion of our scope of work may take less than the allowable term of the grant, however it is our intent to create sustainability that will continue after the two year performance period of this grant. Unlike short-term jobs that might be created by awarding this grant to other entities, jobs created through award to APG will be long-term positions. Work generated by this grant will help APG bridge the current work shortage caused by the current economic downturn while preserving our position and reputation as the technical leader in this small but critical industry. Letters of support, in Section 7.0 of this proposal, from county mitigation crews, private sector logging and utilization companies, Fire Protection Districts and Counties clearly describe how this grant will greatly assist them, as well as, bridging the gap to more sustainable jobs.

Table 1 APG Jobs Created

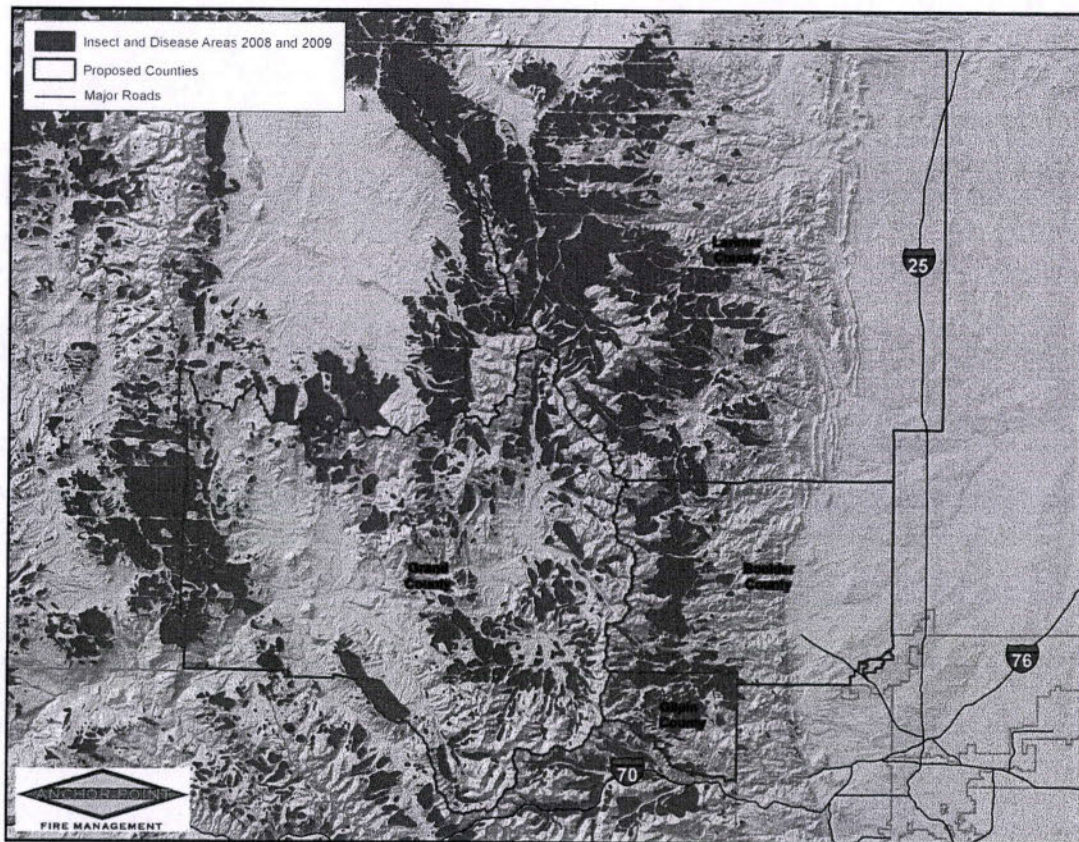
Position	New Job	Retained Job	FTE Equivalent
Project Manager	.5	1	1.5
Office Administration	1		1
GIS	.25	1	1.25
CPA	.25		.25
Forest Manager	1		1
Forestry Technician	2	1	3
TOTALS	5	3	8

Table 2 Jobs Created in Operations – Non APG

County Mit Crews	3	20	23
Logging Company	10	3	13
Pellet Mill	5	1	6
Post and Pole Mill	2	2	4
TOTAL	20	26	46



Figure 2. Insect and disease 2008/2009



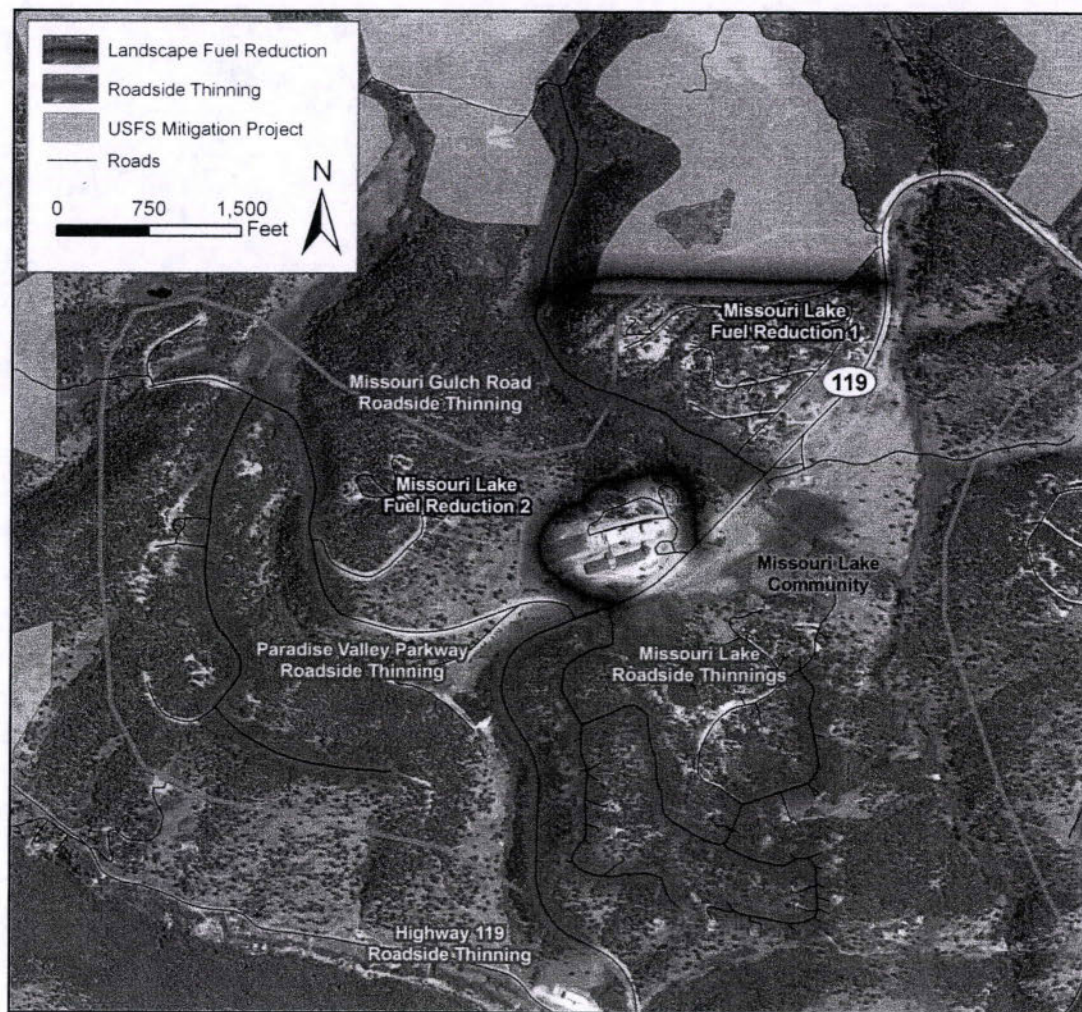
2.0 C- CRITERIA FOR PROJECT SELECTION

Anchor Point's approach starts with the establishment of a projects base maps including risk and insect and disease. Through the project areas CWPP process, projects have been defined and prioritized. The base map provides meaningful data when meeting with key stakeholders to make final project selections and ensuring a true landscape approach to fuels planning. Anchor Point has developed or obtained prioritized fuels reduction projects from the counties covered in this proposal. These lists, in combination with, the associated base data will be utilized to make final project selection with the stakeholders. Final project selection will be based on a collaborative process that established project prioritization through grant criteria including:

1. Number of jobs created and sustained by the project
2. Readiness of projects – from both a forestry and stakeholder level
3. Communities and other values protected
4. Acres treated

For Gilpin, and the majority of Grand and Boulder Counties, meaningful data and graphics packages are available through the local CWPP's. In Larimer County, similar map sets will be created, as needed, to support community and stakeholder project support. Project lists were provided to Anchor Point by the represented counties. Samples of these are below. It is important to note that high value project cost, greatly

Figure 4. Typical Close-up of recommended project area



Name	County	Type	Priority	Acres
Crystal Lakes Open Space	Larimer	Landscape Fuelbreak	C	15.0
Rist Canyon W CR 27 Fuelbreak	Larimer	Landscape Fuelbreak	C	40.0
Red Stone Fuelbreak Connection	Larimer	Landscape Fuelbreak	C	20.0
Horseetooth OS Tie-In to Lory	Larimer	Landscape Fuelbreak	C	20.0
Carter Lake West Side Fuelbreak	Larimer	Landscape Fuelbreak	C	10.0
Magic Sky Pile Burns	Larimer	Evacuation Route	C	60.0
Pinewood Res/James Trail	Larimer	Landscape Fuelbreak	C	10.0
Hermit Park Fuelbreak Tie-In USFS	Larimer	Landscape Fuelbreak	C	40.0
YMCA/East Portal Tie-In RMNP	Larimer	Landscape Fuelbreak	C	50.0

2.0 D- TYPES OF TREATMENTS

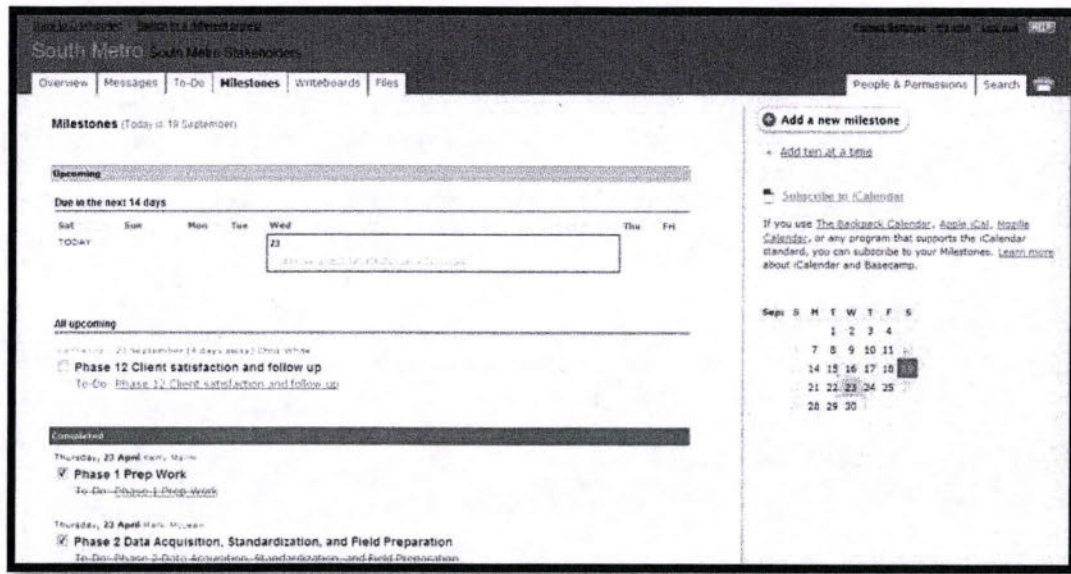
The treatments to be used will vary with the individual project. The intent of the treatments is fire mitigation. In order to achieve this it will be necessary to remove the horizontal and vertical continuity of the fuels (vegetation). Certain vegetation types lend themselves to different methods. The treatment in shrubs will likely be mastication or hand cutting, depending on the acreage. In ponderosa forests the treatments will be hand felling or mechanical thinning from the sub-dominant and understory trees. Focus will be on weak, stunted and poor formed trees. The crown spacing will be increased and remaining trees will be limbed up in accordance with standard defensible space and shaded fuelbreak guidelines. Lodgepole forests, especially those with insect damage will be patch clear cut. There will be emphasis on removing the dead and down material on the forest floor as well. This is best done with standard logging equipment unless access is restricted, in which case, hand felling will be used.

A majority of wood and slash generated through selected projects will be utilized. Anchor Point has established working relationship with several utilization companies. These include:

- **Environmental Energy Partners:** Manages portable pellet mills that follow the feedstock generated by these projects. In a matter of two weeks a "Nomad" pellet mill can be relocated, set up and ready to process woody biomass into the cleanest, renewable solid fuel known to mankind. Nomads leave no permanent footprint, so Nomads can be located on sites which would not normally allow a permanent mill to be built. Mills will be strategically located dependent on final funding and project selection.
- **Big Rocks Excavating – Forestry Division:** Manages the manufacturing of forest products such as firewood, posts & poles, saw logs for local mills, wood stock for mills, chips & mulch. APG will utilize this option on an as needed, best value basis.
- **The BRIGHT Center** (*Biomass Research Institute for Global Health and Technology*) intends to secure woody biomass from all available sources to fuel its cogeneration facility in Fort Collins, Colorado. Woody biomass fuel procurement will commence in late 2009 and the plant will be on line in mid 2011. Anchor Point's proposed centralize planning, coordination, and implementation offers efficient management towards the greatest value feedstock supply.



Figure 5. Example of BaseCamp web site



Anchor Point will update the stakeholders in each county with monthly reports on the project's status and public involvement. It will also maintain a contact list of stakeholders and interested parties as well as serve as the primary contact.

2.0 G- WORKING WITH CWPP STAKEHOLDERS IN HIGH PRIORITY TREATMENT AREAS

Anchor Point has long standing relationships and history with many of the stakeholders in the proposed project areas. Our capabilities and probability of success are high due to our past and current history with a variety of stakeholders in the project areas.

To leverage these relationships and ensure successful and rapid project implementation, Anchor Point will utilize **The Conservation Cooperative**. TCC is a Ft. Collins based Colorado not-for-profit Organization which supports collaborative conservation and public involvement processes with land and resource conservation projects and programs in the Rocky Mountain Region.

Support for the implementation of fuels reduction projects will include:

- Contact landowners and explain the fuels reduction program available to them. A letter will be sent explaining the work to be done on their property and the timeline for acceptance. A landowner will be given no more than two weeks to respond and accept the project. The list will be generated from initial meetings and as discussed in **2.0 F**.
- Support APG's work in the implementation of fuels reduction projects and their work with the forest products industry through public and partnership networking and involvement processes.

2.0 I- TIMELINE OF PROJECTS

Table 4. Maximum Project timeline

PROJECT	Task	Year & Month																							
		2009		2010												2011									
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
Gilpin		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Mar	Apr	May	Jun	Jul	Aug	Sep		
	Adminis tration																								
	Public Process																								
	Layout / Marking																								
	Walk through																								
	Implementation																								
	Inspection/Closeout																								
Boulder		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Mar	Apr	May	Jun	Jul	Aug	Sep		
	Adminis tration																								
	Public Process																								
	Layout / Marking																								
	Walk through																								
	Implementation		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
	Inspection/Closeout																								
Grand		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Mar	Apr	May	Jun	Jul	Aug	Sep		
	Adminis tration																								
	Public Process																								
	Layout / Marking																								
	Walk through																								
	Implementation		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
	Inspection/Closeout																								
La Plimer		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Mar	Apr	May	Jun	Jul	Aug	Sep		
	Adminis tration																								
	Public Process																								
	Layout / Marking																								
	Walk through																								
	Implementation		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
	Inspection/Closeout																								
* Denotes shovel-ready projects																									

Table 5 Implementation Budget

CWPP Implementation Budget					
Award Amount	\$1,745,583				
County	% Allocation	\$ Amount	Administration	Travel/Expenses	Operations
Boulder	25	\$436,396	\$202,033	\$8,728	\$225,635
Gilpin	30	\$523,675	\$242,439	\$10,473	\$270,762
Grand	25	\$436,396	\$202,033	\$8,728	\$225,635
Larimer	20	\$349,117	\$161,626	\$6,982	\$180,508
Totals	100	\$1,745,583	\$808,131	\$34,912	\$902,540
			(see salaries)		
				Total	\$1,745,583

Table 6 Salaries

Dollars for Job Creation and Support – Pro Rated for FTE %							
Position	Base Salary	G&A	ODC	Total Hourly	Annual Funding	Jobs Created	Pro-Rated
Project Manager	\$47	\$11	\$7	\$65	\$134,784	0.5	\$67,392
CPA	\$45	\$10	\$7	\$62	\$129,617	0.25	\$32,404
GIS	\$31	\$7	\$5	\$43	\$89,856	0.25	\$22,464
Forest Mgr	\$31	\$7	\$5	\$43	\$89,856	1	\$89,856
Forest Tech	\$25	\$6	\$4	\$34	\$71,136	2	\$142,27
Office Admin	\$23	\$5	\$4	\$32	\$67,392	1	\$67,392
					\$582,641		\$421,78
						Total	\$808,13
						(22 months)	

An additional 3 jobs will be retained by Anchor Point in association with this award. These retained jobs will not be funded by this award; however the award will allow APG to retain these positions.



Subcontractors- Utilization

A majority of wood and slash generated through selected projects will be utilized. Anchor Point has established working relationship with several utilization companies. These include:

- **Environmental Energy Partners** manages portable pellet mills that follow the feedstock generated by these projects. In a matter of two weeks a "Nomad" pellet mill can be relocated, set up and ready to process woody biomass into the cleanest, renewable solid fuel known to mankind. Nomads leave no permanent footprint, so Nomads can be located on sites which would not normally allow a permanent mill to be built. Mills will be strategically located dependent on final funding and project selection.
- **Big Rocks Excavating – Utilization Division** manages the manufacturing of Forest Products such as firewood, posts & poles, saw logs for local mills, wood stock for pellet mills, chips & mulch. APG will utilize this option on an as needed, best value basis.
- **The BRIGHT Center** (*Biomass Research Institute for Global Health and Technology*) intends to secure woody biomass from all available sources to fuel its cogeneration facility in Fort Collins, Colorado. Woody biomass fuel procurement will commence in late 2009 and the plant will be on line in mid 2011. Anchor Point's proposed centralize planning, coordination, and implementation offers efficient management towards the greatest number of treated acres and jobs created and retained.

Subcontractors- Implementation, Private

- **Big Rocks Excavating – Forestry Division** - will be utilized for heavy mechanical and other types of thinning/fuels reduction through the use of Feller Buncher/Delimiter, Skidders, Track Loaders, Excavators, Processors, Grinders, and Semis/Tandem Trucks, Skilled Foresters/Sawyers, etc.
- **High County Forestry** – Will be utilized for low-impact forest management, including thinning and tree removal. Capable of light mechanical with skilled sawyers.
- **A Cut Above Forestry** - Will be utilized for both moderate and light mechanical, chipping services, transportation and sawyers.

Subcontractors- Implementation, Public



- International Structure Protection Plan Development Committee
- FEMA – Development of wildfire Facts Brochure
- FEMA – Development of Wildfire Loss Avoidance Methodology

Anchor Point's expertise related to wildfire issues has been recognized through a key partnership: We are honored to be subject-matter experts and advisors on wildland-urban interface issues for the ***International Association of Fire Chiefs***, the premier worldwide fire chiefs association.

Anchor Point's understanding of wildland urban interface issues both locally and nationally will help ensure that projects meet the full spirit and intent of the National Fire Plan, SB-001 as well as the ARRA.

6.1 REFERENCES

We are proud of our decade-long record of excellence with our clients. Please feel free to contact our references to find out more about the quality of our work.

	Forest Management and CWPP Recommendations
CLIENT	Beaver Creek Resort – Avon Colorado


The following section of successfully completed projects is perhaps the clearest evidence of our stability, capacity, and capability.

Recent Client Portfolio

San Miguel County - CO	Castle Pines Golf Community – Castle Rock, CO
Turner Foundation – Vermejo Park Ranch, NM	Angel Fire - NM
City of Santa Fe – Santa Fe, NM	El Paso County - CO
City of Boulder – Fire Department -CO	Glenwood Springs – CO
South Metro Fire Authority – Parker, CO	Mono County – CA
Grand PFD – Granby CO	Angel Fire Resort, NM
City of San Marcos – CA	Berthoud FPD – Berthoud CO
Vista Fire Protection District – Vista, CA	Inyo County – CA
Bachelor Gulch – CO	Winter Park – CO
U.S. Fish and Wildlife Service- Honolulu , HI	Lexington Hills – Los Gatos, CA



During this period, Mountain Pine Beetle began to severely impact the lodgepole stands. Anchor Point developed a mitigation plan for MPB, and is currently managing the private lots that are impacted. Anchor Point continues to be the project manager for all forestry and fire projects.

	Implementation of CWPP Recommendations
CLIENT	Genesee Foundation, Golden, CO
PROJECT TERM	April 2004 – July 2004. Project completed on time and on budget.
CONTACT	Ryan Babcock – ryan@anchorpoint.com 303.526.9463

Anchor Point developed a Hazard and Risk assessment for the community. There were numerous fuels reduction recommendations in the form of shaded fuel breaks and road side thinning for evacuation routes. Anchor Point was hired as the project manager for implementation. The contract included marking, layout and design, contractor selection and oversight. These projects were done on Open Space and required sensitivity to environmental and recreational impacts.

RODRIGO MORAGA – PRINCIPAL

Rodrigo began working with the Anchor Point Group LLC in 1998, where he is a Managing Member of the firm. He leads the ecosystem management and prescribed fire divisions implementing comprehensive forest ecosystem plans. His focus is on combining prescribed fire and sound silvicultural practices to enhance ecosystem health, while mitigating the Wildland-urban Interface fire threat. He also oversees the fire behavior analysis for hazard and risk assessments, prescribed burns and community wildfire protection plans. Rodrigo coordinates with federal, state and local land management agencies to implement prescribed fires in the western U.S.

Mr. Moraga has been working in natural resource management for over 20 years. In 1988, Rodrigo worked with the USFS on the White River National Forest in Eagle, CO. His primary function was as a timber stand examiner. Rodrigo was also a member of the district's wildland fire crew and engine crew. He later worked for the City of Boulder Open Space department as the ranger supervisor responsible for law enforcement, search and rescue, fire and medical response. In 1997, he became the forest and fire ecologist for the department. In 1999, he was hired by the Boulder fire department as the prescribed fire manager overseeing forest management and prescribed fires on the City's public lands until 2002.

Mr. Moraga has experience in a variety of projects that involve forest planning and implementation. He has been involved at all levels of forest management -from inventory and prescription development to implementation of thinning and restoration. As a principal author of the forest ecosystem management plan for the city of Boulder, he developed a process that used sound silvicultural practices that achieved both forest health improvement and fire mitigation measures. His experience and strong background in fire operations, fire ecology, forestry and Wildland/Urban interface ensures that recommendations are viable and practical to the end user.

Rodrigo is a member of the Society of American Foresters and the National Wildfire Coordinating Group (NWCG). He is also on several natural resource management advisory boards both private and public. Rodrigo holds a B.S. degree in Natural Resource Management (Forestry) from Rutgers University and an A.A.S. degree in Forest Recreation from Paul Smith's College. He is bilingual in English and Spanish.

MARK MCLEAN, Ph.D – GIS PROJECT MANAGER

Mark currently serves as the GIS division project manager for Anchor Point hazard assessments. His duties encompass the supervision of spatial database creation and manipulation, production of cartographic products, and geographic data analysis. Mark's experience with GIS started in 1991 when he worked with the California Gap Analysis Project to assess gaps in protection for California's varied ecosystems.

In 1993, Mark received his Bachelor of Arts degree in Physical Geography and Aquatic Biology at the University of California at Santa Barbara. In 1995, Mark graduated with a Master of Science degree in Geography at the University of Florida with an emphasis in Spatial Analysis applications to fluvial geomorphology. Mark then served the Geography Department at the University of Florida as Staff Cartographer where he was responsible for cartographic production and set up the departmental GIS computer laboratory. Mark graduated in 2003 with a Doctor of Philosophy degree in Geography from the University



SEE ATTACHED FILE FOR DETAILED REPRESENTATIVE PROJECT BUDGET



Hrs and Cost on a per acre basis for Ponderosa pine fuelbreaks		Project Manager \$65 /hr		Forester \$43 /hr	
Task	Task Description	(hrs)	(\$)	(hrs)	(\$)
1	Task 1: Shaded Fuel break (PP)				
1a	Admin / Permits	1	\$65	0	\$0
1b	public process	1	\$65	0.5	\$40
1c	Layout and marking	0	\$0	0.5	\$40
1d	initial walkthrough with contractor	0	\$0	1	\$80
1e	implementation	0	\$0	1	\$80
1f	technical oversight throughout project	0	\$0	0.5	\$40
1g	inspection and close out	0.5	\$33	0.5	\$40
		2.5	\$163	4	\$320
Percentage of work category		6%		11%	

Hrs and Cost on a per acre basis for pile burning		Project Manager \$65 /hr		Forester \$43 /hr	
Task	Task Description	(hrs)	(\$)	(hrs)	(\$)
1	Task 1: Shaded Fuel break (PP)				
1a	Admin / Permits	1	\$65	0	\$0
1b	public process	0	\$0	0	\$0
1c	Layout and marking	0	\$0	0	\$0
1d	initial walkthrough with contractor	0	\$0	0	\$0
1e	implementation	0	\$0	0	\$0
1f	technical oversight throughout project	0	\$0	0	\$0
1g	inspection and close out	0	\$0	0	\$0
		1	\$65	0	\$0
Percentage of work category		13%		0%	

Hrs and Cost on a per acre basis for Ponderosa pine road side chipping		Project Manager \$65 /hr		Forester \$43 /hr	
Task	Task Description	(hrs)	(\$)	(hrs)	(\$)
1	Task 1: Shaded Fuel break (PP)				
1a	Admin / Permits	1	\$65	0	\$0
1b	public process	0	\$0	0	\$0
1c	Layout and marking	0	\$0	0	\$0
1d	initial walkthrough with contractor	0	\$0	0	\$0
1e	implementation	0	\$0	0	\$0
1f	technical oversight throughout project	0	\$0	0	\$0
1g	inspection and close out	0	\$0	0	\$0
		1	\$65	0	\$0
Percentage of work category		13%		0%	

** Based on and eight hour work day conducting approximately 3 to 4 acres per day.

** This is a ratio of time based on a single acre. There would be an economy of scale on projects. It is assumed that Contract time does not increase on a per acre increment

Travel and Expenses will follow standard GSA domestic per diem rates and are not included in the estimate

Anchor Point Staff						Subcontractor	
Forest technician \$34 /hr		GIS \$43 /hr		Office Support \$32 /hr		logger/mitigation crew	TOTAL
(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)		
0	\$0	0	\$0	0.25	\$8	\$0	\$73
0	\$0	0.25	\$11	0	\$0	\$0	\$116
1	\$34	0	\$0	0	\$0	\$0	\$74
0.5	\$17	0	\$0	0	\$0	\$0	\$97
1	\$34	0	\$0	0	\$0	\$1,925	\$2,039
1	\$34	0	\$0	0	\$0	\$0	\$74
0.5	\$17	0	\$0	0	\$0	\$0	\$90
4	\$136	0.25	\$11	0.25	\$8	\$1,925	\$2,562
5%		<1%		<1%		75%	100%

Anchor Point Staff						Subcontractor	
Forest technician \$34 /hr		GIS \$43 /hr		Office Support \$32 /hr		logger/mitigation crew	TOTAL
(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)		
0	\$0	0	\$0	0.25	\$8	\$0	\$73
0	\$0	0.25	\$11	0	\$0	\$0	\$11
0	\$0	0	\$0	0	\$0	\$0	\$0
0	\$0	0	\$0	0	\$0	\$0	\$0
0	\$0	0	\$0	0	\$0	\$330	\$330
1	\$34	0	\$0	0	\$0	\$0	\$34
1	\$34	0	\$0	0	\$0	\$0	\$34
2	\$68	0.25	\$11	0.25	\$8	\$330	\$482
14%		2%		2%		69%	100%

Anchor Point Staff						Subcontractor	
Forest technician \$34 /hr		GIS \$43 /hr		Office Support \$32 /hr		logger/mitigation crew	TOTAL
(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)		
0	\$0	0	\$0	0.25	\$8	\$0	\$73
0	\$0	0	\$0	0	\$0	\$0	\$0
0	\$0	0	\$0	0	\$0	\$0	\$0
0	\$0	0	\$0	0	\$0	\$0	\$0
0	\$0	0	\$0	0	\$0	\$377	\$377
1	\$34	0	\$0	0	\$0	\$0	\$34
1	\$34	0	\$0	0	\$0	\$0	\$34
2	\$68	0	\$0	0.25	\$8	\$377	\$518
13%		0%		2%		73%	100%

e public mtg would suffice for all projects in the area.

% of project cost.



C3 Summit, LLC, established in 2003 is a small, Colorado based, Woman-Owned Business (WOB) and Emerging Small Business (ESB) that provides professional Business and Engineering services to government and commercial companies. C3 has provided support services to many large business requiring professional and unique skill-based personnel. C3 provides practical support service solutions in the areas of:

- Project Management, Project Scheduling
- Development and Implementation of Accounting, Reporting, and Compliance
- Business Management and Analytical Services
- Engineering, Science & Technology Development

C3 is very familiar with creating meaningful metrics and strategies to track, monitor, verify, and report targeted data. While the CSFS's situation is unique, having people who have direct experience with end to end development will greatly increase product quality, buy-in, and friendly user interface. We are committing senior people to this contract. They collectively bring over 110 years of direct experience planning, measuring, and reporting federal contracts, ranging up to \$250 million. C3 provides the direct managerial experience.

Our designated Project Manager is Mr. Kelly. Mr. Kelly managed and directed program management metrics and processes of a Fortune 500 company specifically for a \$700 million Project Management Office (PMO). Mr. Jeff Young (President of C3) will assist Mr. Kelly, Mr. Young developed many spreadsheet tools that are still in use today by federal agencies who seek specific reporting requirements under ARRA reporting, 10 CFR 600 compliance, and OMB Circular A-87 requirements.

C3 Summit has always equated business efficiency with environmental responsibility. We have consciously substituted modern information-age technology in place of large facilities and prolific corporate travel, with their large energy footprint. In addition, we have substituted electronic media for paper when practical. Our environmental commitment has allowed us to achieve our business goal of low overhead rates.

Our reputation precedes us. We received an award for dedication and commitment to Colorado's Aerospace Industry by the Lt Governor (Colorado) Barbara O'Brien, at the 25th National Space Symposium (2009). C3 Summit has been named to the Boulder County Business Report's Mercury 100 as one of the 100 fastest-growing private companies in Boulder and Broomfield counties. We have 16 letters of recommendations on file from federal agencies to large and small aerospace companies.

Organization Name: Ball Aerospace Technology Corporation	Contact: Alison Medbery	Phone No. 303-939- 4000	Fax No NA	Email: amedbery@ball.com	Years: 5 Years
Description of Services: Assist Ball Aerospace in the management of satellite and electro-optical programs for commercial and government space flight systems. Work includes, FAR, CASB, Defense Contractor Audit Agency compliance, reporting, funding, and performance assessment including Earned Valued, trending, and cost/contract reporting.					
Result and Other Information: 1/2004 to present. Deadlines are "drop-dead" musts for large hardware programs and C3 works indirectly through Ball Aerospace for the Federal Government, Northrop Grumman, Lockheed Martin, and Boeing Corp. C3 coordinated, produced, developed, and delivered the largest proposal in Ball Aerospace history consuming 4 months, more than 100 people, thousands of pages of text for the Air Force \$12 billion program called Transformational Satellite Communications system (TSAT).					

on program management system development at various DOE, DoD and NASA site installations.

EXPERIENCE

Washington Group; Anniston, Alabama (1996 - 2005);

Project Controls and Integration Manager, responsible for managing the cost, schedule, estimating, pricing, and production controls functions of the Anniston Chemical Demilitarization facility. As the Washington Defense corporate EVMS manager responsible for implementation, maintenance and oversight of the earned value management systems (EVMS) at 4 demilitarization projects. Performed system design and develop system documentation in accordance with Department of Defense EVMS Guidelines. Provided project management training to project Cost Account Managers and Project Controls personnel. Held the Project Controls Manager and Business Manager positions on the Johnston Atoll Chem Demil project.

SYMTECH Corporation, Inc; Oak Ridge, Tennessee (1994 - 1996);

Project Management Specialist, consultant to DOE Headquarters. Responsible for providing technical and management support to DOE Headquarters. Developed new cost and integrated reporting formats replacing the DOE Uniform Reporting System. Developed cost and integrated reporting sections of the Performance Analysis and Reporting Good Practice Guide in support of the DOE Life Cycle Asset Management initiative. Perform functional appraisals of DOE site project management systems, and support business management reviews. Review DOE project management training courses for technical accuracy and thoroughness.

Metters Industries, Inc; Oak Ridge, Tennessee (1991 - 1994);

Director of the Oak Ridge Operations office. Responsible for business development in the Oak Ridge, Tennessee area, and consultant support to DOE. Co-authored DOE project management documentation, *Project Control System Guidelines*, and the *Project Control Systems Guidelines Implementation Reference Manual*. Member of the DOE Technical Advisory Team for complex-wide implementation of standardized and accepted project control practices. Developed curriculum and courseware for the client's Project Control System training course and provided training to DOE project managers.

Provide consulting and training support to the Lockheed Martin, Hazardous Waste Remedial Action Program (HAZWRAP), performing baseline assessments, supporting development of site project management plans, and project control systems requirements. Developed curriculum and courseware for the Rocky Flats Environmental Restoration Project, Project Control Systems Management and Procedure Requirements document. Provided project control training to client and contractor personnel.

EG&G Rocky Flats, Inc; Golden, Colorado (1990 - 1991);

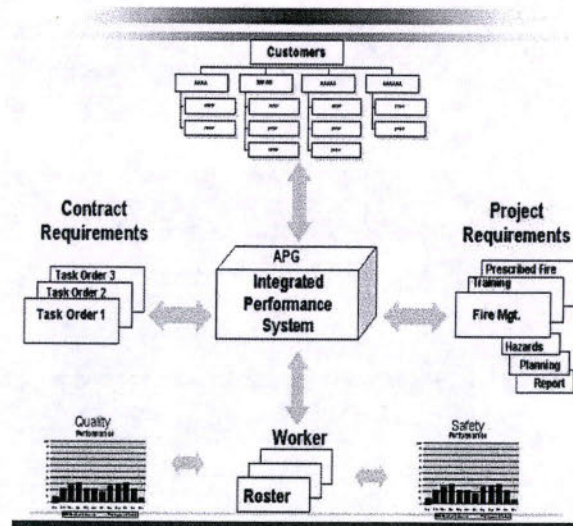
Deputy Director of Central Planning. Responsible for development of a 150 person organization to provide site-wide planning, scheduling, budgeting, analytical and reporting services. Managed the development of project management systems and procedures.



6.3 ARRA REQUIREMENTS AND REPORTING

INTEGRATED PLANNING/ PERFORMANCE

Anchor Point integrates four major components of successful project management: Customers, Contract, Project, and Staff. It is very important to Anchor Point to maintain strong relationships with our primary contact and stakeholders. Our organizational structure permits fast and courteous response, even under the pressure of multiple project tasks. Our people do high-quality work because they enjoy the environment and welcome a variety of technical challenges. Our staff is technically cross-functional and oriented toward multi-tasking, so complex projects can stay streamlined, on task, and on target. Our people are our biggest asset: whether working for Anchor Point, volunteering with a hometown VFD, or participating on Type 1 and Type 2 National Incidents, their commitment and work ethic is of the highest level possible.



In part, Section 1512 of the Recovery Act sets forth reporting requirements for the Sub Recipient (Anchor Point Group). Anchor Point will comply with all reporting criteria including periodic audits, project close out requirements and the following specific elements.

(c) RECIPIENT REPORTS.—Not later than 10 days after the end of each calendar quarter, each recipient that received recovery funds from a Federal agency shall submit a report to that agency that contains—

- (1) The total amount of recovery funds received from that agency;
- (2) The amount of recovery funds received that were expended or obligated to projects or activities; and
- (3) A detailed list of all projects or activities for which recovery funds were expended or obligated, including—
 - (A) The name of the project or activity;
 - (B) A description of the project or activity;
 - (C) An evaluation of the completion status of the project or activity;

Anchor Point's partner C3 will oversee the reporting requirements. The following outlines our strategy.

Project Management

STRATEGIES that will be used to facilitate collaboration with the CSFS team:

- **Understood Expectations** – We want to understand the success criteria for this project. Prior to the start, C3 Summit would be pleased to bring our team to the CSFS offices to meet the CSFS team; (This would not be a contract charge.) Alternatively, this can be a part of the initial planning meeting.
- **Integrated Plan** – C3 Summit proposes bringing our experts in Contracts, Finance, and Programmatic to the initial planning meeting. As we jointly map our actions we must ensure they encompass all pertinent factors and are self-consistent. The final plan will be task descriptions, task scheduling, and prioritized action items that address:
 - What?** - What is the work that will be performed on the project? What are the major products/deliverables?
 - Who?** – Who will be involved and what will be their responsibilities and authority within the project? How will they be organized?
 - When?** - What is the project timeline and when will particularly meaningful points, referred to as milestones, be complete?
 - How?** – Are we going to use face-to-face interviews and data collection forms? Will we use a central repository for all pertinent data, reports, presentations, and status?
- **Periodic Measurement** – We will regularly report progress on the plan. Data will include plan vs. work completed. (Did the task start on time and more importantly, did it finish on time?) Work in progress will be estimated as a percent complete with the rationale for that estimate included.
- **Control** – As things change (sickness, reprioritization, “acts of God”) we will apply “mid-course” correction to the plan (adapting and changing). This will always be accompanied by full coinsurance of the CSFS.
- **Manage Risk** – We will maintain “Situational Awareness,” looking for disruptions, risks, and opportunities.
- **Make it happen** – C3 Summit will adapt, react, and overcome as needed to make this project successful.

TOOLS that will be used to facilitate collaboration with the CSFS team:

ELECTRONIC:

There are many online meeting tools (Webex, LiveMeeting, GoToMeeting) that offer a variety of features. There are also many file sharing tools available such as SharePoint and password protected FTP. Before settling on one, we proposed working together to determine if the CSFS has a preference and if this short duration project justifies the expense of getting “up to speed” on a meeting tool. In the interim we propose using email and the C3 Summit’s password protected FTP site for large file transfers. The FTP site also serves as a common repository of all work in progress, status reports, and schedule.

Independent of this specific effort, we highly recommend the CSFS setup a Wiki (possibly using MS SharePoint) to capture and share “best practice” across all CSFS subcontractors. This should greatly aid small businesses that do not have the breadth and depth of management experience required by ARRA funding.

7.0 LETTERS OF RECOMMENDATION



ROCKY MOUNTAIN FIRE DISTRICT

7700 Baseline Road, Boulder, CO 80303-4708 ♦ (303) 494-3735 ♦ FAX (303) 499-8973

Colorado State Forest Service
CSFS ARRA Program
3843 West LaPorte Avenue,
5060 Campus Delivery
Fort Collins, CO 80523-5060

September 21, 2009

To Whom It May Concern:

Rocky Mountain Fire District is honored to be considered as part of Anchor Point Group's proposal to acquire ARRA funding through the CSFS to create and extend jobs and to fund high value fuels reduction projects throughout the our District. The proposed landscape approach to fire management, across multiple jurisdictions and landowners is the most sensible approach to protecting lives and property throughout Boulder County. Anchor Point completed Rocky Mountain Fire's CWPP and has decades of experience and familiarity with the risks and hazards within our community. We commit to collaborate with, and support their efforts of implementing projects in our District and other Boulder county projects

HISTORY

In 1998 RMF (then Cherryvale Fire) initiated the first wildfire mitigation program in Boulder County. The program, which included a mitigation crew conducting defensible space and fuel break work in the Flagstaff portion of our



Community Wildfire Protection Plan
Implementation Project RFP



At this time, our strategic plan contemplates seeking approval from the voters in 2012 for increased funding for our wildfire mitigation program. Therefore, a program funding award through the CSFS ARRA program will enable us to restore six former jobs (one permanent and five seasonal) and serve as a bridge until sustained funding can be realized in two-three years.

In summary, RMF believes that this program is well aligned to meet the goals of the ARRA program in general and the CSFS CWPP Implementation program specifically. Based on our past experience with wildfire mitigation efforts and our proposed partnership with Anchor Point, we are confident that we will successfully meet the program goals of creating jobs and to implementing CWPPs thereby reducing fire hazards and helping to protect communities.

Thank you for your consideration.

Don Whittemore
Assistant Chief





Platte Canyon Fire Protection District

P.O. Box 222
Bailey, CO 80421
303-838-5853

To whom it may concern,

I am writing on behalf of Platte Canyon Fire Protection District in regards to Anchor Points request for ARRA funding through the Colorado State Forest Service. Platte Canyon Fire Protection District fully supports the acquisition of this very important funding to create and extend jobs and to fund high value fuels reduction projects throughout Colorado. In order to implement an aggressive 24 month work plan, we commit to collaborate and support Anchor Point's efforts on selected projects throughout the State.

At present we employ twenty one firefighters specific to our Type 2 Initial Attack Hand Crew. We are available for local and National interagency fire suppression, hazardous fuels reduction, and all-risk emergency assignments through a Colorado State Cooperative Resource Agreement. With our current qualifications and our past accomplishments, we are currently working towards achieving Interagency Hotshot Certification.

Due to projected budget shortfalls over the next two years, it is very probable that this crew will not maintain employment, without contracted labor projects through this proposal. This stimulus money will be critical in our abilities to continue the employment of 21 firefighters.

We are available to provide mitigation work to neighboring state, county, or local cooperating agencies through our CRFF agreement. In addition to working on our domestic projects, we would be more than willing to commit our crew to work on any other high priority projects created through this initiative. We feel we would be a very strong resource to assist with any cross-boundary interagency fuels reduction.

In closing, again we at Platte Canyon are very supportive in the efforts of Anchor Point on this project and we look forward to working with them and their partners.

Sincerely,

Damon Laurion

Fire Crew Superintendent

Platte Canyon Fire Protection District



City
of
Boulder
Fire Department

1805 33RD STREET BOULDER, COLORADO 80301 (303) 441-3350 FAX (303) 441-4350



September 16, 2009

To whom it may concern,

The Boulder Fire Department fully supports Anchor Point's multi county approach to address wildland fire issues* in and around Boulder. American Recovery and Reinvestment Act (ARRA) funding administered through the Colorado State Forest Service (CSFS) will allow us to create and extend jobs and to fund high value fuels reduction projects on City open space adjacent to the City. We believe a landscape approach to fire management, across multiple jurisdictions and landowners is the most sensible approach to protecting lives and property in Boulder. Our past work with Anchor Point around our Community Wildfire Protection Plans (CWPP) was very positive.

In addition to reducing the fire risk in Western Boulder, the ARRA funding will allow us to keep our fire mitigation crew employed during these tough economic times. We commit to collaborate and support Anchor Point's efforts of implementing fuels reduction projects on City owned properties adjacent to the City of Boulder and subdivisions throughout Boulder County.

Sincerely,

Larry D. Donner
Fire Chief



A Cut Above Forestry
A Tree Care Company
Tree Care and Forestry Consulting

P.O. Box 9037
229 Continental Ct
Breckenridge, CO
80424

PHONE (970) 453-9154
FAX (970) 453-4916
E-MAIL derrick@acutaboveforestry.com
WEB SITE <http://www.acutaboveforestry.com>

September 21, 2009

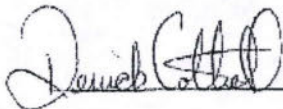
To whom it may concern,

A Cut Above Forestry project managers have prepared and directed the implementation of wildfire mitigation, vegetation management plans and direct control mountain pine beetle efforts for several homeowners associations and developers including The Towns of Vail and Breckenridge, Vail Resorts and Intrawest, The Squaw Creek Metro District, Highlands at Breckenridge H.O.A., and the Summit County Open Space. Rick, the company owner has also worked with the Colorado State Forest Service to prepare Forest Stewardship and Forest Agricultural Plans *restoration work*. Current fuel break projects which are underway include: Summit County Open Space Willowbrook, Summit Estates HOA Open Space, and Town of Breckenridge Public Works.

Rick Herwehe, the founder of A Cut Above Forestry, Inc has worked in the tree care industry since 1978. He has a Bachelor's Degree in Forest Management with a concentration in Forest Fire Science from Colorado State University. He is an International Society of Arboriculture Certified Arborist and a Registered Member of the American Society of Consulting Arborists. A Cut Above Forestry is a member of the Tree Care Industries Association.

A Cut Above Forestry fully supports the acquisition of ARRA funding through the CSFS to create and extend jobs and to fund high value fuels reduction projects throughout Colorado. To implement an aggressive 24-month work plan, we commit to collaborate and support Anchor Point's efforts of implementing selected projects.

Sincerely,

 Sales/Project Mgr 9/21/09

Name

Title

Date



Community Wildfire Protection Plan
Implementation Project RFP





September 17, 2009

To whom it may concern,

High Country Forestry is writing in support of Anchor Points' application for ARRA/CSFS grant funds for wildfire protection plan implementation. High Country Forestry has been working to meet the wildfire mitigation and forest management needs of Central Colorado since 2004. Our mission is to promote positive land stewardship through low-impact forest management, including planning, survey and mapping, disease and pest diagnosis, data management, thinning and tree removal. We specialize in working with landowners and communities to protect landscapes and create healthy forests that retain natural character and beauty.

High Country Forestry (HCF) has served over 200 individual landowners, 3 metro districts and 5 subdivisions. We are a woman-owned sub-section S corporation with ownership shared between Gloria and Richard Edwards. We employ up to 8 people, including women and minorities. High Country Forestry is a significant supporter of Central Colorado businesses, including mechanics, equipment sources, supply and retail stores, and agricultural cooperatives. HCF employs a Certified Forester, is fully insured and licensed, and qualifies for State Dept. of Labor cost-containment safety programs.

High Country Forestry fully supports the acquisition of ARRA funding through the CSFS to create and extend jobs, and to fund high value fuels reduction projects throughout Colorado. To implement an aggressive 24-month work plan, we commit to collaborate and support Anchor Point's efforts of implementing selected projects.

Sincerely,

Richard and Gloria Edwards

Co-Owners

September 17, 2009

Name

Title

Date

823 Pitkin Avenue
Glenwood Springs, CO 81601
970-309-7227

High_country@sopris.net www.highcountryforestry.com





9.16.09

To Whom It May Concern:

Environmental Energy Partners is a new biomass renewable energy company dedicated to forming partnerships that will facilitate the ecological and sustainable utilization and restoration of our planet's natural resources. The vision for Environmental Energy Partners, along with our non-profit affiliate "Yes I Make A Difference" is to assist in the mitigation, utilization and restoration of our forest ecosystems.

Environmental Energy Partners' fundamental objectives are to:

1. Proactively assist in the protection of life and property threatened by fire in the red zone areas.
2. Effectively and efficiently utilize this renewable biomass energy source by creating a cleaner, viable fuel product, supporting an emerging energy paradigm to decrease our dependence on coal and other fossil fuels.
3. Provide short-term solutions to a catastrophic problem while developing long-term management programs including: prescriptive thinning, burning and restoration projects and a continued utilization of a renewable energy resource.

Unlike traditional pellet mills, which are stationary, Environmental Energy Partners' mills are mobile. Our plants are called Nomads; like "nomads", we follow the feedstock. In a matter of two weeks a Nomad can be relocated, set up and ready to process woody biomass into the cleanest, renewable solid fuel known to mankind. Nomads leave no permanent footprint, so Nomads can be located on sites which would not normally allow a permanent mill to be built.

With new technologies and processes, Nomads are also safer to operate and more efficient than traditional mills. Nomads use a revolutionary pelletizing and drying process that does not require the use of the conventional drum drying furnace system. Each Nomad produces 5 tons per hour of bagged pellets available to the local market.

Environmental Energy Partners fully supports the acquisition of ARRA funding through the CSFS to create and extend jobs and to fund high value fuels reduction projects throughout Colorado. To implement an aggressive 24-month work plan, we commit to collaborate and support Anchor Point's efforts of implementing selected projects.

Regards,
Rosalie Bianco
President, Founding Partner
Environmental Energy Partners

phone: 970.819.9116 fax: 970.852.9712
5774 Inverness Drive, Longmont, CO 80505
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Now is the time to be Environmental Energy Partners



The Conservation Cooperative

Conservation solutions for conservation outcomes

605 College Ave., Ft Collins, CO 80522

jeff@theconservationcooperative.org

19 September 2009

Mr. Chris White
Anchor Point Group
3775 Iris Ave., Suite 2A
Boulder, CO 80301

Re: Support for Anchor Point Group's Proposals

Dear Chris:

The Conservation Cooperative (TCC) would like to express its support for Anchor Point Group's proposal to the Colorado State Forest Service. TCC is a Ft. Collins based Colorado Not for Profit Organization which supports collaborative conservation and public involvement processes with land and resource conservation projects and programs in the Rocky Mountain Region. TCC principals collectively have over fifty years of professional experience designing and implementing public involvement processes on collaborative conservation projects throughout the Rocky Mountain West. We are pleased to be a partner with the Anchor Point Group in this important initiative.

We look forward to building a strategic partnership with the Anchor Point Group (APG) to provide our services in assisting APG with designing and developing effective public involvement process for Community Wildfire Protection Plan's (CWPP) and with the implementation of the CWPP's. Our work will include assisting you with the design and development of public involvement processes which maximize collaborative opportunities in the CWPP process. Our work to support Anchor Point Group with their work on CWPP planning and implementation could include:

1. Design and develop public input processes which fit the landscape and communities Anchor Point is working with in the development of a CWPP. This includes scoping and setting up public meetings, phone and mail surveys of stakeholders, and canvassing community members on CWPP issues and concerns.
2. Collect and interpret data on public input and involvement processes and advise APG on public involvement data collection.
3. Support APG's work in the implementation of CWPP's and their work with the forest products industry through public and partnership networking and involvement processes.
4. Bring in partners who share the objectives of fuel reduction programs and projects including Colorado State University's students and faculty and other public and non-profit organizations in partnering with APG in the development and implementation of CWPP's. Our partners would help communities develop and implement fuel reduction projects and support the forest product industries through service learning with young forest conservationists and forest product industry craftsmen and women.
5. Assist APG in the research and development of a Fuels Reduction Easement Research Program which would evaluate the use of a non-possessory interest and/or servitudes in real estate to support fuel reduction activities.

605 So. College Ave., • Fort Collins, Colorado 80524

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- A private, non-profit organization serving the Western United States -



Community Wildfire Protection Plan
Implementation Project RFP



Hrs and Cost on a per acre basis for Ponderosa pine fuelbreaks		Anchor Point Staff								Subcontractor			
		Project Manager \$65 /hr		Forester \$43 /hr		Forest technician \$34 /hr		GIS \$43 /hr		Office Support \$32 /hr		logger/mitigation crew	
Task	Task Description	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)		TOTAL
1	Task 1: Shaded Fuel break (PP)												
1a	Admin / Permits	1	\$65	0	\$0	0	\$0	0	\$0	0.25	\$8	\$0	\$73
1b	public process	1	\$65	0.5	\$40	0	\$0	0.25	\$11	0	\$0	\$0	\$116
1c	Layout and marking	0	\$0	0.5	\$40	1	\$34	0	\$0	0	\$0	\$0	\$74
1d	initial walkthrough with contractor	0	\$0	1	\$80	0.5	\$17	0	\$0	0	\$0	\$0	\$97
1e	implementation	0	\$0	1	\$80	1	\$34	0	\$0	0	\$0	\$1,925	\$2,039
1f	technical oversight throughout project	0	\$0	0.5	\$40	1	\$34	0	\$0	0	\$0	\$0	\$74
1g	inspection and close out	0.5	\$33	0.5	\$40	0.5	\$17	0	\$0	0	\$0	\$0	\$90
		2.5	\$163	4	\$320	4	\$136	0.25	\$11	0.25	\$8	\$1,925	\$2,562
Percentage of work category		6%		11%		5%		<1%		<1%		75%	100%

Hrs and Cost on a per acre basis for pile burning		Anchor Point Staff								Subcontractor			
		Project Manager \$65 /hr		Forester \$43 /hr		Forest technician \$34 /hr		GIS \$43 /hr		Office Support \$32 /hr		logger/mitigation crew	
Task	Task Description	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)		TOTAL
1	Task 1: Shaded Fuel break (PP)												
1a	Admin / Permits	1	\$65	0	\$0	0	\$0	0	\$0	0.25	\$8	\$0	\$73
1b	public process	0	\$0	0	\$0	0	\$0	0.25	\$11	0	\$0	\$0	\$11
1c	Layout and marking	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0
1d	initial walkthrough with contractor	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0
1e	implementation	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$330	\$330
1f	technical oversight throughout project	0	\$0	0	\$0	1	\$34	0	\$0	0	\$0	\$0	\$34
1g	inspection and close out	0	\$0	0	\$0	1	\$34	0	\$0	0	\$0	\$0	\$34
		1	\$65	0	\$0	2	\$68	0.25	\$11	0.25	\$8	\$330	\$482
Percentage of work category		13%		0%		14%		2%		2%		69%	100%

Hrs and Cost on a per acre basis for Ponderosa pine road side chipping		Anchor Point Staff										Subcontractor	
		Project Manager \$65 /hr		Forester \$43 /hr		Forest technician \$34 /hr		GIS \$43 /hr		Office Support \$32 /hr		logger/mitigation crew	TOTAL
Task	Task Description	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)	(hrs)	(\$)		
1	Task 1: Shaded Fuel break (PP)												
1a	Admin / Permits	1	\$65	0	\$0	0	\$0	0	\$0	0.25	\$8	\$0	\$73
1b	public process	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0
1c	Layout and marking	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0
1d	initial walkthrough with contractor	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0
1e	implementation	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$377	\$377
1f	technical oversight throughout project	0	\$0	0	\$0	1	\$34	0	\$0	0	\$0	\$0	\$34
1g	inspection and close out	0	\$0	0	\$0	1	\$34	0	\$0	0	\$0	\$0	\$34
		1	\$65	0	\$0	2	\$68	0	\$0	0.25	\$8	\$377	\$518
Percentage of work category		13%		0%		13%		0%		2%		73%	100%

** Based on and eight hour work day conducting approximately 3 to 4 acres per day.

** This is a ratio of time based on a single acre. There would be an economy of scale on projects. It is assumed that one public mtg would suffice for all projects in the area.
Contract time does not increase on a per acre increment

Travel and Expenses will follow standard GSA domestic per diem rates and are not included in the estin Approximately 2% of project cost.